



Manningham Council
Annual Report

2022/23

A warm welcome to our Annual Report

Manningham is a great place to live, work and play. We are passionate about doing everything we can to support our community to enjoy our local environment and live happy, healthy lives.

Why we have an Annual Report

Our Annual Report helps inform our community and stakeholders about our activities, performance and future direction.

Under the *Local Government Act 2020*, we are required to submit an Annual Report to the Minister for Local Government each year.

How to read this document

We have structured this report to make it easy to find what you need.

On the following pages, you will find information about who we are, what we do, what we have achieved, our challenges and plans for the future.

You can also find out about how to get involved in our thriving community and local places.

We have interviewed local people about how our work impacts them and our much-valued community.

You will find further information on our financials, strategic reporting, corporate structure and governance in the appendix.

We hope you enjoy reading about our 2022/23.

Acknowledgement of Country

Manningham Council acknowledges the Wurundjeri Woi-wurrung people as the Traditional Owners of the land and waterways that is now known as Manningham.

Council pays respect to Elders past, present and emerging, and values the ongoing contribution to enrich and appreciate the cultural heritage of Manningham.

Council acknowledges and respects Australia's First Peoples as Traditional Owners of lands and waterways across Country and encourages reconciliation between all.

Our diverse community

Council also values the contribution made to Manningham over the years by people of diverse backgrounds and cultures.

Our commitment to gender equality

We are committed to ensuring that all people in our community are treated with dignity, respect and fairness. We consider the gender, equality and diversity of all people in our community as we develop our plans, strategies and services. We will uphold our requirements in the Victorian Government's Gender Equality Act 2020 and will continue to seek ways to improve all that we do to make Manningham a safe, respectful and inclusive community.

Our commitment to people with a disability

We are committed to working in partnership with our community to enhance the health and wellbeing of people with disabilities. Activities targeting people with disabilities are integrated and reflected across our Council Plan, our Health and Wellbeing Strategy and associated action places to address the Victorian Government's Disability Act 2006 s 38(1).

Contents

Welcome

Message from our Mayor 6

Message from our CEO 7

Who we are

Our vision 8

Our mission 8

Our strategic direction 8

Our values 9

Year in review 10

About Manningham 12

Our Councillors 14

Our organisation 16

How we govern 19

What we do

We set out what we will work towards 20

We report our performance against our goals 21

We represent our community and advance their needs 22

What we achieved in 2022/23

The services we provided 24

What we did to support a Healthy Community 26

What we did to support Liveable Places and Spaces 34

What we did to support a Resilient Environment 42

What we did to support a Vibrant and Prosperous Economy 52

What we did to support a Well Governed Council 58

Our financial performance 69

Our year ahead 74

Get involved 79

Appendix 80

Financial report 202

Performance statement 260



Message from our Mayor



I'm proud of what we have achieved in 2022/23 and I thank my fellow Councillors, our CEO and Executive team for their tireless commitment to our community.

A very big thanks to our residents for coming on board with our transition to Food Organics Garden Organics (FOGO). The waste we collect is transformed into compost for parks and gardens and will help us work towards our net zero community emissions target by 2035.

It's been an honour to be part of many residents' journeys to Australian citizenship. In 2022/23, we welcomed 985 people as new Australian citizens at our Citizenship Ceremonies.

This year we were fortunate to be in a position to award \$1,114,637 in community grants to 90 community organisations. Thank you to the dedicated volunteers who run these organisations and play a critical role in supporting our community.

Our 30 Faves in 30 Days campaign encouraged our community to celebrate and champion the wonderful local businesses in our vibrant shopping villages and precincts.

I was honoured to take part in the tree scarring project at the Yaluk Langa Indigenous Garden at Heide. This event recognised our Reconciliation Action Plan as an important step to making sure we continue to plan and create opportunities for people of First Nations and support a culturally safe and thriving city.

In 2022/23, we made the difficult decision to transition away from providing in-home aged care services from October 2023. We are supporting our residents and staff during this challenging time.

We look forward to working with new service providers to support this transition. We will continue our services that support healthy and positive ageing, like an expanded community transport service and other ways to keep people connected.

We continued to deliver our capital works program to a high standard and maintain and improve our \$2.7 billion in assets.

Cr Deirdre Diamante
Mayor

Message from our CEO



Welcome to our 2022/23 Annual Report. We are proud to share our achievements, challenges and performance over the last year and share opportunities for you to get involved in our vibrant community.

Our team of dedicated staff deliver high-quality facilities, collaborative initiatives and over 100 services to our community.

We understand our community is facing challenging times and we are committed to working effectively to find efficiencies within our organisation to ensure we achieve the best value for our community.

With a track record of responsible financial management, we are in a good position to support our community by keeping costs to residents low and offering financial hardship relief. We continue to work towards meeting the community's aspirations for the future.

We continue to deliver our core services that community expect. We have rolled out upgrades across Manningham, including sporting infrastructure, footpaths and roads. We continue to adapt, listen to our community, and deliver public value.

We are proud of the delivery of our capital works program despite the impacts of the COVID-19 pandemic on construction, which has led to delays in sourcing materials and labour shortages.

Following extensive consultation with our community, Council adopted The Liveable City Strategy 2040. This Strategy will help shape the future of every neighbourhood in Manningham – providing choice in how we live, work and play.

As we move away from providing in-home aged care services, I am proud of our team's work to adapt how we deliver support to people as they age in Manningham.

Our dedicated team has worked collaboratively to prepare our community for the Food Organics Green Organic (FOGO) rollout, which will help us work towards our climate action targets.

Andrew Day
Chief Executive Officer

Who we are

Our vision

Manningham's 2040 community vision was developed by our community panel in 2021, our community vision is:

Manningham is a peaceful, inclusive and safe community. We celebrate life with its diverse culture, wildlife and natural environment. We are resilient and value sustainable and healthy living, a sense of belonging, and respect for one another.

Our mission

A financially sustainable Council that listens, consults, and acts with integrity, value and transparency.

Our strategic direction

Our strategic direction flows from our mission, vision, values, and five strategic themes:

- Healthy community
- Liveable places and spaces
- Resilient environment
- Vibrant and prosperous economy
- Well governed Council.

Specific goals guide us in our work to serve our community within each theme.

Our values

Our values guide how we behave, act and communicate with the community and each other, every day.



Working together

Creating a safe and inclusive environment
Actively sharing information, resources and knowledge
Collaboratively developing ideas and solutions



Excellence

Striving to 'be your best'
Responding flexibly to challenges and opportunities
Proactively seeking better ways



Accountable

Taking personal responsibility for your behaviour
Taking ownership and delivering on commitments
Making meaningful contributions



Respectful

Honest and positive when communicating with others
Treating others in a consistent and equitable manner
Being considerate of others' needs, priorities, and perspective



Empowered

Trusting in others
Supporting others to succeed and 'grow'
Being courageous and prepared to take chances

Year in review

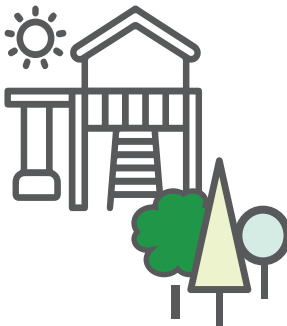
 **11,821** cats and dogs registered

 **4.7km** of new and renewed footpaths

985 residents became Australian Citizens 


1293 building permits processed 


126,373 population of Manningham 


\$5.46 million to improve parks and open spaces 


19,000 participants in arts and culture programs and projects 

 **15,000** plants planted

427,597 visits to Aquarena 

\$1.15 million provided in community grants 

 **979** births supported by Maternal and Child Health centres

 **8,634** immunisations provided

55% of waste diverted from landfill 


502,525 used library services and facilities 

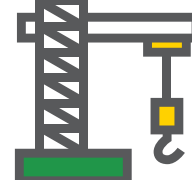
 **94,460** calls received by the contact centre

 **18km** roads resurfaced

73,727 hours of care including domestic, personal and respite care support services 

1,352,587 page views on manningham.vic.gov.au 

93% of planning applications decided within statutory time frames 

 **\$45.05 million** in capital works projects delivered

40,730 visits to yoursaymanningham 

Recognised locals' outstanding commitments to Manningham with our Civic Awards

-  *Citizen of the Year*
Margaret Kelly
-  *Young Citizen of the Year*
Stephanie Martinez
-  *Doreen Stoves AM PSM JP Volunteer of the Year*
Varvara Ioannou
-  *Community Group Achievement Award*
CareNet Program
-  *Sports Volunteer of the Year*
Vince Montuoro

About Manningham

We are passionate about protecting and enhancing our 114km² municipality in Melbourne's East, stretching from Bulleen to Wonga Park.

Our large areas of open space, including more than 300 parks and reserves, offer great places for our community to exercise, play and enjoy our natural environment.

A large section of Manningham is designated as a green wedge to protect our significant natural and rural environment.

Our municipality offers residents and visitors a mix of vibrant shopping and dining precincts, wineries, local galleries, nurseries and attractions.

Our people

Our vibrant residential neighbourhoods are home to 126,373 people.

People of all ages, household types, incomes and cultural backgrounds reside in a wide mix of housing options throughout Manningham.

We welcome and celebrate people from all backgrounds and embrace the contribution all residents make to the social fabric of our region.

Our history

The Wurundjeri Woi-wurrung people are the Traditional Owners of the land and waterways that we now know as Manningham.

Manningham was formed in 1994 to serve the local community.

We value our Traditional Owners' ongoing contribution to Country and we are committed to working in partnership to enrich, protect and celebrate the cultural heritage of Manningham.

Our suburbs

The suburbs in Manningham are:

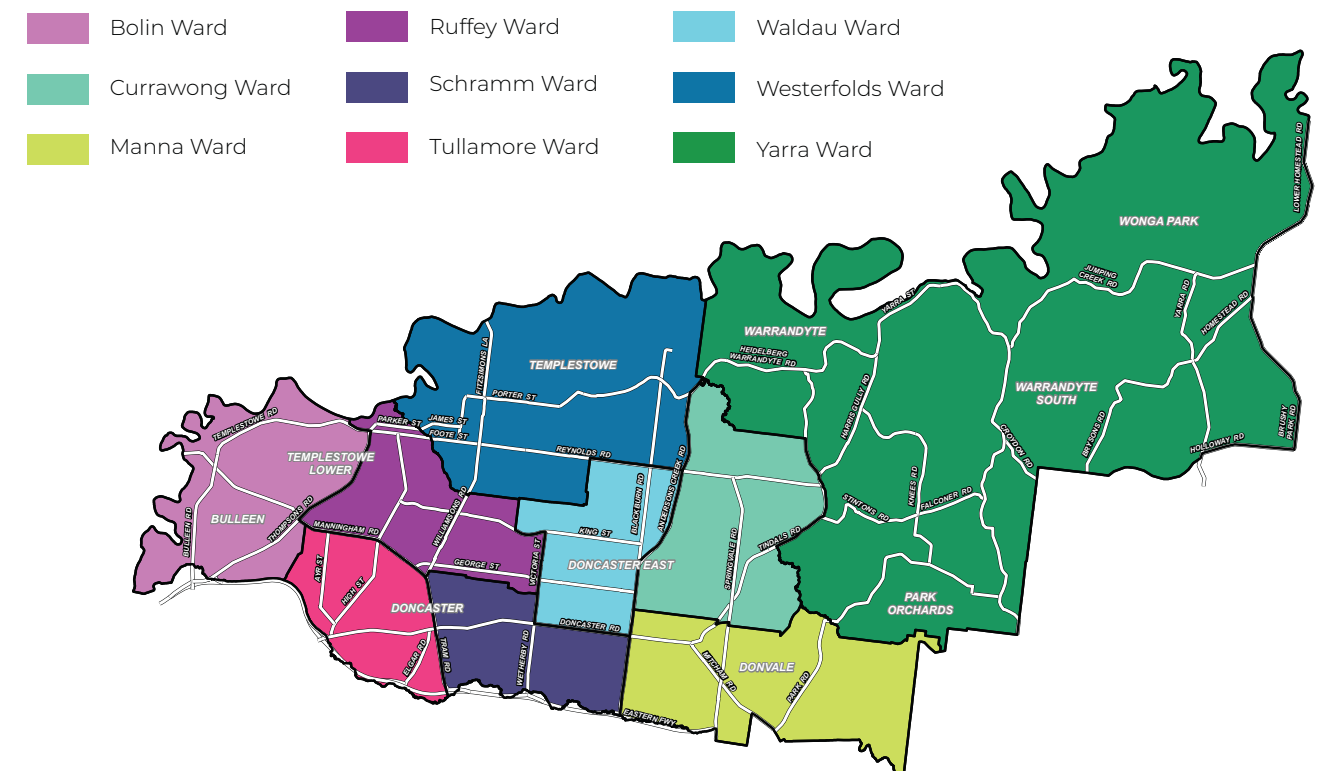
- Bulleen
- Doncaster
- Doncaster East
- Donvale
- part of Nunawading
- Park Orchards
- part of Ringwood North
- Templestowe
- Templestowe Lower
- Warrandyte
- Warrandyte South
- Wonga Park

Council wards

Our municipality is divided into nine areas, known as 'wards'. One elected Councillor represents each ward.

- Currawong Ward
- Waldau Ward
- Bolin Ward
- Manna Ward
- Ruffey Ward
- Schramm Ward
- Tullamore Ward
- Westerfolds Ward
- Yarra Ward

Figure 1: Manningham Council wards



Our Councillors

Our community elects Councillors by postal vote to represent them in accordance with the Local Government Act 2020 every four years.

The Victorian Electoral Commission (VEC) conducted our last election in 2020.

Our nine Councillors make decisions and guides the development of strategies and policies to shape Manningham's future.

Our Councillors elect a new Mayor and Deputy Mayor each year. The current Mayor and Deputy Mayor were elected at a special meeting in November 2022.

July 2022 to November 2022

Mayor Cr Michelle Kleinert OAM

Deputy Mayor Cr Deirdre Diamante

November 2022 to June 2023

Mayor Cr Deirdre Diamante

Deputy Mayor Cr Tomas Lightbody

Table 1: Electoral Structure and Representation



Cr Deirdre Diamante (Mayor)

Tullamore Ward

☎ 0413 584 047

✉ Deirdre.Diamante@
manningham.vic.gov.au

Elected to Council:
24 October 2020



Cr Tomas Lightbody (Deputy Mayor)

Manna Ward

☎ 0437 829 635

✉ Tomas.Lightbody@
manningham.vic.gov.au

Elected to Council:
24 October 2020



Cr Anna Chen

Waldau Ward

☎ 0429 470 051

✉ Anna.Chen@
manningham.vic.gov.au

Elected to Council: 24 October
2020 (returning, first elected
22 October 2016)



Cr Andrew Conlon

Currawong Ward

☎ 0425 732 238

✉ Andrew.Conlon@
manningham.vic.gov.au

Elected to Council: 24 October
2020 (returning, first elected
22 October 2016)



Cr Geoff Gough

Bolin Ward

☎ 0412 345 081

✉ Geoffrey.Gough@
manningham.vic.gov.au

Elected to Council: 24 October
2020 (returning, first elected
15 March 1997)



Cr Michelle Kleinert OAM

Westerfolds Ward

☎ 0400 902 822

✉ Michelle.Kleinert@
manningham.vic.gov.au

Elected to Council: 24 October
2020 (returning, first elected
27 October 2012)



Cr Carli Lange

Yarra Ward

☎ 0433 256 840

✉ Carli.Lange@
manningham.vic.gov.au

Elected to Council:
24 October 2020



Cr Laura Mayne

Schramm Ward

☎ 0447 981 010

✉ Laura.Mayne@
manningham.vic.gov.au

Elected to Council:
24 October 2020



Cr Stephen Mayne

Ruffey Ward

☎ 0412 106 241

✉ Stephen.Mayne@
manningham.vic.gov.au

Elected to Council: 24 October
2020 (returning, first elected
29 November 2008)

Our organisation

Our elected Councillors guide the direction of our organisation. Our CEO reports to the Mayor and Councillors and is supported by our Executive Management Team, Group and Service Unit Managers and staff to oversee and manage our operations.

Our Council Plan guides our work and helps us monitor and report on our progress.

We support our staff to demonstrate our values in their work to make sure we meet our community's needs.

Table 2: Executive Management Team



Andrew Day

Chief Executive Officer

September 2018 to present



Rachelle Quattrocchi

Director City Services

March 2020 to present



Kerryn Paterson

Director Experience and Capability

(formerly Group Manager People and Communications)

December 2021 to present



Lee Robson

Director Connected Communities

(formerly Group Manager Community Programs and Acting Director City Planning and Community)

April 2017 to present



Duncan Turner

Director City Planning

January 2023 to present



Andrew McMaster

Chief Legal and Governance Officer

(formerly Corporate Counsel and Group Manager Governance and Risk)

February 2019 to present



Jon Gorst

Chief Financial Officer

April 2020 to present

Outgoing staff who held senior roles in 2022/23



Angelo Kourambas

Director City Planning and Community

February 2018 to July 2022

(leave of absence from November 2021 to July 2022)



How we govern

We are a public statutory body constituted under the *Local Government Act 2020* (the Act).

Manningham Council is made up of two parts:

1. The elected Council - nine Councillors who represent our community, make formal decisions and set our strategic priorities.
2. The organisation - which acts on the decisions and strategic directions set by the Council and delivers over 100 services to our community.

Under the provisions of the *Local Government Act 2020*, our day-to-day operations are managed by our CEO. The Council also delegate various powers and responsibilities to the CEO and staff. The CEO can also delegate their powers and responsibilities to staff to ensure the organisation runs efficiently.

We recognise it's critical to make sure our elected Councillors and staff are accountable to our community. That's why we value good governance as it makes sure we operate effectively, efficiently, impartially and with integrity.

Our good governance principles ensure:

- We make decisions based on expert advice.
- We adhere to processes and systems.
- Our officers implement decisions appropriately and in good time.

We set out what we will work towards

We deliver over 100 services to our community and manage over \$2.70 billion in community assets.

As an organisation, we have several roles, we:

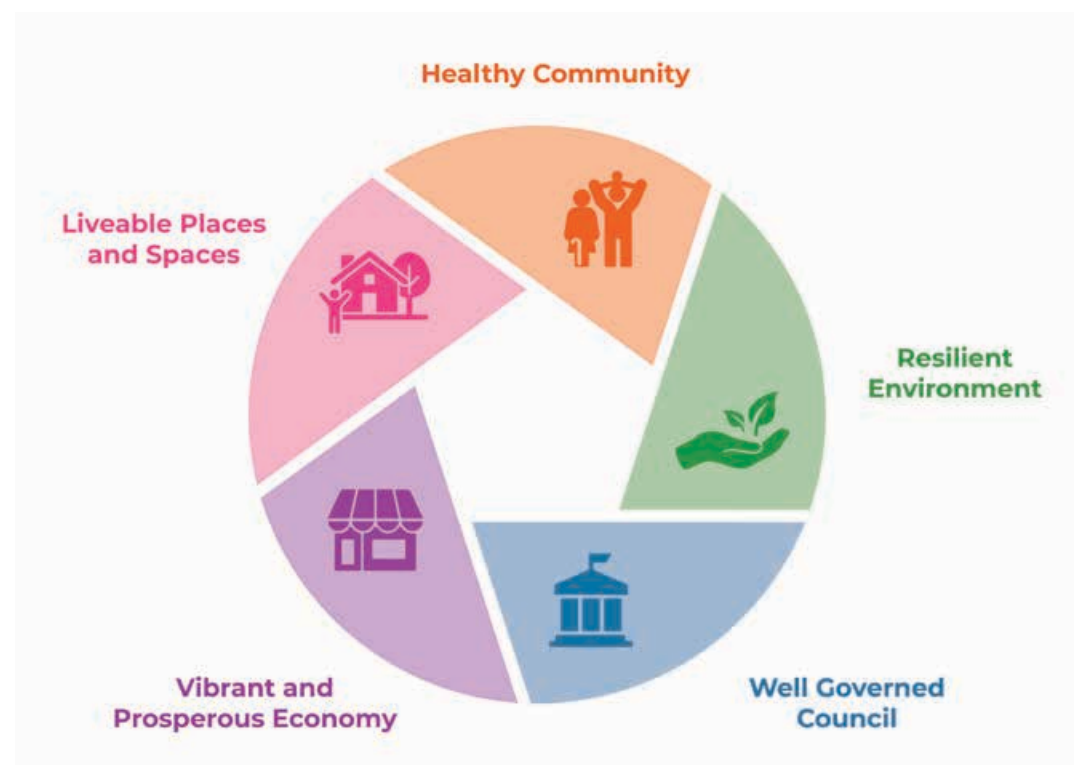
- Make decisions based on the diverse needs of our local community
- Provide leadership and advocate for the interests of the local community to other communities and governments
- Foster community cohesion and encourage active participation in civic life
- Ensure we manage our resources in a responsible and accountable manner.

Our 2021 – 2025 Council Plan outlines where we will direct our time, resources, and efforts during that time. You can find our Council Plan at manningham.vic.gov.au/council-plan

The Plan was developed in consultation with our community and outlines five key focus areas. We call these focus areas 'themes', and each theme has goals and specific actions for us to achieve.

We report on our key achievements and challenges in each theme throughout this document. This is the second year we are reporting on our Council Plan 2021-2025.

Figure 2: Our 5 strategic themes



We report our performance against our goals

We measure our performance against:

- The strategic themes and their goals set out in our Council Plan 2021-2025.
- Our 2022/23 Annual Budget and Strategic Resource Plan, including initiatives and capital works, and services to the whole or sections of our community against each strategic theme and their goals.
- The service performance and financial and sustainability capacity indicators in the Local Government Performance Reporting Framework (LGPRF). We report on these indicators for 2022/23 and three preceding years so you can get a full picture of our performance over time.

You will find this information in this report's appendix.



We represent our community and advance their needs

We are committed to representing and raising awareness of our community's needs.

As the arm of government that operates closest to the community, we listen to our residents and partner with other levels of government to advance our community's interests.

We focused on a range of key advocacy areas in 2022/23, some of these included:



Gambling reform

We've continued our long-term advocacy to the Victorian and Australian Governments for poker machine reform. Shortly following this reporting period (July 2023), the Victorian Premier announced landmark reforms to reduce gambling-related harm, including mandatory pre-commitment limits, carded play and load up limits for electronic gaming machines (EGMs).

This is an important outcome for our residents as EGM gambling losses in Manningham in 2022/23 were \$60.36 million.



North East Link Project

We have worked alongside the North East Link Program (NELP) and the Victorian Government for a commitment to deliver a new sporting precinct in Bulleen and to make sure changes at Bulleen Park minimise community impacts.

Development Victoria has commenced construction of the new facility on Templestowe Road. It will replace two existing soccer pitches and open space at Bulleen Park. The project is anticipated to be completed in early 2024.

We're also advocating for the Victorian Government and NELP to amend the NELP Doncaster Park & Ride reference design to a mixed-use transit-oriented development.

During the North East Link construction, the Doncaster Park & Ride operations are anticipated to be impacted, which would allow for the redevelopment of the facility and Doncaster Road interchange/overpass.

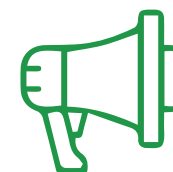
At this stage, the Victorian Government has only committed to a like-for-like upgrade, which will result in the reconstruction of the Park & Ride to be retained as a carpark only, however we believe the space could be better utilised.



5 ways intersection

We've continued to advocate to the Victorian Government for safety improvements to the intersection of Ringwood-Warrandyte Road, Croydon Road, Husseys Lane and Brumbys Road in Warrandyte South.

Following our traffic survey, community feedback collection, and investigation into low-cost interim measures to improve safety, this year we raised the need for an upgrade at our regular meetings with the Department of Transport and Planning (DTP).



Other ways we're advocating for you

We also continue to advocate for improved public transport, (including at Doncaster Hill, the Suburban Rail Loop and Doncaster Rail), affordable housing and improved access to youth mental health services.

How you can get involved

- Read about our ongoing advocacy at manningham.vic.gov.au/advocacy
- Share your ideas and provide feedback on issues and projects that matter to you at yoursay.manningham.vic.gov.au

The services we provided

For every \$100 we spent this year, we will spend this much in each area.



Capital Works Program
\$26.91



Roads, footpaths
and drainage
\$9.17



Waste services
and recycling
\$9.70



Planning and environmental
management
\$6.95



Parks, gardens and
sportsgrounds
\$8.82



Arts, culture
and libraries
\$4.41



Aged and disability
support services
\$8.34



Health, children
and families
\$4.03



Community support
and development
\$2.15



Customer service, governance
and administration
\$15.69



Council owned
community buildings
\$2.46



Risk management
and insurances
\$1.37

Our major projects

We are committed to providing safe, accessible and appropriate infrastructure that meets the changing lifestyles of our community.

We delivered \$50 million of capital projects in 2022/23. This is made up of capital (\$45.9 million) and property (\$4.1 million).

Below is a summary of key projects we completed:

- \$6 million in road resurfacing works
- \$10.4 million in building construction and renewal works
- \$3.8 million in drainage works
- \$2.2 million in footpath works
- \$4.4 million on recreational and leisure facilities.

Some specific projects funded during 2022/23 include:

- Deep Creek Reserve Pavilion – \$3.1 million
- Tuckers Road and footpath reconstruction – \$1.9 million
- Solar panel installations - \$0.6 million.
- wonguim wilam Park (Warrandyte River Reserve) – \$0.6 million.



What we did to support a healthy community



We understand our residents value feeling connected and included in a community that feels safe and resilient

Social connection and a focus on mental health is critical to our community. Our community has told us that recreation and fitness are high priorities. We support this by providing accessible and well-maintained parks and open spaces for organised and passive recreation, as well as opportunities to participate in organised sports at our sportsgrounds and facilities.

We are committed to working with our partners to support groups in our community that are at an increased risk of experiencing loneliness. These groups include young people, older adults, people multicultural backgrounds, LGBTIQ+ people, and people living with disability and their carers.

From our research and conversations with our residents, we have committed to building, sustaining and enhancing a healthy community by working towards the following goals:

- Healthy, safe and resilient community
- Connected and inclusive community.

What you told us to focus on

- Mental, spiritual and physical wellbeing
- Places, spaces and activities that are inclusive and accessible for all
- An active, safe and resilient community
- Community connections and more opportunities to work with community leaders and local groups, and volunteer networks.

303

Identify as Aboriginal and Torres Strait Islander

Median Age 24 (First Nations People)
Median Age 43 (non-First Nation People)

76 Languages Spoken

你好 Ciao Χαίρετε

43.5% Born overseas

39 Religions

6.3% Additional 2,015 seniors in 2021 compared to 2016

6.3% Have disabilities

#1 OUR HEALTH AND SAFETY

1 in 2 say their health is very good to excellent

FEELING SAFE

708 Family incidents (as recorded by police)

196% Increase in dementia expected by 2050

55% Will walk alone at night

Considered safest community in the East

OUR LIVES

74% Feel part of the community

39.8% Live on <\$400/week

19.7% Live alone

Nearly half don't eat well or exercise enough

Growing need for health and support services

What we delivered



Over 130 people attended our Financial Matters Forum for residents who are retired or considering retirement. Representatives from Services Australia Financial Information Services and Eastern Community Legal Centre spoke at the event.

We received recognition from Dementia Australia for our commitment to an approved action plan and are actively working towards becoming dementia-friendly.

We facilitated the Manningham Youth Advisory Committee (MYAC) to allow young people to share their ideas and opinions on Council's plans and policies.

This year, MYAC

- Supported youth mental health advocacy.
- Participated in the consultation for the Draft Climate Emergency Action Plan, Skate Park project, ideas for youth projects and Councils' budget priorities.
- Co-hosted the inaugural Principals' Breakfast, facilitating discussions with Manningham school leaders and other key community members to identify areas of concern in relation to young people.

We enrolled 979 infants into our Maternal and Child Health service and attended 9067 Key Age and Stage Consultations with a participation rate of 81.28%.

Our Enhanced Maternal and Child Health nurses provided services to vulnerable families in our community

Our Sleep and Settle service nurses continued to support families with sleep for their children. We also established a new lactation/Sleep and Settle support role to support families with new babies.

We ran a trial Chinese First Time Parent Group, which was well received.

In partnership with Access Health, we ran the INFANT program, focusing on nutrition, increasing exercise and limiting screen time for children.

We performed cigarette and e-cigarette educational visits and cigarette test purchasing to ensure retailers are not selling cigarettes to minors.

We participated in an in-depth food regulation audit to ensure we provide a robust food safety monitoring and compliance program.

We successfully transitioned to a new Food Act 1984 classification scheme to reduce the likelihood of a high-risk food activity causing adverse consequences for the community.

We transitioned to the Victorian Government's new Central Immunisation Records Victoria (CIRV) to improve our customer vaccination procedures.

We provided a successful community and school immunisation program.

Our Community Grants program funded 90 applications totaling \$1,114,637.

We welcomed 985 new Australian citizens at our citizenship ceremonies.

We had 308 people attend our Mayoral Ball, which raised over \$25,000 for Doncare.

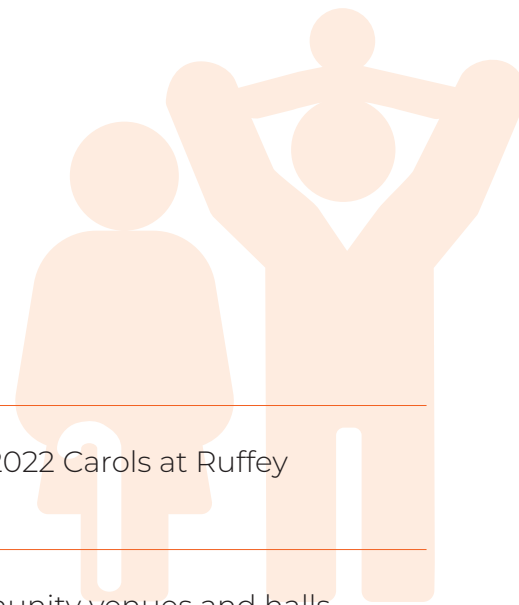
We received over 25 nominations for our Civic Awards, which close to 200 people attended. Award winners included Citizen of the Year - Margaret Kelly, Young Citizen of the Year - Stephanie Martinez, Sports Volunteer of the Year - Vince Montuoro, Doreen Stoves AM PSM JP Volunteer of the Year - Varvara Ioannou and Community Achievement Award - CareNet Program.

We acknowledged the contribution of over 150 people at our Volunteer Reception.

We hosted 75 people at our Emergency Services Reception.

We hosted 200 people for a morning tea celebration for International Women's Day.

We hosted 200 people at our Seniors Week Morning Tea and 200 at our afternoon tea.



Over 10,000 people celebrated the Christmas season at our 2022 Carols at Ruffey Lake Park.

Over 10,000 bookings were made across more than 21 community venues and halls within Manningham. This saw a 7.21 per cent increase in venue usage year on year, demonstrating a 5.7 per cent improvement returning from pre-COVID utilisation levels. Encouragingly, over a quarter of these reservations were placed by seniors groups.

We established a three-year partnership with VicHealth to amplify the health and wellbeing outcomes for children and young people, focusing on social connections, physical activity, mental wellbeing and anti-racism.

Traditional owners Wurundjeri Woi-wurrung, and Reconciliation Australia endorsed our Manningham Reconciliation Action Plan 2023-25.

The Manningham Youth Advisory Committee (MYAC) members co-hosted the inaugural Principals' Breakfast. They participated in discussions with Manningham school leaders and other key community members to identify areas of concern facing young people.

We established the following Advisory Committees: Gender Equality & LGBTQIA+, Disability, Multicultural Communities, Recreation, Youth, and Health & Wellbeing. These Advisory Committees meet four times a year to ensure issues of importance are discussed and considered by representatives of the community.

Challenges

We believe access to affordable, relevant and local advice and mental health support is critical for young people in Manningham. We continue to advocate for a Headspace in Manningham to meet the needs of young people in our community.

We have experienced challenges with the recruitment of Maternal and Child Health staff due to a state-wide nurse shortage and an ageing workforce. It has been difficult to make sure we have enough coverage for our staff while on annual and long service leave.

The effects of COVID-19 continued to impact our Maternal and Child Health services, with high appointment cancellations, follow-up of COVID-19 positive babies and reluctance to attend centre appointments.

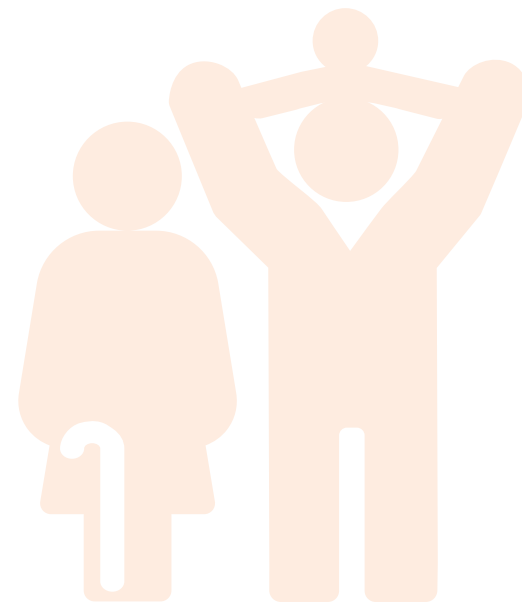
We continued to address barriers involving language and literacy across our diverse community. We have been piloting the use of Easy English to make our communications understandable by all community members.

We experienced shortages of experienced staff in our regulatory service area.

Following our difficult decision to exit in-home aged care services due to significant Commonwealth Government changes to the system, we commenced our transition out of in-home aged care.

Advancing reconciliation across Manningham

We are committed to building relationships, respect and opportunities to advance reconciliation across Manningham.



We developed the Reconciliation Action Plan 2023-25 in partnership with Wurundjeri Woi-wurrung Corporation and local people of First Nations, with guidance from our Reconciliation Action Plan Working Group.

The Plan has been endorsed by Council and Reconciliation Australia and will support us to:

- Strengthen meaningful relationships
- Recognise and support First Nations self-determination and cultural rights
- Build understanding of our shared history
- Celebrate, recognise and respect First Nations cultural heritages
- Educate our community on First Nations culture and history and provide them with an opportunity to take an active part in the process of reconciliation.

As part of our ongoing commitment to reconciliation, we collaborated with the Wurundjeri Woi-wurrung to hold a meaningful, reflective, and respectful demonstration of togetherness with the Walking the path together – healing ceremony on 26 January at MC Square.

In June 2023, the Manningham Art Gallery presented the world-renowned Unfinished Business exhibition, featuring portraits, film and self-narratives of 30 First Nations individuals living with disabilities.

The exhibition was the culmination of a collaborative project between the participants and artists Belinda Mason OAM and Dieter Knierim, and was on loan from the Australian Museum.

The exhibition challenges stigmas while promoting a better understanding of the impact of Australia's historical policies on the rates of disability seen in Australia's people of First Nations.

One such story is that of Box Hill local Uncle John, a Latja Latja and Narungga man born in north-western Victoria in 1960. After receiving treatment for Spina Bifida in Melbourne, Uncle John was fostered into a non-Aboriginal family in the eastern suburbs. He didn't see his birth family again until his late teens.

“Disability is more often seen as a deficit, but this exhibition turns that on its head. These people are leaders. They're inventive and far more than you thought they had the capacity to be – they should be celebrated!” says Uncle John

By fostering a better understanding of Australia's treatment of people of First Nations, the stories represented in the exhibition aim to drive positive change and advocate for a more inclusive society.



How you can get involved

- Read our Innovate Reconciliation Action Plan 2023–25 at manningham.vic.gov.au/RAP

What we did to support a Liveable Places and Spaces

Our community has told us that they generally love where they live, and value our parks, trees, open spaces and the natural environment.

We know we can support our community with shared paths and linear trails that provide connections within neighbourhoods and community facilities such as libraries.

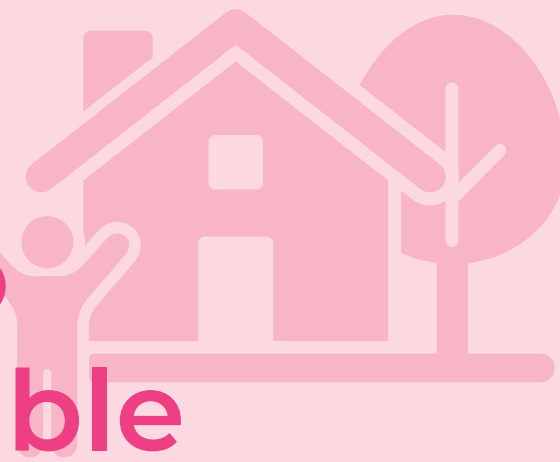
Responsible housing and development are key priorities for our residents. We are committed to responsible planning to protect our environment, green open spaces, environmental sustainability and balance of city and country.

From our research and conversations with our residents, we have committed to work towards the following goals:

- Inviting places and spaces
- Enhanced parks, open space and streetscapes
- Well connected, safe and accessible travel
- Well utilised and maintained community infrastructure.

What you told us to focus on

- Meeting demand and balancing city and country
- Public spaces for people to meet and connect
- Neighbourhood character and amenity that is welcoming and attractive
- Valuing our parks and open spaces
- Safe, easy and environmentally friendly travel
- Community infrastructure that is multi-purpose and well utilised
- Community facilities that are responsive to changing community, education and sporting needs



591
New dwellings and apartments approved



Increased demand and importance on arts, community and sporting facilities

47%
Of short trips are taken by private vehicle



20%
Of residents live alone



1800km
Roads, paths bike lanes and walking lanes maintained by council



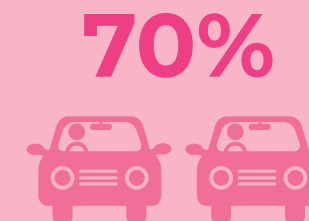
97%
Live within **400M** of a bus stop



Only **4%**
Of households do not have a private vehicle



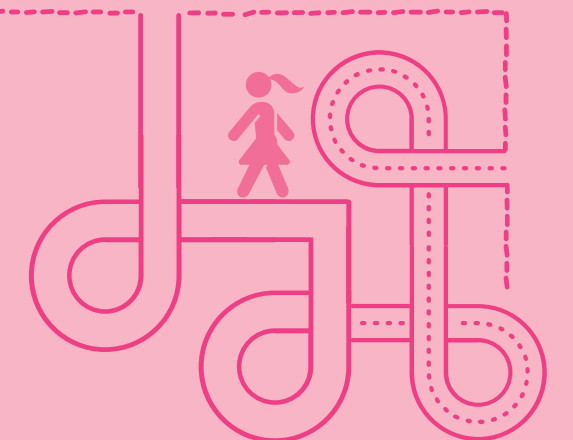
70%
Travel by car to work



20.13km² Open space
350 Parks and reserves
161 Play spaces



WE PROVIDE
751km Roads
918km Footpaths
64.7km Off-road shared paths
118km Pedestrian paths in parks





What we delivered

We continued supporting our community in relation to the North East Link Program compulsory acquisitions and associated projects/upgrades.

We managed a successful tender process for the new Manningham Leisure Services contract. The new contract brings together Aquarena and nine stadiums under one contract. Manningham Council awarded this contract to Aligned Leisure.

We led a successful transition process to support Aligned Leisure's new management of our Manningham Leisure Services contract.

We completed community consultation on our Draft Aquarena Outdoor Masterplan. The final Masterplan was adopted following this reporting period, in August 2023.

We were 100% successful in our animal prosecutions to ensure responsible pet ownership and manage nuisance and pest animals on public land.

We adopted and implemented our new Community Local Law 2023, which was informed by community consultation.

We spent 84% of our revised capital budget.

We completed 86% of the projects in our capital works program.

We have continued rolling out and processing the Victorian Government swimming pool/spa registration process.

We have continued to update and ensure user-friendly pool/spa registration options.

We have been successful in the enforcement of pool-related cases through the Magistrates court.

We assisted 3194 community members with requests for information about the Victorian Building Authority with the Authority's combustible cladding program. This type of assistance has involved working with building owners and industry professionals to address this important and ongoing safety issue.

We established a cyclical condition assessment program for our assets. The program focused on our drainage pipe and tree assets.

We approved 672 dwellings with over 78 per cent located in medium and high-density zones. The remaining 22 per cent were approved for development in areas considered for incremental growth (2-3 unit developments in low density urban areas). This achieves our goal and Residential Strategy 2012 objectives to ensure that a minimum of two-thirds (66 per cent) of dwelling growth is focused in medium-high density areas.

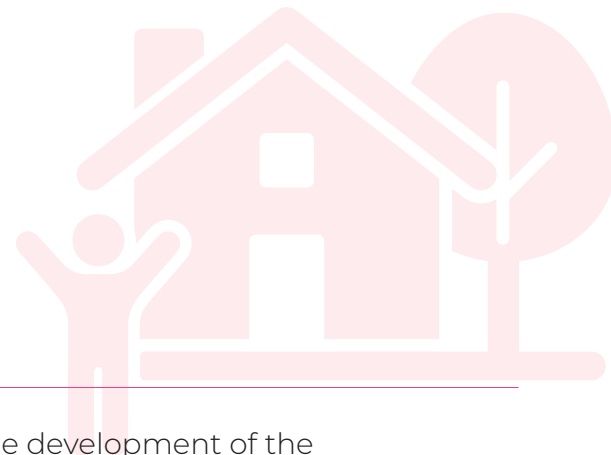
We prepared our draft Manningham Affordable Housing Policy to provide a framework and the strategic direction for Council to address affordable housing issues in Manningham.

We adopted our Manningham Planning Scheme Review to guide the use, development, and protection of land in Manningham.

Our Manningham Planning Policy Framework Translation was gazetted January 2023.

We continued to achieve positive outcomes from the work we have done to advocate for our community on the Victorian Government's North East Link Program, including:

- Redevelopment and masterplan for Bulleen Park (AFL/cricket).
- New soccer facilities (three pitches and pavilion) at Templestowe Road (Bulleen).
- A new pedestrian/cycling bridge at Banksia Park (Bulleen) across the Yarra River.
- A new Bulleen Park & Ride facility to support the proposed Doncaster Busway.
- Protection of the 300+ year old River Red Gum tree in Bulleen.
- Plan for surplus land at the former Bulleen Industrial Precinct to support a future employment precinct at this location.
- Commitment to undertake a business case to duplicate Templestowe Road and include walking and cycling facilities.



We formed a Community Reference Panel to guide the development of the Manningham Flood Mapping Project and Integrated Water Management Strategy.

Council adopted revisions to our Integrated Water Management Strategy Implementation Plan to guide the way we plan for and manage water as a valuable resource.

We appointed integrated water management and flood mapping consultants and continued our flood mapping in partnership with Melbourne Water.

We produced fact sheets and invited our community to complete Manningham's Water Future survey to help us better understand community views, priorities, needs and expectations relating to Manningham's water.

We renewed eight playspaces at Aranga, Brendan, Crawford, Grover, Jenkins, Leawarra, Maxia, and Sandra reserves.

We created a new playspace at Pettys Reserve.

We built a new public toilet built at Jenkins Park.

We officially opened wonguim wilam playspace.

We completed our expansion of JW Thomson Reserve in Doncaster with a path to Roseville Avenue.

We completed the final stage of implementing the Koonung Park Management Plan with new furniture, paving and tree planting.

We used grants from the Victorian Government to complete the Ruffey Lake Park Disc Golf Course and progress our upgrades of the Boulevard Hill Precinct.

We contributed to the North East Link Program's comprehensive Urban Design Landscape Plan (UDLP) for the Central (Tunnels) Package. We will be making a submission to the UDLP for the South Package (Eastern Freeway corridor), focusing on protecting resident amenity along the Eastern Freeway (in particular around Estelle Street in Bulleen).

We continued to review design reports (157 this financial year) and Traffic Management Plans (313 this financial year) associated with the North East Link Program. We have also planted trees to offset the project's impact on vegetation (300 this financial year).

We endorsed the Wonga Park Reserve Masterplan, which includes upgrades to both ovals, netball courts and floodlights, a new amenities facility to service the netball courts and new and upgraded path networks around the reserve. We welcomed community interest in the Masterplan.

We endorsed Stage 2 of our Sports Facility Development Plan to guide Council on how we provide facilities for a range of sports, including but not limited to mountain biking, skate and BMX, archery and a range of indoor sports. Implementing this plan will make sure that Council has adequate facilities to accommodate future needs.

Challenges

The delivery of our capital works program continues to be significantly impeded by the lingering impacts of the COVID-19 pandemic on the construction industry, leading to long delays in sourcing goods and materials and labour shortages, affecting our capital works program.

Supply issues meant that many materials including drainage pipes, concrete and asphalt were challenging to source and had lengthy delays.

The continued rollout of the Victorian Government's pool/spa safety program presents ongoing challenges. With over 7558 pools/spas in Manningham, the ongoing implementation of the program remains a key focus.

The Victorian Government is conducting an in-depth review of the Building Act 1993, which they expect to complete in late 2023. We are preparing for anticipated changes and lessening of involvement by the Victorian Building Authority in building-related matters, which will increase the service provision required by Council.

Pressure will continue to increase staffing levels as the building services team continues to be impacted by increasing service requirements and the difficulty in employing and retaining qualified, technical and administration staff.

The availability of materials, suitable contractors and vehicle supply chain issues impacted the delivery of the facilities and fleet capital works programs.

We adapted to the rapidly evolving Victorian Government Integrated Water Management landscape.

We supported our community through the North East Link Program's impact on access to open space.





Going solar

Our community values our parks, trees, open spaces and the natural environment.

We are committed to responsible planning to protect our environment, green open spaces, balance of city and country and environmental sustainability.

In 2022/23, Council adopted the Manningham Climate Emergency Action Plan (CEAP) following its declaration of a climate emergency and extensive consultation with our community. As a result of feedback received during this eight-month consultation the Plan has since been renamed the Climate Emergency Response Plan (CERP).

As part of the plan, we will work with residents, businesses and visitors to achieve net zero emissions for Council operations by 2028 and for the community by 2035 through the development of an annual Implementation Plan.

Council Director City Services, Rachelle Quattrocchi said, "We are committed to reducing our environmental impact and achieving a low-energy future through the Manningham Climate Emergency Response Plan."

We have developed our five-year Solar and Environmentally Sustainable Design (ESD) program to help us reach our targets. The program sets out the renewable energy and environmentally sustainable design improvements we will make to over 20 Council-owned buildings.

This includes the installation of 700 kilowatts of solar photovoltaics PV, battery storage and energy-efficient building fabric enhancements.

We awarded a contract for the program's first stage in October 2022 and completed improvements at:

- Pettys Reserve Pavilion
- Lower Templestowe Community Centre
- Heimat House
- Domeney Community Hall
- Burch Memorial Kinder
- The Pines Activity Centre
- Ted Ajani Community Centre
- Council Depot
- Mullum Mullum Stadium (pictured)
- Aquarena
- Civic Centre.

"This means our buildings will continue to support your local sports, social activities and events without costing the Earth. Renewable energy will also help to keep costs down," Ms Quattrocchi added.



How you can get involved

- Find out more about the way Manningham is working towards our Climate Emergency Response Plan
manningham.vic.gov.au/climate-emergency-response-plan

What we did to support a resilient environment

We share our community's passion for environmental sustainability, biodiversity and climate.

The connection between environmental sustainability and Manningham's liveability goes hand in hand. We are committed to being proactive on conservation, waste and biodiversity to protect and enhance our natural environment.

We will demonstrate strong leadership and partner with our local community and the Victorian and Australian Governments to address the significant challenges and global impacts facing our environment.

From our research and talking with our residents, we have committed to building, sustaining and enhancing a resilient environment by working towards the following goals:

What you told us to focus on

- Act on climate change - advocacy, education to support the community
- Providing leadership in sustainable practices for waste, water and energy
- Protecting our natural environment, heritage and conservation
- Allow for biodiversity and the environment.

- Protect and enhance our environment and biodiversity
- Reduce our environmental impact and adapt to climate change.



350 PARKS AND RESERVES



161 PLAY SPACES

Including destination parks and playgrounds



Council mows, maintains and waters

714HA

50km of BIRRARUNG (the Yarra River) runs through Manningham



51 ENDANGERED ANIMAL AND PLANT SPECIES

RESIDENTIAL AND COMMERCIAL WATER USAGE is high at

66L Per household per day

Electricity consumption **6.2kWh/DAY** (EMR average is 5.4 kWh/day)



What we delivered



Community feedback helped us strengthen and improve the development of our Climate Emergency Action Plan (CEAP).

We endorsed the CEAP, which sets out a plan to work with residents, businesses and visitors to achieve net zero emissions for our operations by 2028 and for the community by 2035.

We are delivering a solar, energy efficiency and Environmentally Sustainable Design (ESD) program to help meet Council's net zero emissions target by 2028. The program sets a roadmap to deliver renewable energy and other environmentally sustainable features to over 30 Council buildings.

Our ESD program projects have included the optimisation of building design to enhance natural daylight and ventilation, Cool Roof treatment to reflect radiant heat from buildings, lighting upgrades, replacement of gas appliances with more efficient electric appliances, water saving measures and installation of 1MWh of solar (and battery) infrastructure.

We are transitioning to a low and zero-emissions fleet, which currently features approximately 50 hybrid and six fully electric vehicles charged by 14 smart electric vehicle chargers (powered by 100% renewable energy).

We continued to work towards our Victorian Energy Collaboration (VECO) commitment to powering all public lighting and Council buildings (including sporting facilities under facility management contracts) by 100 per cent renewable energy until December 31 2023.

We were one of 47 Councils to sign on to VECO which enabled the construction of two new wind farms in Victoria.

We rolled out an extensive marketing and communication plan to prepare our community for the start of Food Organic and Green Organic (FOGO) and the change in the collection frequency of our garbage bins. The FOGO service will divert approximately 20,000 tonnes of food waste from landfills, equivalent to 38,000 kilograms of carbon emissions. Introducing FOGO will help achieve net zero Council emissions by 2028 and net zero community emissions by 2035.

Our FOGO education campaign provided over 60 FOGO community information sessions at markets and shopping centres. We also presented to various community groups. We developed a comprehensive website that included FAQs, translated brochures and videos.

We delivered 43,812 kitchen caddy kits, including a FOGO manual and a roll of 150 compostable green liners, to residential houses during April and May 2023.

We facilitated over 10 tours to the Bio Gro facility, where residents and staff could see the FOGO composting process firsthand.

Our bushland maintenance included an annual winter revegetation with 2000 plants to increase tree and vegetation coverage in parks and streetscapes. We have also made an ongoing commitment of an additional \$500,000 for tree-planting each year.

We improved the environmental sustainability of our materials. We continued to use recycled products for new trails and around drainage pipes to reduce the depth of table drains prior to sealing.

We progressed works to address the 3% vegetation (and resulting biodiversity) loss that Manningham has experienced over the past 15 years.

We implemented a new system, TreePlotter, to manage tree related customer requests with an effort to improve response times and customer satisfaction. Improved customer information is now being developed on the management of trees in Manningham and how to log customer requests.

We approached car share companies to determine the feasibility and interest in undertaking a car share program. As a result, we are starting an 18-month trial in Manningham with GoGet car share network and eight car share spaces will be installed around Doncaster.

We made a commitment to increase the bushland maintenance budget by \$76,000 annually.



We included environmental actions in our Reconciliation Action Plan.

We created a new Leading Hand Bushland position to help work on the bushland area. Since the addition of this role, there is now a quarterly bushland newsletter and a new 'friends of' group at the 100 Acres.

We provided Local Environment Assistance Fund (LEAF) grants and education to our community.

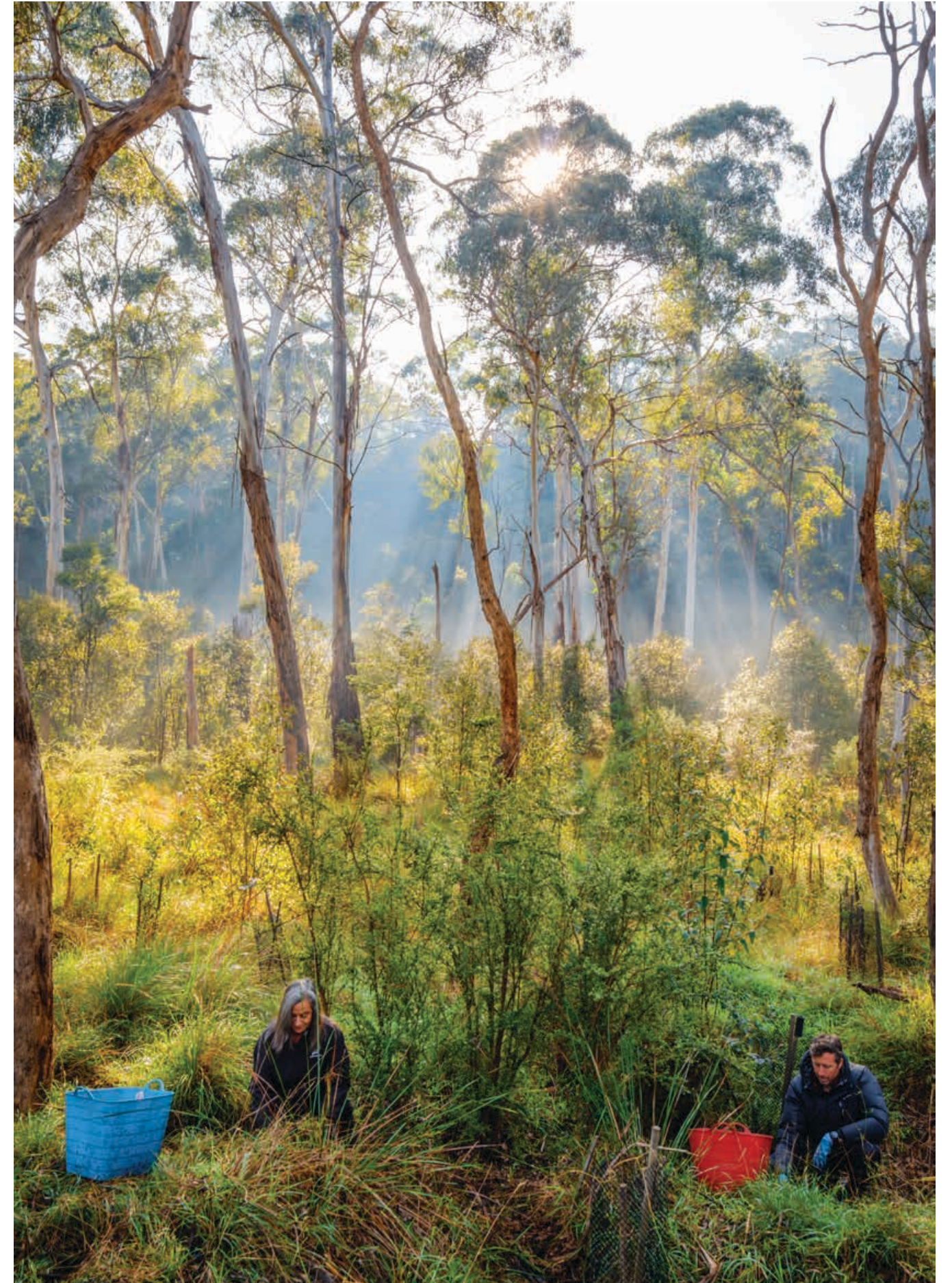
We installed new e-waste recycling stations at our depot offices and the Warrandyte and Doncaster libraries. The stations accept X-rays, DVDs and CDs, small e-waste items, fluorescent tubes and globes, printer cartridges, and household batteries. All items have a recycling recovery rate between 93-98%.

Challenges

The pest deer population remains a challenge to protecting Manningham's vegetation and biodiversity. Private landholder biodiversity protection work incorporating pest deer control has been undertaken and is supported by Victorian Government funding.

We continue to penalise illegal vegetation removal on private land.

We have continued the Biodiversity Impact Assessment Committee to proactively minimise the environmental impact of our planned capital works program.



Using technology to help our trees



We believe that protecting and enhancing our natural environment and biodiversity contributes to the wellbeing of our community and plays a critical role in mitigating the effects of climate change.

We help to manage over 80,000 trees on public land and aim to maintain and improve the health and structure of these trees, including increasing canopy coverage and interconnectedness.

To help us achieve this aim, we have implemented a digital tree inventory and asset management software to help us map and manage public trees and parks in Manningham.

The software allows us to collect and manage data in a map-based program. It also helps us catalogue inspection data for our trees, streamline our tree inspection processes, maximise tree planting opportunities and allow us to develop a tree risk management program.

“TreePlotter allows us to map our tree population and carry out detailed tree assessments while we respond customer requests. The platform then stores a tree’s information such as a species common and Latin name, health, condition, height and photo. We currently have 86,000 trees plotted on TreePlotter,” said Michael, Manningham’s Coordinator of Parks and Natural Environments.

With the ability to add maintenance and mowing schedules, playground inspections and condition reports on other park features, such as seating, taps, fences and bollards, our staff found the software so helpful that they now use it to help maintain our parks.

We are the first Council in Australia to integrate the software into our customer relationship management system, so we can easily enter customer information, triage and respond promptly to customer requests.

We have presented our success with the program at the National Parks and Leisure Australia conference.

Manningham ratepayer, Emmanuel, said it was very important to him that Council responded quickly to his enquiries. “The process was very easy. I called, explained the situation, and came home to find the tree had already been removed. It wasn’t difficult at all.”

“I was surprised at how quickly the service was completed. It was the fastest response time for any government agency I have ever experienced,” Emmanuel said.



How you can get involved

- Find out more about how we protect our plants and ecology and sign up to our Environment Newsletter at manningham.vic.gov.au/protecting-our-environment/protecting-plants-and-ecology



What we did to support a vibrant and prosperous economy

We know that supporting and promoting local businesses is critical to our vibrant and thriving community.

Our community has told us it is essential to create vibrant villages and inviting places that are attractive, welcoming and accessible for residents, visitors and businesses.

We are committed to continuing our work to build the capacity of our local businesses and find new ways to support local industries and employment.

From our research and conversations with our residents, we are committed to working to support the growth of our local businesses, tourism and economy.

What you told us to focus on

- Supporting local businesses
- Providing places and spaces that are attractive and welcoming to residents, businesses and visitors
- Creating places and spaces that are vibrant and accessible for shopping, employment and community
- Fostering a sense of place and belonging
- Encouraging opportunities for youth employment.

OVER
30,572
LOCAL JOBS



52,819
RESIDENTS
ARE EMPLOYED

3 in 5
Are in the labour force



1/3
Working part time

1200+
Jobs and
\$200M
Created a year



\$4.7B
Gross Regional Product



30 Local Centres
10 Neighbourhood Activity Centres
1 Major Activity Centre



80%

Of all businesses are based at home

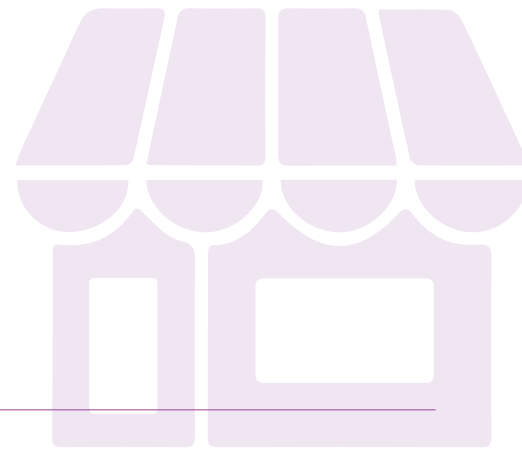


OVER
13,000
Local businesses are registered



LARGEST TRADES ARE
Retail
Health care and social assistance
Education and training





What we delivered

We completed our new draft Economic Development Strategy in readiness for community consultation, to plan and deliver initiatives to support business and attract investment in Manningham over the next three years.

We awarded 50 people representing 10 local businesses at the Manningham Business Excellence Awards.

We successfully transitioned to the Victorian Government's new FoodTrader portal to make it easier for businesses to register their temporary and mobile food premises.

We presented eight exhibitions at Manningham Gallery, including the standout retrospective from the JamFactory, Angela Valamanesh: About being here. Our major show for 2023, Unfinished Business, tells the stories of 30 First Nations people with disabilities.

We grew engagement at Manningham Art Studios with new courses, suites of school holiday creative activities and an open day.

We commenced or delivered 10 new public artworks and adopted a Public Art Action Plan to guide the planning of new commissions and maintenance of existing artworks across the next three years.

We hosted a Maximising your Marketing workshop with 14 attendees.

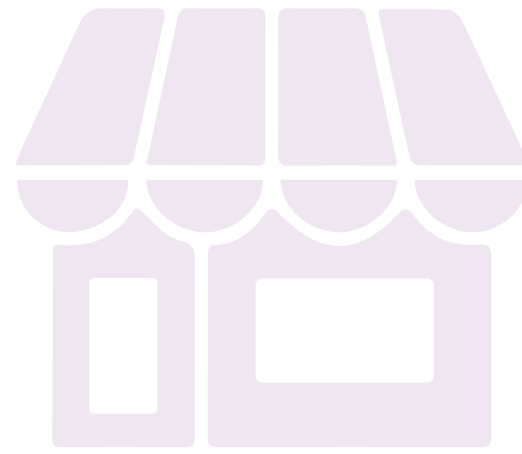
We continued our support for the Manningham Business Network to run their monthly business networking breakfasts in April, May (sponsored by Bendigo Bank) and June, with attendance averaging 55 people.

We continued to attract visitors, tourists and employment to the Doncaster Hill Activity Centre and in key locations across the municipality.

Challenges

We continued to provide ongoing support and advice to home-based food businesses as they transition out of the challenging COVID-19 pandemic environment.





30 Faves in 30 Days

We are committed to supporting the growth of our local businesses, tourism and economy and are always looking to find new ways to support local industries and employment.

As part of the Find Your Local Manningham campaign, we launched our 30 Faves in 30 Days competition in March 2023. This competition connected shoppers with local products and experiences so they could embrace everything Manningham has to offer.

The competition invited community members to shout out their faves, from a bakery with the best vanilla slice and even better service, a playground with a fence and coffee van to boot, or the salon around the corner where perfect brows are guaranteed.

During the competition, 537 community members nominated their favourite businesses on the @findyourlocalmanningham Instagram page, where they went into the daily draw to win a \$50 gift voucher.

Jenny, who owns the Miss Sprinkles cake shop in Park Orchards said the campaign encouraged community interest in the store.

“We saw quite a few new customers in store and had more than the usual amount of new social media followers, particularly in the week or two after the cakes category was shared,” Jenny said.

The competition successfully promoted local businesses and the Instagram page continues to share the unique stories, products and services Manningham businesses offer.

“It was lovely to reach some new customers,” Jenny added.

The initiative demonstrated our commitment to investing in Manningham’s future and strengthening our local economy.



How you can get involved

- Follow the **@findyourlocalmanningham** Instagram page
- Find out more ways Manningham supports local businesses at **manninghambusiness.com.au**

What we did to support a well governed Council



We understand our community places high importance on Council being transparent, accountable and providing value for money.

What you told us to focus on

- Improving communication and community engagement
- Involving our community in decision making
- Contributing value to our community in everything we do
- Providing inclusive and responsive customer service and communications
- Demonstrating transparency and accountability.

This includes making our communications and engagement inclusive and accessible for all and serving our community in a financially sustainable way.

We understand we need to measure and report on how our services meet the needs of our community.

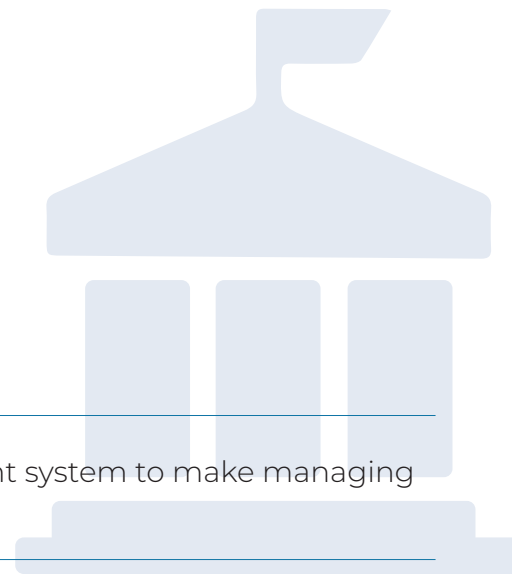
Our residents have told us they want to be kept up to date with our services, initiatives, actions and programs.

From our conversations with our community, we have committed to working towards the following goals:

- A financially sustainable Council that manages resources effectively and efficiently.
- A Council that values our customers and community in all that we do.



What we delivered



We successfully transitioned to a new contract management system to make managing Council contracts more streamlined and efficient.

We added additional modules in our system to help our staff report incidents, claims and public liability issues.

We improved our staff Intranet to help with knowledge sharing across our organisation.

We prepared for our inaugural Legal Intern program to provide learning opportunities to people undertaking studies.

We processed 806 planning applications:

- 92% of standard stream applications processed within the required 60 statutory days (compared to a metro average 59.34%).
- 98.72% of VicSmart planning applications within 10 business days (compared to metro average 79.22%).

We improved internal systems to help our customer service, including transitioning to a new knowledge base system and translator interpreter service.

We reviewed and improved how we report our quarterly progress on our major initiatives and Council Plan to enhance our transparency and accountability to the community.

We improved how we implement and monitor the delivery of the best public value for our ratepayers and organisational values.

We undertook community engagement for many projects including: the Climate Emergency Response Plan, the Aquarena Outdoor Masterplan, our 2023/24 Budget, new Community Local Law 2023, and many others.

We reviewed, updated and adopted the Fraud and Corruption Policy and Control System Procedure with extensive stakeholder feedback from the Audit and Risk Committee and Councillors.

We successfully ran Enterprise Risk Management Training for our management leadership group to build our organisation's capacity to mitigate and manage risks.

We successfully ran Business Continuity Management training and a cyber breach test exercise.

We delivered our internal audit plan and compliance plan 2022/23 and conducted rolling implementation of continuous improvement actions.

We completed six monthly reporting of strategic risks to Council and the community.

We introduced a new Customer Relationship Management (CRM) interface to directly input SNAP SEND SOLVE reports from our community into CRM cases. This reduced processing time from up to four days to a few minutes. This improved Manningham's responsiveness to community service requests.

We updated our new Field Workforce Management System, extending the use of our CRM system and allowing our staff to update customer service requests in the field, eliminating many manual processes.

We successfully completed a major restructure of the City Planning and Community directorate, creating two new Directorates, City Planning, and Connected Communities. These new directorates recognise and closely align with Council priorities and the Council plan.

We undertook Gender Impact Assessments on our policies, programs, and services to ensure they are inclusive of people of all genders and backgrounds and meet the needs of our community. We are working on further embedding Gender Impact Assessments into our systems and processes.

We supported our Aged and Disability Support Services team in a range of ways including outplacement services and redeployment options following Council's decision to exit in-home aged care services.

What we delivered

We reviewed our organisational policies and procedures using a new streamlined process, which resulted in the retirement of 61 outdated organisational policies.

We reviewed our Governance Rules to make sure our organisation complies with the amendments made to the Local Government Act 2020 that allow Council to conduct meetings remotely when required. Our preferred method for conducting Council meetings remains in person.

To develop our Climate Emergency Action Plan (CEAP), we conducted extensive community consultation through Your Say Manningham, a Gender Impact Assessment, survey and in person pop-up stalls across Manningham, such as the Plastic Free July events and FOGO information stalls. As a result of the consultation, we received valuable submissions and contributions (including from 316 survey participants).

We incorporated this feedback into the CEAP to reflect the strong themes captured throughout the engagement.

We supported the safeguarding of Council assets through lease, lease renewal, licensing, easement and encroachment projects.

We assessed and continued to drive improvements in how we manage Council facilities and fleets.

We negotiated contracts for asset maintenance, capital works programs and upgrades to ensure the best value for ratepayers.

We commenced the development of ISO 31000 risk management framework for inclusion in Council's Domestic Wastewater Management Plan.

We strengthened our focus on strong, community-centred communications. We strive to make sure as many residents, businesses, community groups and visitors as possible receive updates about our services, facilities and projects that matter to them. We tailor our messages and channels to reach people where they are, in a way that works for them.

In 2022-23 we built on our commitment to ensuring the community is appropriately engaged on decisions impacting them with the introduction of our Community Engagement Guidelines. The Guidelines improve the way we engage with our community.

40,730 people visited our community engagement platform Your Say Manningham. 897 people contributed to our engagement processes on the website.

We have continued our long-term advocacy to the Victorian and Australian Governments for poker machine reform. The Victorian Premier has now announced landmark reforms to reduce gambling related harm, including mandatory pre-commitment limits, carded play and load up limits for electronic gaming machines (EGMs).

We have continued to advocate the Victorian Government for safety improvements to the intersection of Ringwood-Warrandyte Road, Croydon Road, Husseys Lane and Brumbys Road in Warrandyte South known locally as 5 Ways.

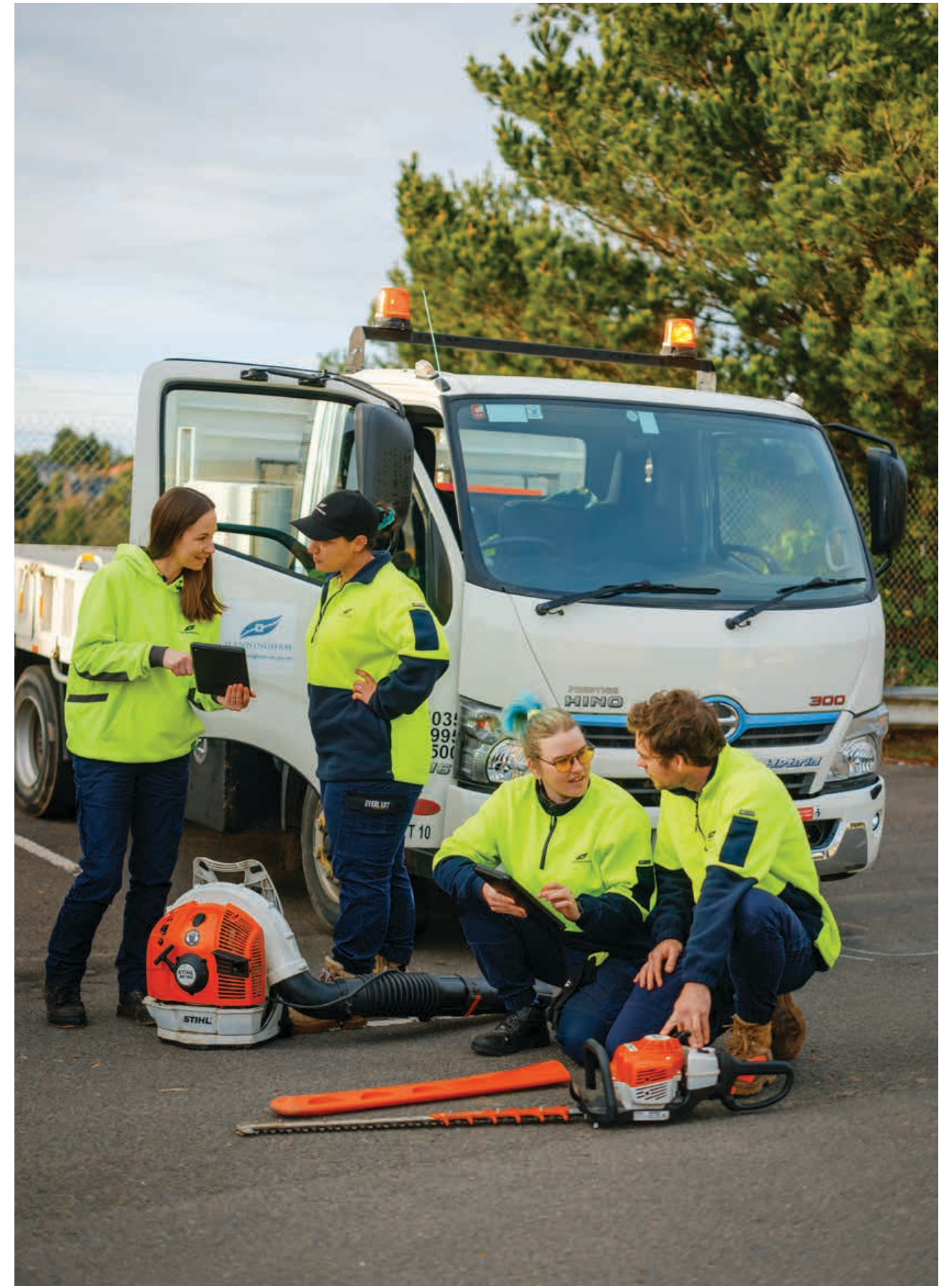
We have worked diligently alongside North East Link Program and the Victorian Government for a commitment to deliver a new sporting precinct in Bulleen and to ensure community impacts are minimised by changes at Bulleen Park.

Challenges

We face increasing demands for regulatory compliance and assurance reporting with limited resources.

We continue to work proactively to protect the security and privacy of our systems from cyber security threats. We introduced a new cyber security system to provide 24/7 protection for our customer data.

We experienced recruitment challenges which included shortages of suitable job applicants with relevant across our organisation. Limited staff numbers have impacted our ability to deliver projects, initiatives and services to our community.



Young people take the lead

We are committed to being transparent and accountable to our community.



This includes providing all people in our community with opportunities to engage with Council to help shape our priorities and decision-making.

Our Youth Advisory Committee is made up of 15 young people aged 16 to 25 who live, work or study in Manningham.

Committee members provide their views on issues affecting young people and feed them back to Council to influence decision-making and priority setting.

“We have a wide range of youth perspectives on the committee, from high school students to people finishing university. We all agree that our generation is different from others, in the way that we didn’t get the full experience of youth because of the COVID-19 outbreak,” says MYAC member, Berry. “Through MYAC we’re establishing bonds and engagement in our community.”

In 2022/23, Manningham Youth Advisory Committee (MYAC) identified three areas of priority:

1. Youth Mental Health
2. Opportunities for youth engagement
3. Cultural events and festivals for youth participation.

These priorities will shape the focus of MYAC for the year and will provide Council with information to consider in decision-making and projects related to young people.

“As an international student, leadership is something I was unfamiliar with. Sitting in a meeting with people who have the power to make decisions makes me feel very important. This definitely would not have been possible back home; as a student, and especially as a female, speaking up for yourself was culturally disrespectful. I was very surprised to be having this unique experience where they hear you speak and they listen! I am very grateful to have people advocating for the student voice,” Berry said.

The priorities will also inform the work of Manningham Youth Services delivered by EACH on behalf of Council.

How you can get involved

- Find out more about services and programs for young people manningham.vic.gov.au/find-youth-services
- Find out more about Manningham's Youth Services at each.com.au/manninghamyouth



Above: Councillor Anna Chen with members of MYAC at the Principals Breakfast.

Our financial performance

Our financial results remain strong and demonstrate our commitment to maintaining long-term financial sustainability while providing cost-effective services and delivering infrastructure projects to meet the needs of our community.

See the summary of our performance in the following pages. More detailed information can be found in the appendix.

Operating position

- In 2022/23, we achieved an operating surplus of \$7.60 million which was \$12.39 million lower than the adopted budget surplus of \$19.98 million.
- The reduction in the operating surplus was mainly due to one-off expenses in 2022/23 including costs associated with the implementation of the new Food Organic Garden Organic (FOGO) waste service, one-off restructure costs as a result of Council's decision to transition out of Commonwealth Home Support Program services and expenditure originally budgeted in the Capital Works Program but was classified as non-capital in nature.
- Within Council's surplus, there are several income items that are either restricted in use or 'non-cash' in nature. The adjusted underlying result excludes these items such as non-recurrent capital grants, non-monetary asset contributions and other contributions to fund capital expenditure (including developer and open space contributions). The adjusted underlying deficit was \$4.84 million due to the one off expenditure items (FOGO, restructure costs and capital program costs that were non-capital in nature).

Income

We derived our income from various sources, including rates, user fees and charges, grants, interest, and other contributions. Our total income for 2022/23 was \$161.26 million, compared to a budget of \$157.85 million.

Table 4: 2022/23 Income

Income \$'000	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
General rates	85,839	88,853	92,216	95,767	98,317	100,853
Waste charges	10,830	13,126	13,737	13,916	15,998	16,627
User fees, charges and fines	14,940	14,570	12,308	9,676	10,110	11,675
Operating grants	12,229	12,173	11,842	13,641	13,292	13,860
Capital grants	3,578	2,672	1,433	3,622	6,800	7,079
Contributions (monetary and non-monetary)	14,766	13,949	18,476	18,857	23,128	7,185
Other income	138	1,276	1,325	2,444	2,014	3,976
Total	143,896	148,600	152,806	157,923	169,659	161,256

Expenditure

Our total expenditure for 2022/23 was \$153.66 million, compared to a budget of \$137.86 million. In 2022/23, the main expense was employee costs, which accounted for \$61.53 million.

Table 5: 2022/23 Expenditure

Expenditure \$'000	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Employee costs	52,505	53,326	54,120	56,221	53,813	61,530
Materials and contracts	20,961	23,446	28,469	27,853	29,029	32,020
Depreciation and amortisation	20,566	21,640	23,946	26,028	26,394	29,124
Other expenses	19,736	21,036	20,586	18,859	28,303	30,984
Total	113,768	119,448	127,121	128,961	137,539	153,658

Net worth

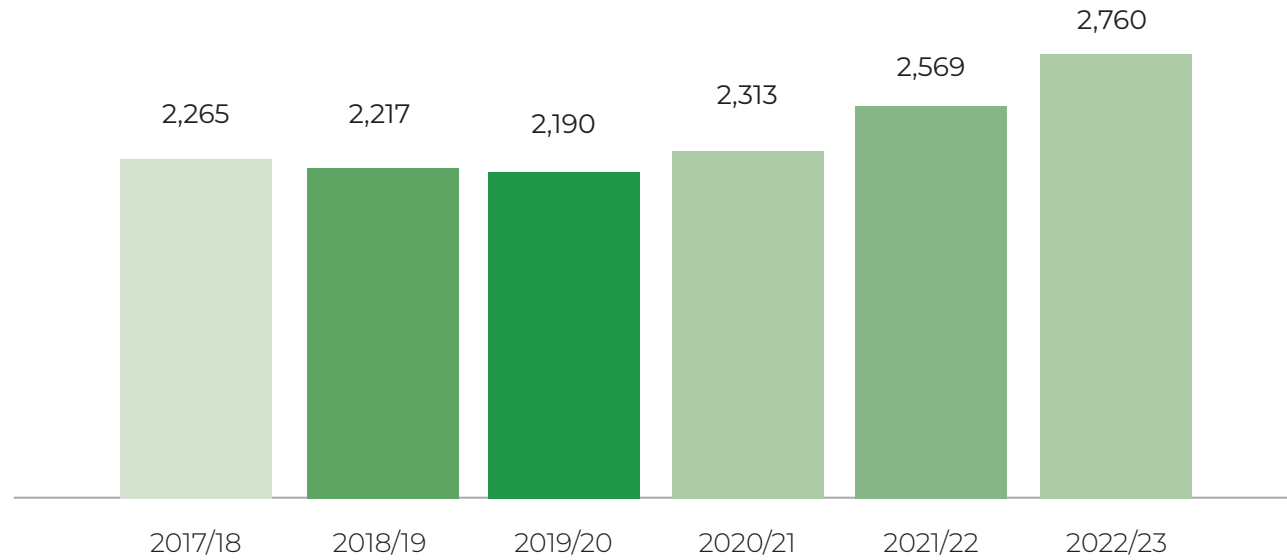
Our financial strength is indicated by net assets (what we own less what we owe). As of 30 June 2023, Council owns net assets of \$2.70 billion, including community infrastructure assets of \$2.64 billion.

Assets

Our total assets are valued at \$2.76 billion. This is an increase of \$191.62 million or 7.5% on the prior year and is primarily due to an increase in the value of land and infrastructure assets.

Figure 3: Total assets (\$millions)

Total Assets (\$ millions)



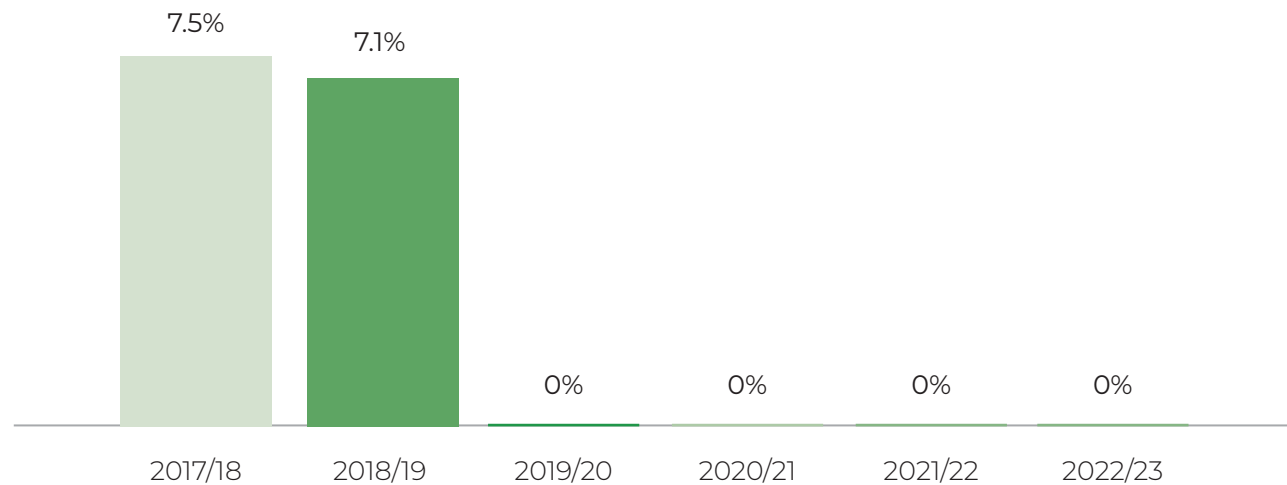
Liabilities

Our liabilities include amounts owed to suppliers and employee leave entitlements. Total liabilities at 30 June 2023 were \$58.10 million, a slight increase of \$1.96 million over the previous year.

Council fully repaid \$7.28 million of loan borrowings during 2019/20 and is debt free.

Figure 4: Debt to rates and charges (%)

Debt to rates and charges (%)

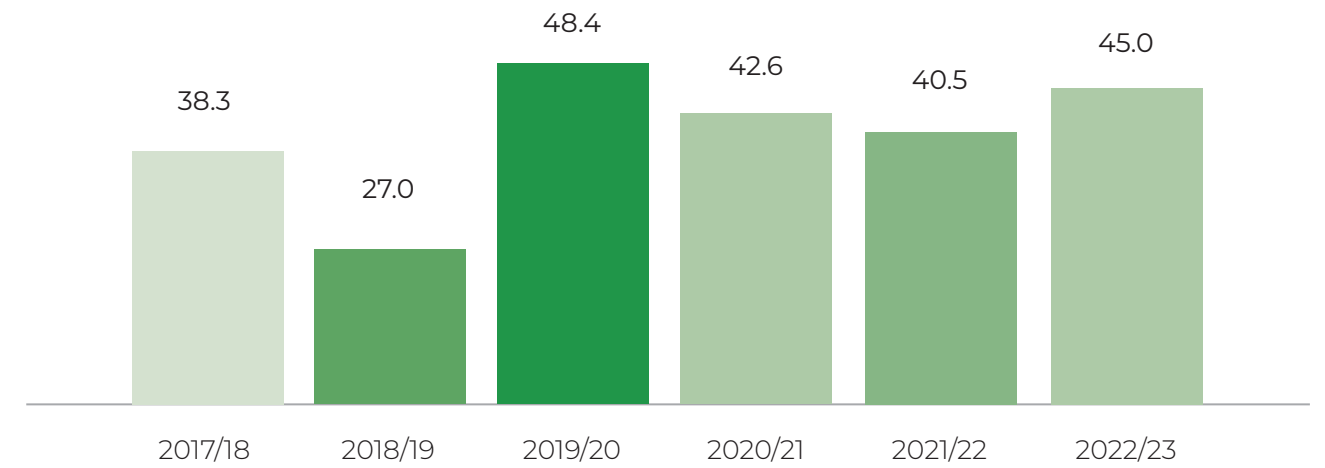


Capital investment

We invested \$45.05 million in an extensive Capital Works Program to renew and upgrade community assets throughout the municipality.

Figure 5: Capital Works Program (\$millions)

Capital works program (\$ millions)

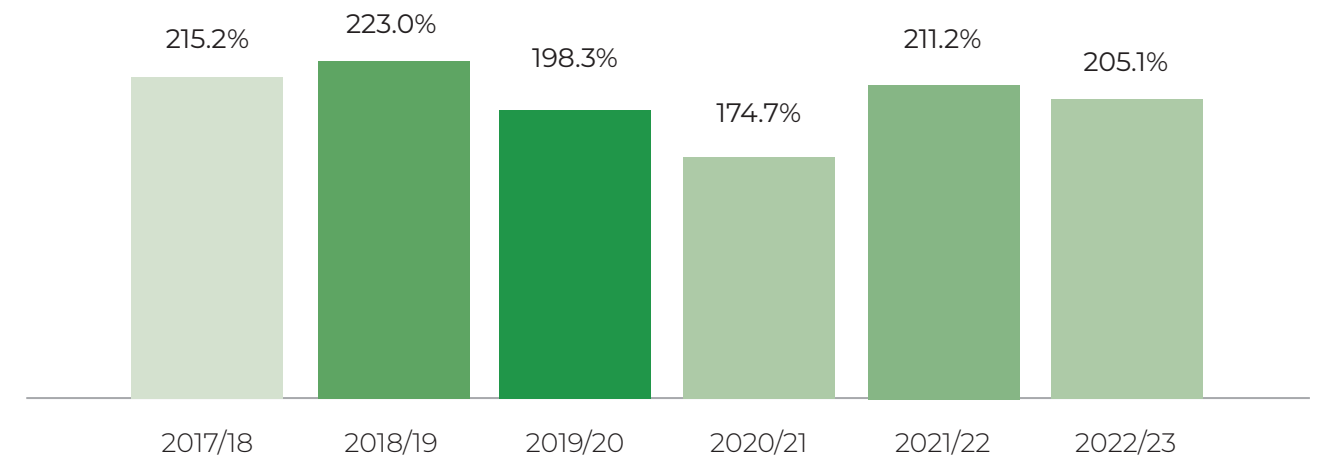


Liquidity

Cash and term deposits at 30 June 2023 were \$90 million, a decrease of \$3.30 million from the previous year. Our working capital ratio is strong at 205.1%, which indicates that for every dollar of short-term liabilities, we have \$2.05 worth of assets.

Figure 6: Working capital ratio (%)

Working capital ratio (%)



Our year ahead

A Community Panel provided a list of recommendations to Council for the direction of the 2021-2025 Council Plan.

Our major initiatives for the year ahead set out what we were working towards achieving for our community and allow us to report on our progress.

These are guided by the themes of our Council Plan 2021-2025. For 2022/23 we have set a range of major initiatives and other initiatives.

Healthy Community



Community Panel Recommendation

1. Plan for equitable and accessible services and infrastructure for prominent issues, such as mental health and social isolation.
2. Partner, support and develop relationships with the library service, community groups, neighbourhood houses and volunteer groups to deliver on outcomes.
3. Educational and awareness programs/ workshops/classes (environment, mental health, family violence, cultural diversity, skills sharing) to support a connected and healthy community and waste management, compost, climate changes and biodiversity.

Major Initiatives

We will undertake evidence-based planning for equitable, inclusive and accessible services and infrastructure improvements for prominent issues including:

- I. Continue gender equality impact assessments on significant Council policies, services and programs.
- II. Improve the range of accessible supports and services available to young people within Manningham, exploring a youth hub, advocating for improved mental health resources and working collaboratively with youth agencies.
- III. Continue collaborative forums to engage with businesses, community leaders, community groups and residents from culturally diverse backgrounds.
- IV. Investigate activities and extended use of community facilities, including libraries, to address social isolation.

We will work to progress and deliver community outcomes in consultation with our advisory committees, local service providers, community groups, organisations and networks.

We will educate and support connected, inclusive and healthy communities (inclusive of our culturally diverse communities and First Nation peoples) through:

- Environmental education and waste programs.
- Implementing the Reconciliation Action Plan to enhance recognition of people of First Nations.
- Resources and information that link our community to the understanding of and responses to family violence.

Other Initiatives

We will pursue strategies to reduce the impact of gambling on the community, considering areas such as poker machines and advertising on Council buildings.

Liveable Places and Spaces



Community Panel Recommendation

1. Plan for new developments responsibly. Maintain principles of protecting our environment, green and open space, environmental sustainability (through use of materials) and maintaining a balance of city and country.
2. Provide ways for people to connect: Connections between and with young and older people, in the physical/built environment and online, deliver events, festivals, markets and activities.
3. Provide infrastructure (paths, trails, street furniture) and accessible transport options.
4. Expand or better utilise our current facilities (eg. stadiums) or spaces (eg. reserves), or develop new facilities. These facilities to become community hubs, with activities and events for all.

Major Initiatives

We will implement our principles to guide responsible planning for new developments and enhance protection of the environment through implementation of high-priority recommendations in the Manningham Planning Scheme 2020.

We will provide ways for people to connect by:

- Prioritising grant funding to support community inclusion and connections in a way that respond to community needs.
- Improving transport options through the 2021 Transport Action Plan and by contributing to planning of the Suburban Rail Loop, Doncaster Busway, Bus Rapid Transit, bus network and service review and enhancing the walking and cycling network.
- Improving community safety in and around schools through traffic and parking management programs.

We will investigate and review current facility use and opportunities to develop or repurpose existing facilities and use of Council land for multi-use purposes and to meet changing community needs through:

- Finalising the Community Infrastructure Plan and commence implementing the 20 year Action Plan.
- Strengthening utilisation and performance of stadiums in conjunction with stadium managers.
- Improving community access to sport and recreation facilities and spaces for broad community use and benefit.

Other Initiatives

We will continue to deliver our roads, footpaths and drains (as scheduled) to a high standard. Drains include the Melbourne Hill Road Drainage Our upgrade. Road Improvement Program includes Jumping Creek Road, Templestowe Route and Tram Road and Merlin Street Traffic signals.

We will deliver the Parks and Recreation Facilities Upgrades (as scheduled) including Petty's Reserve Sporting Development (Stage 2), Rieschiecks Reserve Pavilion Redevelopment and Deep Creek Reserve.

Resilient Environment

Community Panel Recommendation

1. Consider core principles of biodiversity and protecting wildlife in all that we do.

Major Initiatives

Deliver environmental activities to:

- Strengthen principles to protect the environment, biodiversity and wildlife.
- Advocate to government and business on environmental issues.
- Improve management practices of bushland maintenance, pest animal and environmental weed control and monitoring, evaluating and improvement mechanisms.
- Explore biodiversity improvement or environmental community engagement programs for local public areas in collaboration with the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation, Melbourne Water and Parks Victoria.
- Demonstrate stewardship in building sustainable waste management practices with the community.

Vibrant and Prosperous Economy

Community Panel Recommendation

1. Support local businesses (particularly where they demonstrate alignment with our community values, provide services to the community, or are partnering with local community organisations and services).

Major Initiatives

We will support local businesses and the City through:

- Increasing procurement with organisations that produce economic, environmental and social outcomes for Manningham.
- Capacity building and support through business development activities.
- Exploring local opportunities to support local businesses to collaborate via a Hub / co-working space.
- Activities to encourage and support tourism and employment opportunities.

Well Governed Council



Community Panel Recommendation

1. Communications/marketing/advertising to support awareness of initiatives/services / activities/programs (particularly local) to connect our community and on environment.
2. Council to measure and demonstrate success of its services, and achievement of social, environmental and economic outcomes against community need. Council to set targets and report back on progress.

Major Initiatives

We will explore different ways to improve community satisfaction with Council's communications on local community issues, services and activities.

We will explore ways to enhance performance reporting across social, environment and economic outcomes against community need.

We will improve our Customer Experience to better understand and meet their specific needs.

We will ensure the long-term financial sustainability of Council through preparing the Budget and 10-year Financial Plan incorporating key strategies to Council by 30 June 2024.

We will take a proactive and motivated approach to be an open and transparent Council.

Get involved

Thank you for reading Manningham Council's Annual Report 2022/23. We hope this report has given you a good understanding of our achievements and performance. We value your feedback, and you can provide this by contacting us.

We want to hear your ideas and feedback on issues and projects that matter to you.

Connect online

 [twitter/manninghamcc](https://twitter.com/manninghamcc)

 [facebook/manninghamCouncil](https://facebook.com/manninghamCouncil)

 Instagram/CityofManningham

 manningham.vic.gov.au

 yoursaymanningham.com.au

Email us

 manningham@manningham.vic.gov.au

Call us


 03 9840 9333

Meet us

 Manningham Civic Centre
699 Doncaster Road Doncaster

Council Depot
Corner Blackburn and Warrandyte Roads Doncaster East

Write to us

 Manningham Council
PO Box 1
Doncaster Vic 3108

Access our interpreter service

 9840 9355

Read Manningham Matters

 manningham.vic.gov.au/manningham-matters



Appendix

Contents

Welcome	87	Our performance: healthy community	100
Our community	87	Services funded in our annual budget	100
Our history	87	Goal 1: healthy, resilient and safe community	102
Our employees	88	Key focus areas	102
Major achievements with our employees	88	Our performance — major initiatives and initiatives	103
Our people	90	Our performance: LGPRF indicators	111
Staff profile	91	Goal 2: connected and inclusive community	114
Staff turnover	92	Key focus areas	114
Conditions of employment	94	Our performance — major initiatives and initiatives	115
Diversity and inclusion in the workplace	94	Our performance: liveable places and spaces	120
Reward and recognition	95	Services funded in our annual budget	120
Service awards	95	Goal 1: inviting places and spaces	122
Reporting on our performance	96	Key focus areas	122
Planning and reporting framework	96	Our performance — major initiatives and initiatives	122
Our council plan	98	Our performance: LGPRF indicators	125
How we developed our council plan	98	Goal 2: enhanced parks, open space, and streetscapes	127
Reporting our progress	98		
Our performance: major initiatives and initiatives	99		
Our performance: LGPRF indicators	99		

Key focus areas	127	Our performance — major initiatives and initiatives	145	Our performance: LGPRF indicators	162	Audit and risk committee	173
Our performance — major initiatives and initiatives	127	Our performance: LGPRF indicators	149			Internal audit	174
Goal 3: well connected, safe and accessible travel	130	Our performance: vibrant and prosperous economy	150	Our Governance System	163	External audit	174
Key focus areas	130	Services funded in our annual budget	150	Governance framework	163	Fraud and corruption control	174
Our performance — major initiatives and initiatives	130	Goal 1: grow our local business, tourism, and economy	150	Democratic governance	164	Risk management	175
Our performance: LGPRF indicators	134	Key focus areas	150	Decisions	164	Compliance and assurance	177
Goal 4: well maintained and utilised community infrastructure	135	Our performance — major initiatives and initiatives	151	Council meetings	164	Workplace health and safety	178
Key focus areas	135	Our performance: well governed council	154	Strategic briefing sessions (sbs)	165	Governance and management checklist	182
Our performance — major initiatives and initiatives	136	Services funded in our annual budget	154	Committees	165	Statutory information	185
Our performance: resilient environment	139	Goal 1: a financially sustainable council that manages resources effectively and efficiently	155	Code of conduct	168	Public Transparency	185
Services funded in our annual budget	139	Key focus areas	155	Conflicts of interest	168	Grants and funding	185
Goal 1: protect and enhance our environment and biodiversity	140	Our performance — major initiatives and initiatives	156	Councillor allowances	169	Public interest disclosures (formerly protected disclosure procedures)	186
Key focus areas	140	Goal 2: a council that values our customers and community in all that we do	158	Councillor expenses	169	Carers recognition	186
Our performance — major initiatives and initiatives	141	Key focus areas	158	CEO expenditure 2022/23	170	Disability Action Plan	188
Goal 2: reduce our environmental impact and adapt to climate change	145	Our performance — major initiatives and initiatives	159	Expense categories	171	Reconciliation Action Plan 2023-25	188
Key focus areas	145			Corporate governance	171	Welcoming Cities	189
				Senior officers	172	Freedom of information	189
				Employee code of conduct	172		
				Management	173		

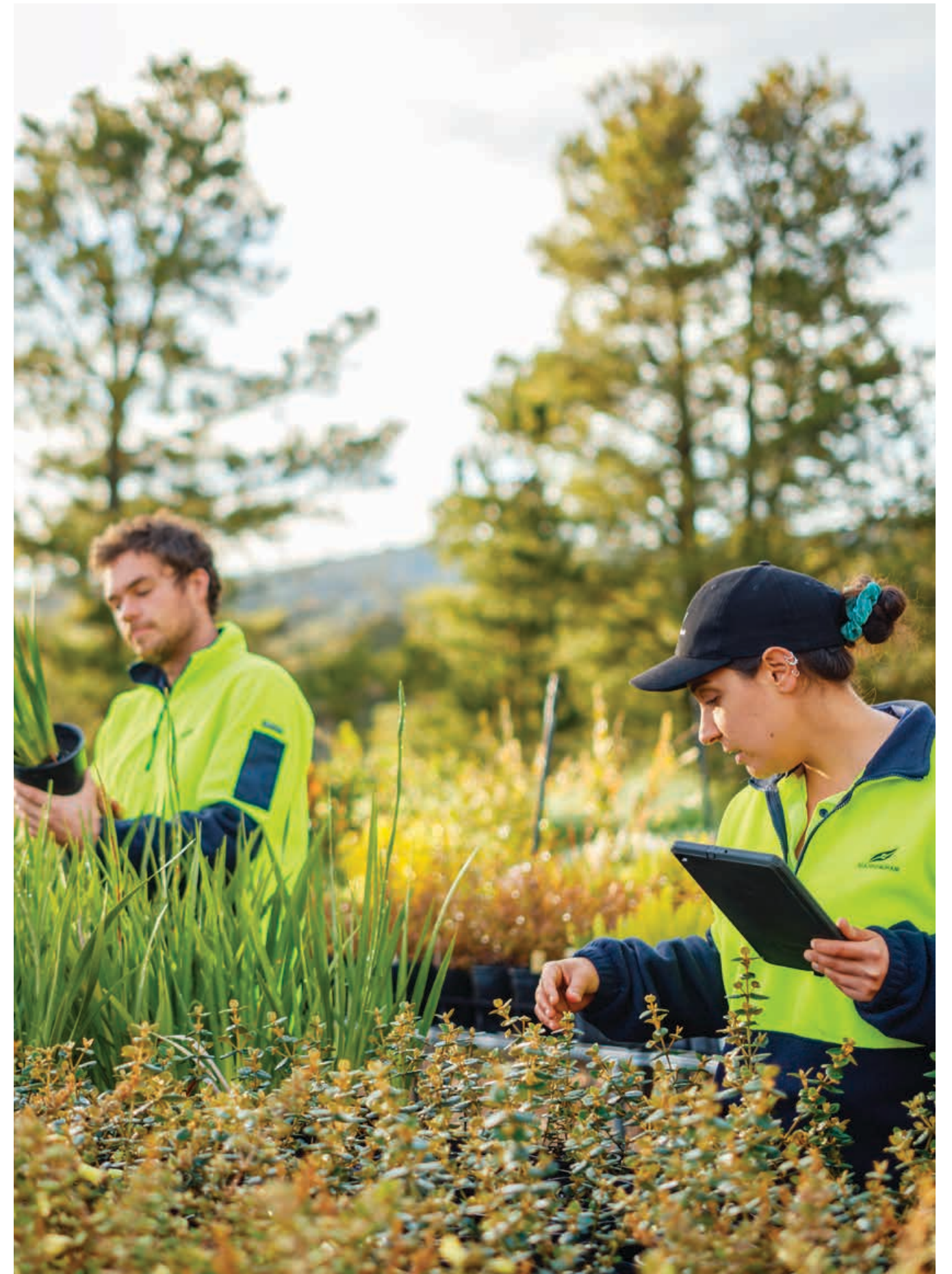
Information privacy	190
The Manningham Healthy and Wellbeing strategy 2021–2025	190
Domestic animal management plan	191
Road management act — ministerial directions	192
Infrastructure and development contributions	192
Development contributions plan (dcp)	192
Local law	194
Property holdings	195
Procurement policy	197
Asset Management overview	199

Financial Report **202**

Performance Statement **260**

Glossary and abbreviations **271**

Glossary	271
Abbreviations	275
Index	276





Welcome

Under the *Local Government Act 2020*, all Victorian local governments must submit an Annual Report to the Minister for Local Government each year. We take our accountability to our community seriously, and this Annual Report is one of the primary tools we use to report on our performance transparently and accurately.

This Annual Report details our performance against the strategic themes outlined in our Council Plan 2021–2025, our 2022/23 Annual Budget initiatives, and our 2021–2025 Strategic Resource Plan.

Our community

In 2021, 74.5% of households were purchasing or fully owned their home, 19.4% were renting privately and 0.6% lived in social housing.

69.9% of dwellings in Manningham were separate houses, 20.3% were units and townhouses and 9.6% were apartments. 46.4% of households in Manningham had no children.

Children up to 14 years old were 16.2% of the population and people over 65 years 22.2% and the median age was 43 years.

46.3% of our community spoke a language other than English at home, with Mandarin (13.9%) and Cantonese (8.5%) being the most common. 43.5% were born overseas, mostly in China.

By 2036 we expect our population to reach 149,274

Our history

The history of Manningham dates back millennia to the Wurundjeri people, whose way of life is closely linked to the natural environment.

In the late 1830s, the first European settlers began growing wheat, vegetables, and grapes before eventually planting orchards.

The discovery of gold in Warrandyte was a real turning point and by 1851, fortune hunters were trying their luck panning the streams and digging the rich soil around Harris Gully.

Local Government in the area dates back to the election of the Templestowe District Roads Board in 1856. On 28 February 1967, the Shire of Doncaster and Templestowe was proclaimed a City.

The City of Manningham was formed in 1994 as a result of local government amalgamations.

Our employees

One of the ways we deliver positive outcomes for our community is by being inclusive and passionate about what we do. This shapes the way we manage our workforce. Our people programs focus on attracting, retaining, and developing a diverse range of skilled people.

Major achievements with our employees

Strengthening our safety culture and supporting workforce wellbeing

Delivering health monitoring and safety assessments for our people and our worksites, including:

- Audiometric testing
- COVID-19 exposure risk assessments
- Child safety risk assessments
- Plant & equipment risk assessments.

Empowering safety knowledge, skills, and awareness through targeted initiatives, including:

- Staff wellbeing sessions
- Emergency response drills
- First aid training
- Warden training
- Celebrating R U OK? Day
- Asbestos awareness training
- Manual handling training
- Health & Safety Representative (HSR) training.

Delivering improved systems, policies and practices that reinforce our commitment to workplace safety, including:

- Implementation of new safety hazard and incident reporting system (SPaRC)
- Maintaining an up-to-date COVID Safe Plan
- Distributing Rapid Antigen Tests
- Incident investigation and sharing of safety information for continuous improvement
- Consultation through WHS Committees
- Audits and inspections
- Updating WHS policy and procedures
- Test and tagging of electrical equipment
- Proactive management of injuries, including the development of guidance material for injured workers
- Provision of return-to-work support.

Improving our workplace experience through targeted culture and leadership initiatives

Elevating our commitment to workplace equality and inclusion through:

- Internal Diversity and Inclusion Working Group
- Workplace Gender Audit and Gender Equality Action Plan (GEAP) development - *Gender Equality Act 2020*
- Establishment of the Gender Equity Steering Committee.

Strengthening our values-based culture and improving our leadership experience through:

- Monthly Management Development program to enhance leadership capability
- Refreshing our in-person Corporate Induction program offered to all new employees. This program focuses on Our Values and understanding our customers
- Directorate Excellence Awards programs to celebrate employee excellence
- Service Awards program to recognise our long serving employees
- Defining the development needs of the Executive Leadership Team
- Activities to strengthen collaboration and engagement within and across all directorates.

Delivering systems and structures that transform how we work and enable best-value outcomes

Achievement of *Local Government Act 2020* compliance with:

- Code of Conduct and Recruitment Policy update
- CEO remuneration policy
- Workforce Plan.

Building frameworks and structures that enable and empower positive experiences and best-value outcomes

Empowering positive experiences and best-value outcomes through:

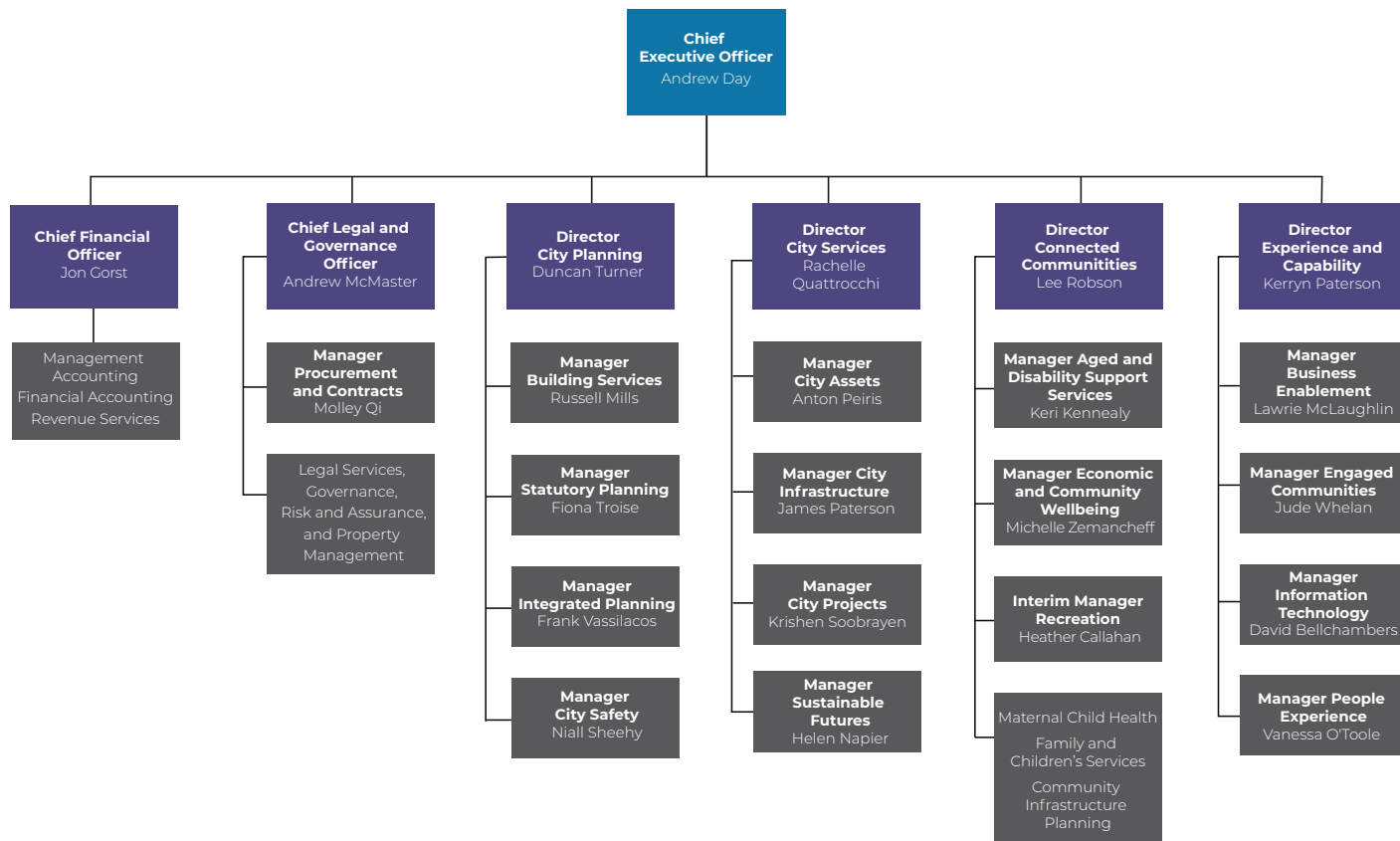
- Alternate Work Location Policy
- Introduction of a new workforce resource management process to support sustainable and responsible management of total employee numbers and costs
- Renewal of human resource forms, processes and reporting to improve efficiency.

Our people

As of 30 June 2023, Manningham Council employed 646 people full-time, part-time, or casual, equating to 556.9 full-time equivalent (FTE) employees.

Our people deliver a diverse range of functions - including engineering, customer service, administration, finance, community and aged care, planning, waste management, parks and recreation, local laws, arts and culture, and management.

Figure 1 – Manningham Council Organisational Chart as at June 2023



Staff profile

The tables below show the total number of full-time equivalent (FTE) Manningham employees as of 30 June 2023. The tables break down our workforce by directorate, employment type, employment classification and gender.

Table 1: 2022/23 Staff Profile

Employment Type/ Gender	Chief Executive Office	City Services	City Planning	Connected Communities	Experience & Capability
Full Time – Female	28	34	33	38	32
Full Time – Male	9	118	33	12	21
Full Time – Self Described	-	-	1	-	-
Part Time – Female	8	10	46	124	21
Part Time – Male	-	2	17	19	1
Part Time – Self Described	-	-	-	1	-
Casual – Female	-	2	9	13	-
Casual – Male	3	2	5	3	-
Casual – Self Described	-	-	-	-	-
Total	48	168	144	210	75

Table 2: 2022/23 Employment Classification

Employment Classification	Female FTE	Male FTE	Self -Described FTE	Total FTE
Band 1	26	18	-	44
Band 2	30	11	-	41
Band 3	47	50	-	97
Band 4	25	21	-	46
Band 5	60	21	-	81
Band 6	70	37	1	107
Band 7	41	34	-	75
Band 8	16	21	-	37
Nurses	14	-	-	14
Senior officers*	12	5	-	17
Total	341	218	1	560

* Senior officers include the CEO, any officer of Council who has management responsibilities and reports directly to the CEO or any other member of Council staff whose total annual remuneration exceeds \$151,000.

As of 30 June 2023, most (86%) of our employees were over 35 years old. 26% of our employees were between 46 and 65 years old and 14% less than 35 years old.

Most of our employees are at the officer level (94%), with senior officers representing 6% of the total workforce.

Staff turnover

Our turnover of permanent staff during 2022/23 was 15%. This was lower than in the previous year.

The following tables show staff turnover, employee level and age breakdown of our employees (represented as individuals, not FTE).

Table 3: 2022/23 Staff turnover

Staff turnover	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Staff turnover	14%	10%	10%	12%	9%	18%	15%

Employment level	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Officer Level	95%	95%	95%	95%	93%	95%	98%
Senior Officers*	5%	5%	5%	5%	7%	5%	2%

* Senior Officers include the CEO, any officer of Council who has management responsibilities and reports directly to the CEO or any other member of Council staff whose total annual remuneration exceeds \$151,000.

Table 4: 2022/23 Staff Age Profile

Age profile	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
≤25 years	19	16	12	14	10	8	9
26 – 35 years	107	87	79	72	73	75	79
36 – 45 years	133	140	128	134	138	134	138
46 – 55 years	221	206	203	210	188	175	167
56 – 65 years	157	160	161	165	175	182	183
> 65 years	65	63	74	71	65	64	69
Total	702	672	657	666	649	638	645

Conditions of employment

Most employees at Manningham Council are employed under the conditions of the *Manningham Council Agreement 2021*, which has a nominal expiry date of 30 June 2024.

The benefits we offer to our employees include:

- Flexible working arrangements, such as purchasing additional leave and working from alternate work locations.
- An Employee Assistance Program that provides confidential and independent personal or professional support and counselling.
- A Study Assistance program supporting staff to study at colleges or universities, providing up to \$3,006.02 per person per financial year towards costs, and up to four hours a week of extra leave.
- Learning opportunities that support personal and professional development, as well as compliance-related learning aligned to regulatory and governance frameworks. In 2022/23 our staff undertook over 3,100 development hours across 57 learning programs.
- A range of proactive injury prevention health and wellbeing programs such as participation in the Local Government Employees (LGE) Health Plan, access to immunisations and manual handling.
- A Fleet Service for employees to use when travelling for work purposes.
- Access to Myki cards to use when travelling for work purposes.
- Discounted memberships to Manningham’s leisure facilities.
- Employee-led social club.

Diversity and Inclusion in the workplace

We are committed to ensuring our employees are equipped with the resources, capabilities, skills, and confidence to support each other and the community. This enables us to successfully achieve our 2040 Community Vision which is a peaceful, inclusive, and safe community, where we all have a sense of belonging and respect for one another.

In alignment with our values, we have achieved the following:

- Updating our systems and processes to collect intersectional data from new employees and introduction of ANZSCO codes to better understand workforce segmentation.
- Refreshing the membership and Terms of Reference of our Diversity and Inclusion Working Group, a staff-led and executive-supported advocacy group.
- Re-establishing a Gender Equity Steering Committee to strengthen our commitment to gender equality and assist with the implementation of our Gender Equality Action Plan and Gender Impact Assessment program.
- Appointing dedicated staff (1.8 FTE) in the Organisation Development team to lead diversity and inclusion initiatives and cultural change.
- Providing staff learning opportunities through an updated mandatory Diversity and Inclusion training module along with specific development of our people leaders through Respectful Workplace Training.

- Doubling our response rate to the People Matters Survey for Local Government to 41% to better understand our staff’s experience of gender equality, diversity, inclusion, and cultural safety in the workplace.
- Supporting and attending a range of events, including:
 - Pride March with staff, executive, Councillors, and community members.

- Our first staff event for International Women’s Day held at the Depot.
- Directorate Harmony Day events celebrating our cultural diversity.
- An in-person IDAHOBIT event featuring a panel discussion.

Table 5: Discrimination, Harassment and Bullying Policy success measurements

Indicator	Result
Number of contact officers available across the organisation. Target: 6	Result: 6

Reward and recognition

The contribution of our people is vital to our success as an organisation. We have a Reward and Recognition Award Program to recognise our people for excellence.

Excellence Awards

In 2022/23, we presented 122 Excellence Awards to staff across the organisation at five directorate-based events. These awards recognised our people who demonstrated excellence across one or more of these categories:

- Customers – our focus
- People – engaged, empowered and accountable
- Technology – robust and easy to use
- Leadership – inspiring and courageous, driving performance through teamwork and communication

- Continuous improvement – empowering change by identifying and implementing process improvements
- Policies and processes – progressive, streamlined, and consistent
- Place – responsible custodianship of Manningham for the public good.

Service Awards

We recognise long-standing employees’ contributions by presenting awards at milestones of 10, 15, 20, 25, 30, 35, 40, 45 and 50 years of service. This year we recognised 58 employees with these awards.

Reporting on our Performance

Planning and reporting framework

The Victorian Government introduced the Local Government Performance Reporting Framework (LGPRF) in 2014 to enable all Victorian Councils to measure and report on their performance consistently.

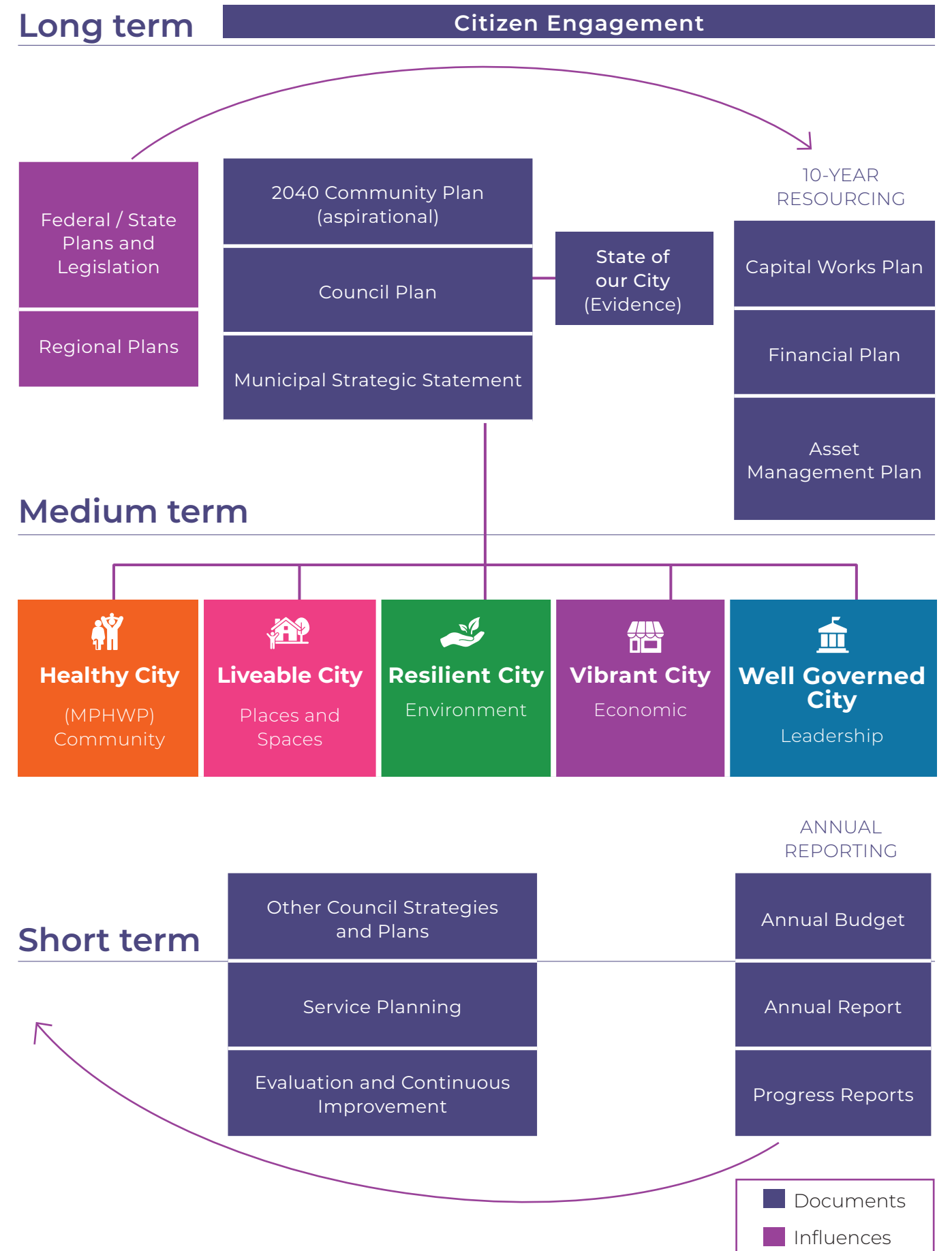
To report on our performance, we prepare:

- a Council Plan within six months after each general election or 30 June, whichever is later
- a Strategic Resource Plan for at least four years
- an Annual Budget for each financial year
- an Annual Report for each financial year.

Figure 1 shows the key planning and reporting documents that make up the local government planning and accountability framework and the relationships between these documents. It also shows where we must provide opportunities for community and stakeholder input.

Our Community Vision and Council Plan underpin our short, medium and long-term planning. As illustrated below, we support our commitments through resource plans and reporting on our progress in the Annual Report.

Figure 2: Planning and accountability framework



Our Council Plan

How we developed our Council Plan

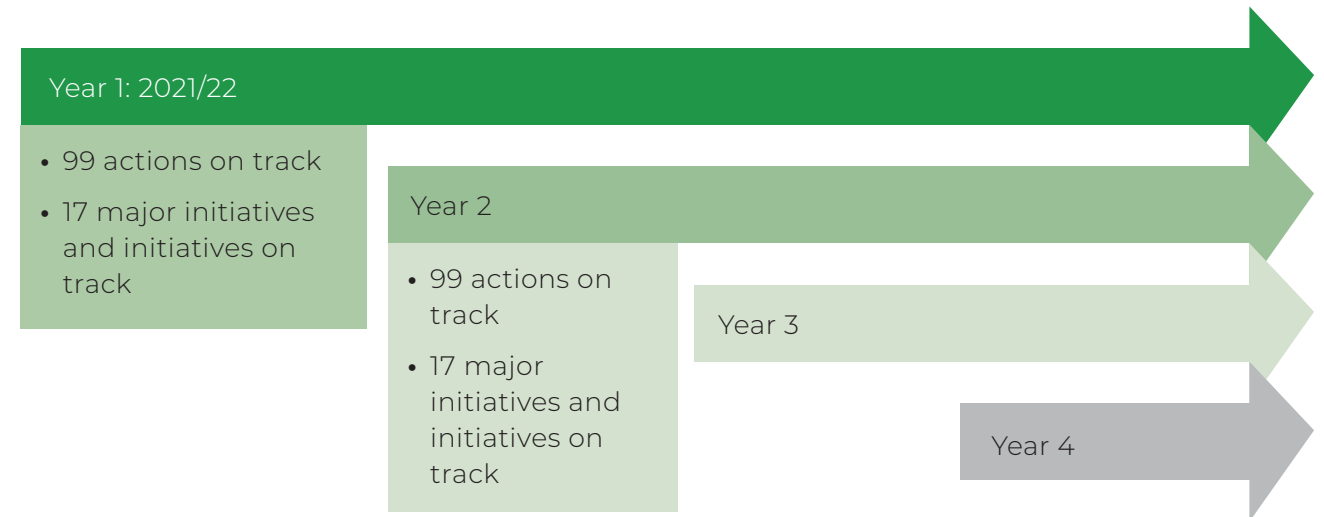
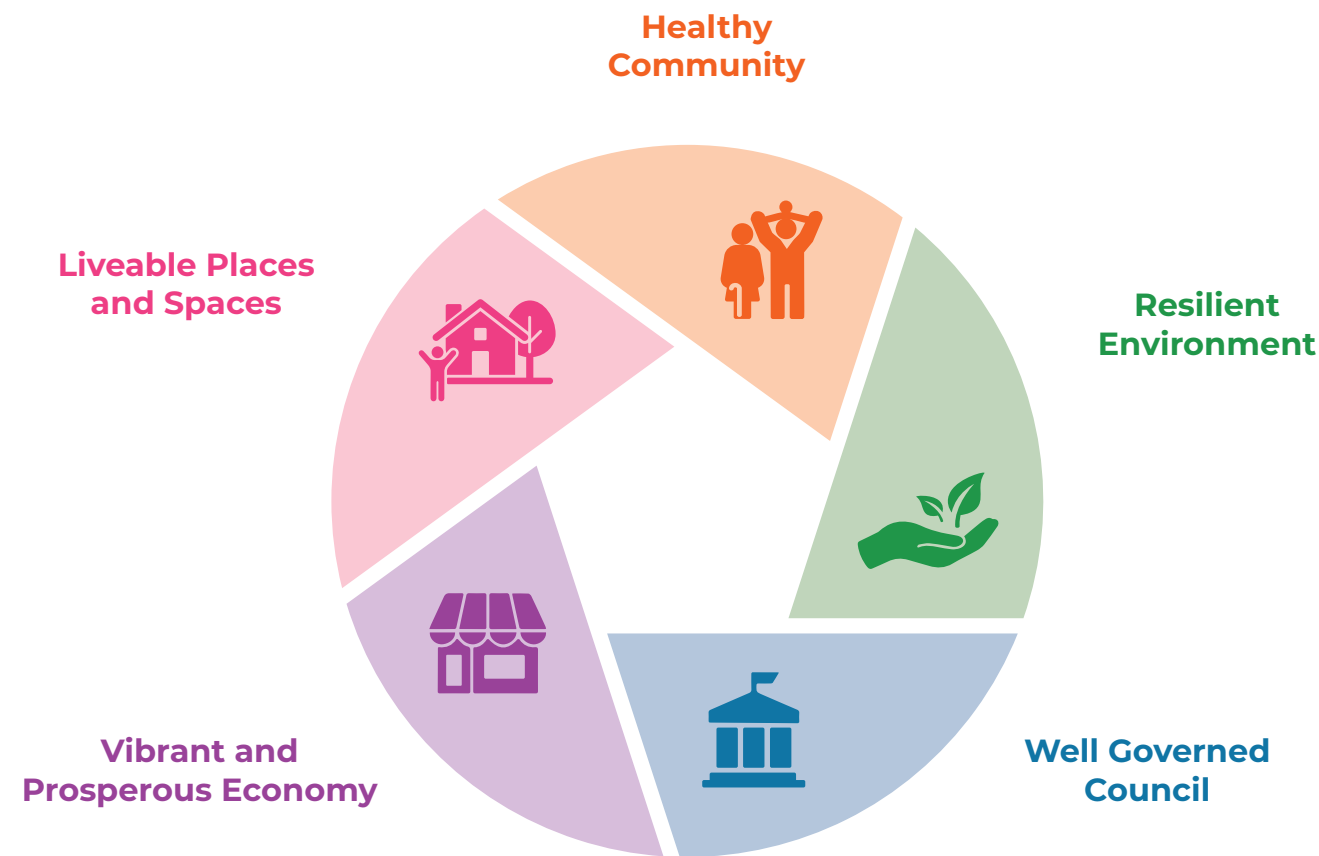
Our Council developed our Council Plan at the start of its four-year term based on recommendations from a Community Panel and extensive consultation. The Plan sets out the goals, initiatives, and actions to be delivered over the four years.

Reporting our progress

We report our performance throughout the year in the Manningham Quarterly Report, Manningham Matters and online channels.

We report on our progress of Council Plan actions for the 2022/23 year below.

Figure 3: Our Council Plan themes



Our performance: major initiatives and initiatives

This is the ninth year we are reporting on several service, financial and sustainability performance indicators under the Local Government Performance Reporting Framework (LGPRF).

We report on our progress of our performance indicators for the 2022/23 year above.

Our performance: LGPRF indicators

Our progress towards the aspirational community vision is below covering:

- Major initiatives and initiatives in our Annual Budget 2022/23
- Council Plan actions and indicators in our Council Plan 2021-2025
- Service, financial and sustainability performance indicators under the Local Government Performance Reporting Framework (LGPRF).

Our performance: Healthy Community

Services funded in our Annual Budget

Activity	Description	Budget \$'000	Actual \$'000	Variance \$'000
Aged and Disability Support and Food Services	Maintains community connections and enhances the quality of life for older adults and their carers by providing home and community-based services to support independent living in their own home.	1,586	2,016	(430)
Aged and Disability Quality and Service	Support service provision through management of business information systems and processes that enable reporting, compliance and service delivery.	750	715	35
Arts and Culture	Builds inclusive and connected community through participation in arts and culture through coordinating education programs, promoting local creative industries and managing our local Gallery, art studios and Playhouse.	491	668	(177)
Building Services	Protects community safety and local amenity in buildings and structures through issuing of permits and enforcing building act and regulations.	809	742	67
Economic and Community Wellbeing	Provides management and administration services for the Economic and Community Wellbeing services and promotes community inclusion, volunteering, emergency counselling and youth services.	1,626	1,732	(106)
Customer Liaison and Services Provision	Enhances health, resilience and quality of life for older adults to maximise their independence at home and in the community through providing short-term or complex care services.	447	2,948	(2,501)
Children and Family Services	To support and build the capacity of educators, families, children and the youth and advocate for community infrastructure that meets the needs of the community.	135	243	(108)

Activity	Description	Budget \$'000	Actual \$'000	Variance \$'000
Positive Ageing and Community Access	Support for older adults to be included, connected, healthy, and resilient with social groups, events, assisted transport as well as dementia-friendly and positive ageing initiatives. Also provides assessment services to access Commonwealth funded aged care.	441	956	(515)
Recreation	Provides opportunities to meet the long-term health and wellbeing needs of our community through management of Council's sporting facilities, sportsgrounds, recreation facilities, indoor stadiums and the Aquarena Aquatics and Leisure Centre.	(86)	679	(765)
Social Planning and community strengthening	Creates stronger and more connected communities. Social planning investigates and responds to the needs and aspirations of the people who live or work locally and community development empowers our community members to identify and take collective action on issues which are important to them.	837	797	40
Library Services	Provide opportunities for local learning in modern and efficient services delivered through local branches and e-services. Including book collection, research tools and interactive learning programs. Managed by the Whitehorse Manningham Library Corporation.	4,652	4,331	321
Maternal and Child Health	Support for growing families with universal access to health services for children from birth to school age in the provision of expert care to monitor and record health and development.	813	802	11
Parks and Natural Environment	Protect and maintain our local environment in parks, trees, open spaces, and playgrounds with asset inspection and maintenance, fire mitigation, grass cutting and maintenance, sportsground maintenance, arboriculture services, and landscaping.	10,552	11,812	(1,260)

Activity	Description	Budget \$'000	Actual \$'000	Variance \$'000
City Compliance	Protect community safety and the liveability of the city by coordinating animal management, city compliance, fire prevention, traffic management, school crossings and compliance with municipal local laws.	702	1,310	(608)
Environmental Health	Protect community health and the liveability of the city in environmental health, food safety, health premises/ smoking activity, domestic wastewater management and immunisation.	834	742	92


Goal 1: Healthy, resilient and safe community

Key focus areas


Council Plan Theme	What we are focussing on
Healthy Community	Mental wellbeing services, particularly for younger and older people. Safe and respectful relationships.
Liveable Places and Spaces	Popular and well-maintained programs and facilities for recreation and leisure, arts and culture. Safety in and around the home.
Resilient Environment	Support to prepare for and respond to emergencies. Preparing for climate changes and using Environmentally Sustainable Design (ESD).
Vibrant and Prosperous Economy	Everything you need is local. Shops and activities centres are accessible. Supporting local employment and business.
Well Governed Council	Connecting service providers, community groups, local organisations, and networks to improve community outcomes. Leading the way in creating an inclusive and welcoming City.



Our performance — major initiatives and initiatives



Theme	Details	Result	Our progress
Major initiatives			
We will undertake evidence-based planning for equitable, inclusive and accessible services and infrastructure improvements for prominent issues including:			
	Commencing Gender Equality Impact Assessments on significant Council policies, services and programs.		<ul style="list-style-type: none"> We continue to implement our a Gender Equality Action Plan (GEAP) as a requirement under Victoria's new Gender Equality Act 2020. To date seven Gender Impact Assessments have been undertaken with the assistance of external consultants, on: the Recruitment Policy (MAV GIA pilot program 2020), Gambling Policy, Outdoor Sporting Fees and Charges Policy, Local Laws Review, Asset Plan, Community Infrastructure Plan and the Climate Emergency Action Plan.
	Improving the range of accessible supports and services available to young people within Manningham, exploring a youth hub, advocating for improved mental health resources and working collaboratively with youth agencies.		<p>We have advocated for improved access to mental health support and services for young people through:</p> <ul style="list-style-type: none"> Exploring locations for a Youth Hub and are yet to find a suitable location. Advocating for Youth Mental health via a Headspace service is complete. The successful provider for Box Hill Headspace has been contacted for any collaborative opportunities. Engaging other youth providers in Manningham Youth Services, including Access Health and Community and local schools, via the School Focused Youth Service and the School Principals' Breakfast.
	Investigate extended use of community facilities, including libraries, through a delivery of the Community Infrastructure Plan.		<ul style="list-style-type: none"> Our draft 20-year Community Infrastructure Plan to guide and maximise the use of our community facilities has undergone community consultation with outcomes to be presented to Council. Extended hours of service for two of our library branches. Service level discussions are underway for Warrandyte Library after-hours access, Pines Shopping Centre opportunities, Bulleen library site feasibility and Doncaster and Bulleen Libraries layout changes. Site investigation for Warrandyte Men's Shed underway. Development Early Years Infrastructure Plan underway.

Theme	Details	Result	Our progress
	Work to connect service providers, community groups, local organisations, and networks to improve and profile community outcomes through forums and connections.		<p>We worked to connect, and profile community outcomes through:</p> <ul style="list-style-type: none"> • Participation in the Eastern Volunteers Community of Practice forum. Conducted the Multicultural Communities Network. This group continues to grow and is now meeting monthly with Council attend once a quarter. • Planning the 2023 International Students Welcome Program in collaboration with Whitehorse and Boroondara Councils. • Holding an International Day Against Homophobia, Biphobia and Transphobia (IDAHOBIT) event continued as an in-person event and attracted 70+ staff and community members. The panel raised awareness of the issues of racism faced by the LGBTQIA+ community. • Focus on building a strategic planning relationship with AccessHealth through a series of priority-setting meetings focused on the Manningham Health & Wellbeing Strategy. Manningham Food Relief Network continues to meet every two months. The demand for food relief and dignity products continues to rise, with more reports of local people living from their vehicles and families being unable to meet all their living requirements. • Strengthening the referral relationship with Salvation Army who assist in the provision of social workers which can provide referral information for people sleeping rough. • Updating the Manningham Wellbeing card, which supports people during crisis. Inclusive Connections - International Day of People with Disability expo event took place on December 2 and involved over 40 local service providers and a speakers panel covering fashion to accessing NDIS services. • Holding a Strength Through Connection event on Mental Wellbeing and the Multicultural Communities, which was a dinner during mental health week in October. This was conducted in collaboration with Mental Health Foundation Australia.

Theme	Details	Result	Our progress
Initiatives			
	Pursue strategies to reduce the impact of gambling on the community, considering areas such as poker machines and advertising on Council buildings.		<p>Our strategies to reduce gambling include:</p> <ul style="list-style-type: none"> • Workshops on gambling harm and local governments' role were conducted with Council and the Health and Wellbeing Advisory Committee. • Regular attendance at network meetings. Q2 attendance at the Local Government Workgroup on Gambling. • Commenced planning for the review of the Manningham Gambling Policy and Action Plan.
Actions 2021-2025			
	Work with our partners and Advisory Groups to improve access to health and wellbeing services and programs for all people in our community.		<ul style="list-style-type: none"> • New and refreshed Advisory Committees covering Health and Wellbeing, Multicultural Communities, Gender Equality and LGBTQIA+, Disability and Youth Advisory Committees met for discussion across the year on topics including: <ul style="list-style-type: none"> • FOGO • Aquarena Masterplan • Gambling harm • Dates of significance • Use of Easy English to translate certain Council documents and finalisation of the Manningham Inclusive Language Guide • Active Manningham Program • Mental Wellbeing Resources • Council's Arts Strategy. • Strength Through Connection event, conducted in partnership with the Multicultural Network in October to explore Mental Wellbeing. • The Disability Advisory Committee oversaw the Inclusive Connections - International Day of People with Disability expo event on 2 December.

Theme	Details	Result	Our progress
	Increase diversity of opportunities to participate in life-long arts and cultural learning for adults, youth and children.		<p>We provided funding through our Community Grants Program to provide a range of opportunities, including:</p> <ul style="list-style-type: none"> • Workshops held by artist Angharad Neal-Williams at the Warrandyte Community Centre to inform the direction of a mural currently being developed for the centre. • The first of a series of writing workshops for people living with disabilities was run in collaboration with Doncaster Library. A full suite of art workshops was programmed for the June/July school holidays, the first since 2019. • The Art Studios presented two come-and-try pottery classes in collaboration with the library, each receiving significant interest and proving the enduring popularity of pottery. • A unique workshop looking at the expression of pain through visual art was held as part of the exhibition 'Pain Pageant' by Jessica Coldrey, and drama workshops were scheduled for the April school holidays, expanding the Art Studio program into performing arts. • We presented a range of stand-alone and new activities to increase access to arts learning and engagement including: <ul style="list-style-type: none"> • A workshop to co-design a mural for the Doncaster Community Garden. • Design and creation workshops for a mural on the side of MC Square. • A workshop with Skunk Control supporting their installation of a new public artwork in Doncaster. • Additional courses held for children and teenagers at the Manningham Art Studios. • An open studios day or workshops as part of the MC Square 10 Year Anniversary event, artist workshops and floor talks. • A tour to the exhibition 'Didar' at the University of Melbourne, and a series of artist interview videos relating to gallery exhibitions and placemaking initiatives.

Theme	Details	Result	Our progress
	Improve access to community legal services.		<p>We worked to understand and improve legal services through:</p> <ul style="list-style-type: none"> • Discussions with the Eastern Community Legal Centre about the potential for a new site in Manningham. We are addressing the requirement for space in our new Community Infrastructure Plan. • The four-year \$200,000 Community Partnership Grant to the Eastern Community Legal Centre continues to promote legal and social wellbeing in Manningham. • We discussed our advocacy strategy to advance the need for improved legal services within Manningham. • Working in collaboration with Eastern Community Legal Service and neighbouring councils to draft a letter on the need to expand services with a focus on piloting the Mabels model theory, which increases access to legal services if they are within a healthcare setting. • Furthered our understanding through a briefing on the state of legal services and access in Manningham. • We wrote an Advocacy letter to State members on Access to Community Legal Services for Manningham Residents.
	Provide opportunities to promote local arts and culture in the community.		<ul style="list-style-type: none"> • We improved our online presence of Arts Manningham by reactivating the Doncaster Playhouse Facebook to engage audiences. • We improved our customer experience by making it easier to enrol in the Art Studios, resulting in greater registrations. • We promoted Unfinished Business, building the audiences targeted for the exhibition. • We continued to improve the online presence of Arts Manningham with social media providing strong engagement with tenders for public art commissions such as Ruffey Lake, exhibition workshops delivered as part of the exhibition Pain Pageant, and Art Studios enrolments. We are continuing to work with digital team to create artist videos as a standard part of gallery exhibitions. • We made improvements to gallery and public art webpages and our social media presence continues to improve as a result of ongoing photography and video content that extends the gallery program.

Theme	Details	Result	Our progress
	Identify strategies to get people to be more active at all stages of life to increase participation by juniors, women, culturally diverse and other priority groups.		<p>We assisted our community to be more active through our leisure facilities and our Active Manningham programs, including:</p> <ul style="list-style-type: none"> • Serenity for Women: multicultural women's group running at Aquarena to participants in group exercise. The group is predominately made of up of women from Muslim backgrounds, however all women are welcome to attend these sessions. The group received a grant to continue the program next year. • Play Like a Girl: we funded two places in the April Play Like a Girl leadership program which guides the personal and professional journey of young females through a sports lens. • Roll Back the Clock: assisting the Greythorn Bowls Club to promote a new Roll Back the Clock program, which is designed for over 60's to help feel young and healthy again. It combines exercise, wellness education and socialisation in the friendly environment of a local bowls club. • Inclusion Sports Day: delivered a day of activities connecting children with disabilities to local sport and active recreation opportunities. • Creating an opportunity for children and young people (5-18 years) to come together in one location to try several sports and activities with local pathways, to find something that might suit them, that they enjoy and that is offered locally for them to continue participating in.
	Review and implement the new Community Local Law to protect the amenity and safety of Manningham.		<ul style="list-style-type: none"> • A new Community Local Law has been adopted to better align with the Council Plan, particularly in community safety and amenity to improve our ability to respond to issues in the community.

Theme	Details	Result	Our progress
	Develop and activate Council's network of cultural venues and public art sites as community arts spaces through innovative public programs and engagement.		<p>We held activities to activate the following venues and sites:</p> <ul style="list-style-type: none"> • Manningham Art Gallery presented its major exhibition for the year, Unfinished Business, marking both National Reconciliation Week and NAIDOC Week, with overall attendance and engagement at public programs strong. • Manningham Art Studios continued to grow its program and enrolments, running the first suite of school holiday art workshops since the pandemic, attracting new audiences. Public art commissions for Ruffey Lake, wonguim wilam and the Warrandyte Community Centre progressed in the quarter, and the Public Art Action Plan was finalised. • Maintenance was undertaken on several public artworks. • Three theatre seasons were presented at the Playhouse by local community theatre groups. • Manningham Art Gallery launched its 2023 program in the quarter with Progeny by First Nations artist Edwina Green, followed by solo shows by Soyoun Kim and Jessica Coldrey, focusing respectively on cross-cultural/linguistic experiences and endometriosis. These exhibitions include artist videos and workshops to improve audience engagement. • Manningham Art Gallery exhibition program continued with exhibitions by prominent Australian artist Angela Valamanesh, local Zahra Marsous and a group exhibition that included from the Manningham Art Collection. This included a workshop and floor, along with a tour to the University of Melbourne exhibition Didar: Stories of Middle Eastern Manuscripts for members of the Multicultural Communities Advisory Committee.
	Improve access to active, leisure and recreation destinations across the municipality by embracing the 20-minute neighbourhood.		<p>We embedded the 20-minute neighbourhood plans in our new Liveable City Strategy 2040, and Vibrant Villages Action Plan to link activity centres. This will improve our walking and cycling networks and public transport through the ongoing implementation of the bicycle strategy and principal pedestrian network.</p>

Theme	Details	Result	Our progress
	Support effective preparation, response and recovery for emergency events.		<p>We supported effective preparation, response and recovery for emergency events through:</p> <ul style="list-style-type: none"> Working with local body corporates and building managers of multi-level dwellings and emergency services on emergency preparedness and the way to respond in emergencies. The Municipal Emergency Management Planning Committee continued to operate and deliver effective Preparedness, Response and Recovery Strategies and doctrine. The Fire Hazard Inspection Program was broadened to incorporate proactive inspections of Extreme Assessed properties identified within the Victorian Fire Risk Register- Bushfire VFRR-B. Developed signage for the restriction of traffic to Pound Bend on Severe weather & Extreme Fire Danger Days. Contributing to Inspector General Emergency Management (IGEM) Review into Water Safety, following multiple deaths in Yarra River around Warrandyte.
	Investigate and implement improvements to reduce future climate and environmental impact to the community in Council buildings and facilities.		<p>We reduced the future climate and environmental impact on our community by implementing solar, energy efficiency and an Environmentally Sustainable Design (ESD) program on Council buildings and facilities. These measures will help us meet our net zero emissions target by 2028.</p> <p>This program aims to deliver renewable energy and other environmentally sustainable features to over 30 council buildings. The projects are varied, including optimisation of building design to enhance natural daylight and ventilation, Cool Roof treatment to reflect radiant heat from buildings, lighting upgrades, replacement of gas appliances with more efficient electric appliances, water saving measures, installation of 1MWh of solar (and battery) infrastructure, among other initiatives.</p>
	Develop an Economic Development Strategy to ensure we plan for a diverse business community that supports local employment.		A draft Economic Development Strategy has been developed and is ready for discussions with the broader community consultation.

Our performance: Local Government Performance Reporting Framework indicators

LGPRF Indicators	2020	2021	2022	2023	
Aquatics Management					
Health inspections of aquatic facilities	2.00	2.00	1.00	4.00	We place a high priority on community safety. We have been able to resume our inspections in accordance with the Public Health and Safety Act.
Utilisation of aquatic facilities	3.97	1.66	1.44	3.38	Aquarena provides great value with a variety of programs and activities, and we are pleased to see visits increase 134% as visitors slowly return from the impact of COVID-19 restrictions and closures.
Cost of aquatic facilities	\$0.25	\$3.62	\$4.33	-\$0.29	We have seen the cost per visit reduce due to a higher number of visits compared to last year. Aquarena provides great value with a variety of programs and activities.
Animal Management					
Time taken to action animal management requests	1.00	1.00	n/a	n/a	We continue to place a high priority on animal management. All requests are triaged based on risk and actioned in a timely manner. Detailed data is not yet available as system enhancements are developed to capture this data.
Animals reclaimed	27.72%	36.44%	50.00%	50.00%	We saw a significant number of animals collected and processed through our pound facility and worked hard to ensure that animals returned home.
Animals rehomed	28.53%	48.89%	33.77%	40.48%	This year we saw an almost 20% increase in the number of animals collected. We also saw an increase in the number of animals rehomed for the period.
Cost of animal management service per population	\$3.27	\$3.03	\$3.21	\$3.52	We saw the cost of animal management rise slightly as a result of the significant increase in animals collected and the associated administration and service costs to ensure the safety of the community and the animals involved.

LGPRF Indicators	2020	2021	2022	2023	
Animal management prosecutions	100%	100%	100%	100%	Our focus is to promote responsible pet ownership; however we pursue prosecutions for serious matters in the interest of community safety. We continue to be 100% successful in animal management prosecutions, with four additional cases than last year.
Food Safety					
Time taken to action food complaints	1.65	1.95	2.20	1.17	Our process improvements have resulted in a 47% decrease in time taken to action food complaints compared to last year. We will continue to work hard to ensure the community can eat safely in Manningham with all food complaints triaged according to risk and actioned in a timely manner.
Food safety assessments	97.31%	73.88%	83.16%	99.67%	We saw a 20% variance in food safety assessments compared with last year. 611 of the 613 food safety assessments were completed, achieving a 99% result.
Cost of food safety service	\$43756	\$41783	\$40044	\$398.62	We work hard to provide a high-quality cost-efficient food safety service. Overall, the cost of service decreased this year.
Critical and major non-compliance outcome notifications	97.48%	93.38%	96.10%	98.88%	We have achieved almost a 3% increase in following up critical and major notifications compared to last year. Our health team followed up 266/269 of non-compliances, achieving a result of 98.88%.
Maternal and Child Health (MCH)					
Infant enrolments in the MCH service	101.66%	101.19%	101.54%	101.66%	We have seen an increase in infant enrolments in the MCH service compared to last year. Enrolments have exceed 100% as the infants enrolled in the service exceeded the number of new birth notices received.


LGPRF Indicators	2020	2021	2022	2023	
Cost of the MCH service	\$74.47	\$70.11	\$74.85	\$72.32	We achieved a cost savings from last year by changing the way we delivered our Maternal Child Health service in response to the impact of COVID-19. This was achieved despite our nurses delivering a significantly higher number of hours, higher purchase costs and staffing challenges.
Participation in the MCH service	76.42%	77.44%	77.86%	81.28%	We are pleased to see a positive increase in the overall participation rate in the MCH service following a concerted effort to follow up with families who missed appointments.
Participation in the MCH service by Aboriginal children	82.14%	73.53%	100%	100%	We are pleased to see our continued effort to strengthen participation of Aboriginal and Torres Strait families in the Enhanced Maternal and Child Health remains high. This demonstrates the high quality of engagement and continuity of care offered by the Maternal Child Health service.
Participation in 4-week Key Age and Stage visit	97.69%	96.84%	99.39%	93.25%	Over the year we have seen a slightly lower participation rate in our 4-week visits. A small number of families chose to see a private midwife until 6 weeks of age and other families moved out of the municipality before the health visit.
Council Plan (in addition to the above)					
People using library services and facilities		252,217	502,525		We have seen a significant improvement for the year.

Goal 2: Connected and Inclusive Community





Key focus areas

Council Plan Theme	What we are focussing on
Healthy Community	Opportunities for everyone in Manningham to connect and engage in community life
Liveable Places and Spaces	Services and infrastructure that are equitable and accessible for all
Resilient Environment	Celebrate and value the rich cultural heritages of First Nations, their diversity, strengths and roles as knowledge holders
Vibrant and Prosperous Economy	Access to services and programs for employment, education and culture.
Well Governed Council	Welcoming to people of all ages, abilities, religions, sexuality, gender and cultures


Our performance — major initiatives and initiatives

Theme	Details	Result	Our progress
Major initiatives			
	 <p>Support and educate to connect inclusive and healthy communities (inclusive of our First Nations and culturally diverse communities):</p> <ul style="list-style-type: none"> Implementing recommendations in the Reconciliation Action Plan to enhance recognition of Aboriginal and Torres Strait Islander communities. Resources and information that link our community to the understanding of and responses to family violence. 		<p>We supported our community with activities including:</p> <ul style="list-style-type: none"> The <i>Unfinished Business</i> Exhibition, which highlights stories of 30 First Nations people with disabilities. For eight weeks including reconciliation week and NAIDOC week, the exhibition attracted many people and linked programs in collaboration with the libraries. A Manningham Healing ceremony took place on January 26 in the forecourt at MC2, with 80 - 100 residents attending. We received very positive feedback from people who identify as First Nations. Endorsement by Reconciliation Australia of the Manningham Reconciliation Plan (RAP). We then adopted the Plan and held at launch at the Yaluk Langa Community Day on Saturday 18 March 2023. Launch of the Racism Not Welcome program as part of the national campaign to get the conversation started on reducing racism. <p>We focused on the prevention of family violence through:</p> <ul style="list-style-type: none"> Participation in MAV Gender Equity and the Prevention of Violence Against Women Group, and the Eastern Regional Group GE network. Representatives of Manningham Council attended the Walk Against Family Violence 2022 during the 16 Days of Activism. Promoted community awareness events. Promoted information on health and wellbeing website/cards addressing family/domestic violence. Partnered with Boroondara for the Moneygirl seminar. Established a partnership with VicHealth to work on initiatives focused on gender equity and the prevention of violence against women.

Theme	Details	Result	Our progress
	Work with local leaders to better understand the needs of newly arrived and culturally diverse communities to better tailor access to programs and services to meet those needs.		<p>We worked with local leaders to build understanding through our:</p> <ul style="list-style-type: none"> • Multicultural Network and the Multicultural Communities Advisory Committee meetings. • Attendance at the United Muslim Migrants Association Community Iftar, part of Ramadan, one of the holiest months for Muslims. • Mental health resources, mental wellbeing event and support for the local Iranian community.
	Enhance and create meaningful, inclusive opportunities for older people to connect, participate and contribute to the community through partnerships, volunteering and activities.		<p>We enhanced opportunities for older people through:</p> <ul style="list-style-type: none"> • Facilitating Manningham Forum- Financial Matters "How to get the most out of your money in retirement" with the Services Australia Financial Information Services and Eastern Community Legal Centre. • Holding regular Manningham Positive Ageing Alliance Group and the Local Dementia Alliance Group meetings, with new members, guest speakers and combined sessions to share learnings. • Our commitment to an approved action plan and actively working towards becoming dementia-friendly, as acknowledged by Dementia Australia's Recognition Award. • Providing a Supported Transport Service which supplied a customised service for senior clients who were transport disadvantaged
	Develop and deliver diverse community arts and public art programs that enable a celebration of local culture.		<p>We developed and supported the local arts culture through:</p> <ul style="list-style-type: none"> • Gallery programs, including Unfinished Business, held to mark National Reconciliation and NAIDOC weeks. • Pain Pageant, representing an artist's experience of endometriosis, and Tongue-Tongs, which looked at experiences of culture and racism through language and pronunciation. • Three community theatre groups presented seasons at the Playhouse. Art Studios delivered its Term 2 program and the first suite of school holiday activities since 2020.

Theme	Details	Result	Our progress
	Develop meaningful relationships with the Wurundjeri Woi-wurrung people and Aboriginal and Torres Strait Islander community groups, organisations, and local networks.		<p>We have been working to strengthen meaningful relationships with First Nations people through:</p> <ul style="list-style-type: none"> • Holding regular meetings with the Wurundjeri Woi-wurrung Corporation and promoting people of First Nations' aspirations. • Regular Reconciliation Action Plan Working Group meetings and monthly Wurundjeri Woi-wurrung Cultural consultations have all contributed to this.
	Deliver activities to support anti-ageism and share resources and stories with the community to raise awareness around stereotypes, prejudice and discrimination on the basis of age		<p>We continue to tackle ageism and to challenge the stereotypes of older people and encourages people to speak up and act. We have:</p> <ul style="list-style-type: none"> • Worked with the Eastern Elder Abuse Network on a regional approach. • Held a Senior's morning tea on 7 October where the Mayor spoke about Ageism. <p>We also launched at this event 'Recipes to Remember' publication - a collection of recipes linked to personal histories of some of our older residents and promoting the contribution made by older people to our community.</p>
	Recognise the contribution of our volunteers through Council's Civic Awards and Volunteers Recognition activities.		<p>We recognised the valued contribution of volunteers in Manningham, though:</p> <ul style="list-style-type: none"> • Holding our Civic Awards in October to recognise locals across Sports Achiever of the Year, Community Group Achievement, Volunteer of the Year, Young Citizen of the Year and Citizen of the Year. • Awarded Citizen of the Year – Margaret Kelly, Young Citizen of the Year - Stephanie Martinez, Doreen Stoves AM PSM JP Volunteer of the Year – Varvara Ioannou, Community Organisation of the Year Award - CareNet Program, Sports Volunteer of the Year - Vince Montuoro.
	Improve housing choice to meet community needs by reviewing the Affordable Housing Policy and Manningham Planning Scheme.		<p>We reviewed the Affordable Housing Policy 2010 - 2020 and have prepared a draft new Affordable Housing Policy. The Manningham Planning Scheme Review is complete.</p>

Theme	Details	Result	Our progress
	Increase seating and amenities along our footpaths and trails to give people places to meet and rest.		<p>We improved seating, especially along major trails:</p> <ul style="list-style-type: none"> • Crawford Reserve – 2 seats • Jenkins Park – 2 seats • Koonung Park – 4 seats • Leawarra Reserve – 2 seats • Maxia Reserve – 1 seat • Pettys Reserve – 2 seats • Prowse Reserve – 1 seat • Sandra Reserve – 1 seat • Ruffey Lake Park – 2 new seats, 7 replacement seats • Warrandyte River Reserve - 1 seat.
	Deliver a 10-year Public Toilet Plan to ensure a network of safe, accessible, well maintained, and sustainable toilet facilities.		<p>We have installed/upgraded public toilets in the following reserves:</p> <ul style="list-style-type: none"> • Jenkins Park • Cat Jump Park • Brendan Reserve • Crawford Reserve • Maxia Reserve • Leawarra Reserve • Aranga Reserve • Grover Reserve.
	Increase activities to improve community understanding and conservation of areas of significance		<p>We undertook activities in line with the objectives of the Liveable City Strategy 2040 to strengthen recognition and preservation of Manningham's heritage and historical collections.</p>
	Improve energy efficient lighting in public places for community safety and activity		<p>We completed the Public Lighting Guidelines and Action Plan to develop a consistent approach to sustainable principles to new public lighting installations, replacements and repair programs and maintain lighting performance levels. The Action Plan sets out ways to improve energy efficient lighting in public places for pollution, perception of safety, improved service delivery and smart lighting technology.</p>

Theme	Details	Result	Our progress
	Support and promote local businesses through the Manningham Business Network.		<p>To support and promote local businesses we:</p> <ul style="list-style-type: none"> • Hosted a Maximising your Marketing workshop with 14 attendees. • Continued our support for the Manningham Business Network to run their monthly business networking breakfasts in April, May (sponsored by Bendigo Bank) and June, with attendance averaging 55 people.
	Work with Manningham Youth Services and other partners to support young people to engage in education, employment and community life.		<p>We have worked closely with Manningham Youth Services, EACH, to build a strong understanding of the environment and exploring ways to live sustainably. Discussions have raised ideas of sustainable gardening, up-cycling and re-imagining pre-loved clothing and creating art from waste. We will explore these ideas with young people of Manningham with a view to participants becoming local champions for the environment and sustainability.</p> <p>The 2022 Mission Australia survey results also identify the environment as the number one most important issue in Australia for young people.</p> <p>EACH will work with Arts Manningham, Children and Family Services and Manningham Youth Advisory Committee (MYAC) to develop the concept and planning work once the outcome of the grant application to the Victorian Government, as part of Youth Fest 2023, is made available.</p>
	Improve Council practice for inclusive communication and engagement.		<p>We have improved our communication and engagement practices through:</p> <ul style="list-style-type: none"> • Easy English as a key driver for the content and layout of our website. While we have done significant work on this, it is an ongoing project. • Key documents to translate into Easy English were identified and consultation with our relevant advisory group is now scheduled. • Extensive research into current and emerging best practices in Community Engagement has resulted in a community of practice established to implement improvements to the methods and timeliness we engage with our diverse community.

Our performance: Liveable Places and Spaces

Services funded in our Annual Budget

Activity	Description	Budget \$'000	Actual \$'000	Variance \$'000
Facilities management	Provides community facilities that are well maintained and utilised with responsibility for maintaining Council buildings and assets, management of asset portfolio and ensuring regulatory compliance.	3,586	4,857	(1,271)
Building Projects	Delivers and maintains Council buildings that are high quality, accessible, environmentally and financially sustainable and align to community need. Responsibility covers construction, upgrading, refurbishing and delivery.	-	166	(166)
City Design	Plan, design and deliver high quality liveable places and spaces including open spaces and streetscapes.	825	1,265	(440)
City Planning	Future planning for Manningham as a liveable and connected '20 minute' city. Including integrated transport, precinct planning, open space, planning scheme and water planning.	(2,787)	(890)	(1,897)
City Projects	Management and administration support for capital works delivery, strategic property investment and management of the quarry.	1,760	1,690	70
Civil Projects	Delivers liveable places and spaces through city projects design and construction.	492	242	250
City Assets	Plans and manages liveable places and spaces across Council's assets including buildings, roads, drains and open spaces so that we can deliver services to the community.	439	694	(255)

Activity	Description	Budget \$'000	Actual \$'000	Variance \$'000
City Infrastructure	Delivers liveable places and spaces including maintenance of local roads, footpaths and drains to a high standard. Also maintains, upgrades and develops Council's capital works to meet current and future needs.	1,495	1,585	(90)
Roads and Infrastructure	Delivers liveable places and spaces including maintaining and upgrading existing road-based asset, bridges and footpaths.	3,138	2,933	205
Statutory Planning	Oversees responsible development with the administration and enforcement of the Manningham Planning Scheme and coordination of statutory planning permits received from our community to the pre-application and application service.	1,715	1,853	(138)
Traffic and Development	Promoting community safety on our roads through traffic, transport, public lighting, planning referrals and road safety services, including managing L2P for young, disadvantaged drivers.	2,053	3,099	(1,046)


Goal 1: Inviting places and spaces

Key focus areas

Council Plan Theme	What we are focussing on
Healthy Community	Accessible and connected mixed-use places and streetscapes to recreate, gather and celebrate
Liveable Places and Spaces	Meeting demand and balancing city and country
Resilient Environment	Plan for developments in a way that protects our environment and green open spaces
Vibrant and Prosperous Economy	Neighbourhoods retain their distinct character and improved access to local services
Well Governed Council	Recognise and promote Aboriginal cultural heritage and Connection to Country

Our performance — major initiatives and initiatives

Theme	Details	Result	Our progress
Major initiatives			
	<p>Strengthen our principles to guide responsible planning for new developments by:</p> <ul style="list-style-type: none"> Adoption of key strategic documents, including our Liveable City Strategy 2040 by December 2021 and our Environmental Strategy by 30 June 2022. Review the Manningham Planning Scheme by 30 June 2022. Investigate enhanced planning controls to enhance the protection of our environment. 		<p>We are pursuing our protection of the environment and responsible planning through the:</p> <ul style="list-style-type: none"> Review of the Manningham Planning Scheme. We completed a robust internal and external consultation process to inform the review process. Adoption of the Liveable City Strategy 2040 following extensive consultation. Review of the current Community Local Law.

Theme	Details	Result	Our progress
Actions			
	<p>Improve activation of places and neighbourhoods for people to recreate, gather and participate in community life</p>		<p>We have made progress through:</p> <ul style="list-style-type: none"> The Placemaking Program which created a permanent placemaking park at Templestowe Village and Tunstall Square. A new space at the rear of the Warrandyte Library. The Vibrant Villages Action Plan 2023, which prioritises upgrades to occur over the next 10-year period within our local shopping centres.
	<p>Increase activities to improve Manningham community understanding and conservation of areas of significance to Wurundjeri Woi-wurrung people and Aboriginal and Torres Strait Islander peoples.</p>		<p>Our activities to improve understanding and conservation of areas of significance included:</p> <ul style="list-style-type: none"> Inclusion of a number of actions in our recently adopted Reconciliation Plan. Working with the Reconciliation Working Group to support the cross-organisational delivery of the Reconciliation Action Plan in our places and spaces.
	<p>Develop a preferred neighbourhood character to make sure our neighbourhoods are well designed as part of the Liveable City Strategy 2040</p>		<p>The new Liveable City Strategy 2040 has a key objective of neighbourhood character, including housing.</p> <p>Recommendation 10 of the endorsed Manningham Planning Scheme Review 2022 - 2026 identifies the need to progress the preparation of a Housing Strategy and Neighbourhood Character Study to identify preferred character precincts to guide residential growth and development across the municipality.</p>
	<p>Improve our streetscapes with increased vegetation and water sensitive design to cool the landscape and bolster biodiversity.</p>		<p>We have worked to improve our streetscapes, including updating our Street Tree Planting Guide and completing our tree and low storey planning to increase sustainable vegetation in Templestowe, Lower Templestowe, Doncaster and Doncaster East. We also worked on offset planting funded by North East Link Program and planted trees in Ruffey Lake Park as part of the Masterplan.</p>

Theme	Details	Result	Our progress
	Review our Streetscape Management Plan and Nature Strip Policy by 30 June 2022 to help guide our street planting and management of our streetscapes with consideration of urban design, character areas and our natural environment.		Review of our Management Plan and Policy has resulted in a new Street Tree Planting Guide.
	Commence long term plans to create a network of greenways to reduce our impact on the environment and improve the amenity of the city.		<p>Our long-term planning is represented in the new Liveable City Strategy 2040 and is supported through the newly adopted Streetscape Strategy, which:</p> <ul style="list-style-type: none"> • Confirms from our community consultation that our greenways are a key priority. • Includes the creation of greenways to link key destinations, parks, and regional open space. • Establishes streetscape typologies for greenways. • Delivers on our existing bicycle strategy to complete links in the network and progressing land acquisition for open space.
	Implement the Doncaster Hill Strategy and Economic Development Strategy recommendations to encourage and support our night-time economy, visitor economy and local employment opportunities		<p>Westfield Doncaster has been granted a permit providing for increased night-time activities at the centre, which also has resulted in additional employment opportunities within Doncaster Hill.</p> <p>A Draft Economic and Development Strategy 2023-2026 has been prepared with the focus on reinvigorating and supporting existing businesses.</p>

Our performance: LGPRF indicators

LGPRF Indicators	2020	2021	2022	2023	
Physical library collection usage	5.32	4.08	4.92	5.83	We operated our libraries under the Victorian Government's COVID-19 restrictions to keep the community safe. This led members to rely on our digital services. When library openings were allowed, we saw a return to physical collection usage of over 20% compared to last year.
Recently purchased library collection	74.48 %	72.79%	72.28%	64.91%	While the purchase of new collection items has remained the same as in previous years, we have experienced a lower level of withdrawal of older materials than usual. This has resulted in an overall increase in collection size but decreased in the percent of recently purchased items.
Active library borrowers in municipality	14.30%	12.32%	10.90%	10.69%	It is pleasing to see an increase of 3,000 active library borrowers over the last year. Overall however, the calculation across the three years is slightly
Cost of library service per population	\$25.65	\$27.19	\$28.13	\$27.45	We managed to achieve a slight decrease in costs compared to last year, even though we have extended hours at two of our branches.
Statutory Planning					
Time taken to decide planning applications	53	58	67	76	We have continued to process planning applications in a timely manner. However, there has been a slight increase in median days from 67 in 2021/22 to 76 in 2022/23.
Planning applications decided within required time frames	95.68%	87.29%	78.99%	93.30%	We have continued to process a high percentage of all applications within statutory time frames with an increase in processing times of 14% from the previous financial year.
Cost of statutory planning service	\$2,733.30	\$2,787.18	\$2,685.23	\$3,178.86	We have seen an increase in the cost of the service from the previous year as a result of an increase in legal and employee costs.

LGPRF Indicators	2020	2021	2022	2023	
Council planning decisions upheld at VCAT	51.35%	63.33%	57.14%	71.43%	More than 71% of appeals on Council's planning decisions have been upheld by VCAT this year, which is a variation of 25% from last year. Six of 21 decisions made at VCAT were set aside.

These indicators are collected from the start of the 2021 Council Plan.


Council Plan	2021	2022	2023	2024	Source
Satisfaction with our local area (overall performance)	66	63			Community Satisfaction Survey (Overall performance)
Local Gross Domestic Product	\$4,989,404	\$212.314 billion.			Remplan
Maintain the balance of city and country by limiting two-thirds of medium and high-density development to our growth area	met	met			Council Data
90% of capital works programs delivered	88% achieved	87% achieved			Council Data
Satisfaction with our local area (overall performance)	66	63			Community Satisfaction Survey (Overall performance)

Goal 2: Enhanced parks, open space, and streetscapes




Key focus areas

Council Plan Theme	What we are focussing on
Healthy Community	Create accessible and well-connected areas that inspire activity, recreation, and relaxation
Liveable Places and Spaces	Services and infrastructure that are equitable and accessible for all
Resilient Environment	Protect and enhance the sustainability of parks and reserves using environmentally sustainable materials to build paths, trails, street furniture
Vibrant and Prosperous Economy	Access to local activity centres and walkability around the City
Well Governed Council	Promote awareness of Manningham's culture, heritage and conservation in our parks, trails, and open spaces

Our performance — major initiatives and initiatives

Theme	Details	Result	Our progress
Major initiatives			
	We will deliver the Parks Improvement Program including Ruffey Lake Masterplan, new open space on Hepburn Road, Ruffey Creek Linear Park and wonguim wilam (playspace stage 2 upgrade).		<p>Improvements to Parks included:</p> <ul style="list-style-type: none"> Progressing the implementation of the Ruffey Lake Park Landscape Masterplan. This includes the installation of new signage, Disc Golf course upgrade, third exercise station with a ninja style, new yoga and meditation platform and tree planting. The new open space at Hepburn Road will go out to tender in mid 2023. The Victoria Street playspace is currently in detailed design and will be out for tender in July 2023. wonguim wilam (playspace stage 2 upgrade) is now open to the public. The First Nations artwork is underway and will be installed in 2023.

Theme	Details	Result	Our progress
Actions			
	Make improvements to our open space facilities to increase safety and use of our parks and open spaces to facilitate activity, recreation, and relaxation		Construction is complete for: <ul style="list-style-type: none"> Leawarra, Crawford, Aranga, Sandra and Maxia Reserves playspaces with new play equipment, seating, picnic tables and new path links. A third fitness station (a Ninja warrior course) and yoga/meditation space at Boulevard Hill, Ruffey Lake Park.
	Actively support new and existing local community environmental groups, including Landcare, 'friends of', and other environmental sustainability stewardship groups.		We actively worked with environmental groups through: <ul style="list-style-type: none"> Supporting over 5,000 volunteer hours annually across Landcare and environmental friends' groups to protect biodiversity and enhance our natural environment. Coordinating community education programs, workshops, and events to engage locals to participate in the care, restoration, and protection of the local environment. Engaging with environmental groups on the Food Organics, Green Organics rollout and Local Environmental Assistance Funds Grants. Participation in Northern Alliance on Greenhouse Action (NAGA) to create a zero-carbon society and provide maximum protection against the impacts of climate change.
	Protect and enhance the sustainability of parks and reserves using environmentally sustainable materials to build paths, trails, and more street furniture.		To improve the environmental sustainability of our materials, we continue to use recycled products for new trails, around drainage pipes and reducing the depth of table drains prior to sealing.
	Facilitate an increase in tree canopy across our parks as part of the Resilient Melbourne - Metropolitan Urban Forest Strategy.		We continue to implement the annual street and park tree planting program to increase canopy cover, with 1349 trees planted. We focused on infill planting in streets and 2000 planting locations have been identified with 3000 recently planted trees being cared for to ensure survival.

Theme	Details	Result	Our progress
	Deliver sustainability initiatives throughout the green wedge to preserve and protect our local environment.		We have made significant investments and activities to preserve and protect our local environment, including: <ul style="list-style-type: none"> Investing \$250,000 over two years to update and review Manningham's biological sites of significance. Progressing works to address the vegetation and biodiversity loss that Manningham is experiencing, equating to 3% of the municipality over the past 15 years.
	Acquire and develop new or expanded parks, open spaces, and pedestrian links to support our growing population.		We have grown our open and active spaces by: <ul style="list-style-type: none"> Preparing contract documentation for the development of the new open space on Hepburn Road. Next steps will be tendering for construction works with a view to commencing construction in 2024. Preparing a concept plan for the expansion of Carawatha Reserve in Doncaster. Next steps will be consulting with the community on a draft design and tendering for demolition of the existing dwellings.
	Implement a responsive and customer-focused approach to the maintenance and management of streetscape matters including nature strips and trees reported by the community		We have implemented a new system, TreePlotter, to manage tree-related customer requests with an effort to improve response times and customer satisfaction. Improved customer information is now being developed on the management of trees in Manningham and on how to log customer requests.

Goal 3: Well connected, safe and accessible travel




Key focus areas





Council Plan Theme	What we are focussing on
Healthy Community	Well connected, safe and accessible public transport and active transport options
Liveable Places and Spaces	Education and infrastructure to support environmentally friendly transport and travel
Resilient Environment	Education to improve sustainable transport options to reduce congestion
Vibrant and Prosperous Economy	Pursue a 20-minute neighbourhood (in line with Plan Melbourne)
Well Governed Council	Advocacy for easier travel options to and within Manningham and surrounding areas

Our performance — major initiatives and initiatives

Theme	Details	Result	Our progress
Major initiatives			
	Continue our work to maintain a high standard for our roads, footpaths, and drains (major initiative).		<p>We continued to maintain a high standard for our roads, footpaths and drains by developing:</p> <ul style="list-style-type: none"> A 10 year drainage program for prioritisation within the capital works program. Funding model to be established with criteria for core assets (drainage, buildings, roads and footpaths) that will inform the development of a 30-year infrastructure program. Stormwater Management Strategy, to prioritise and inform the long-term investment of drainage improvement works.

Theme	Details	Result	Our progress
	We will deliver the Road Improvement Program (as scheduled) including Jumping Creek Road, Tuckers Road, Knees Road and Templestowe Village connecting roads.		<p>The Road Improvement Program we undertook in 2022/23 included:</p> <ul style="list-style-type: none"> Tuckers Road upgrade works, including new footpaths, a shared path, underground drainage, kerb & channel and new pavement were completed in March 2023. Trail works along Jumping Creek Road commenced in June 2023 prior to major roadworks scheduled to commence next financial year. Delivery of Tuckers Road upgrade is continuing with completion expected in late 2023. Other major drainage and roads projects are continuing with the design of Jumping creek Road and Melbourne Hill Road area (drainage) nearing completion.
	<p>Provide ways for people to connect by:</p> <p>i. Prioritising grant funding to support community inclusion and connections in a way that respond to community needs.</p>		<p>We have:</p> <ul style="list-style-type: none"> Finalised the review of our Community Grant Policy 2021-2025 to further strengthen benefit to the Manningham community in alignment with our 2021-2025 Council Plan. Implemented the new Neighbourhood Houses Grant Program for 2023-2025 within our funding suite to better support Neighbourhood Houses to meet community need. Awarded \$1,114,637 in 2022/2023 Community Grants. Raised over \$25,000 for Doncare at the Mayoral Ball 2022 – with 308 people in attendance.
	<p>ii. Deliver actions in the Transport Action Plan and Bus Network Review 2017 including contributing to planning of the Suburban Rail Loop, Doncaster Busway, Bus Rapid Transit and bus network and service improvements.</p>		<ul style="list-style-type: none"> We are advocating for bus reform within Manningham including a bus review and new services. The Suburban Rail Loop Environmental Effects Statement process has been completed with the Minister for Planning assessment released - will continue to advocate for the mirroring of the Stage 1 and 2 alignments with a bus service. We are in ongoing discussions with Department of Transport and Planning regarding proposed bus reform. Changes are currently being proposed as part of the new Bulleen Park and Ride facility.

Theme	Details	Result	Our progress
Actions			
	Advocate for improved safety on public transport.		<p>We have continued to advocate for improved safety on public transport through:</p> <ul style="list-style-type: none"> • Ongoing advocacy through multiple platforms, including Manningham Transport Forum and Eastern Transport Coalition. • Ongoing discussions with the Department of Transport and Planning regarding proposed bus reform. • The new Bulleen Park and Ride facility.
	Expand and upgrade our shared trail network to improve connectivity.		<p>We are focusing on improving connectivity by:</p> <ul style="list-style-type: none"> • Planning for the extension of the Main Yarra Trail (Beasleys Nursery section recently completed). • Improvement works to the Koonung Creek Trail and trails with parks and reserves are underway. • Works are underway to commence construction of the new bridge across the Yarra River in Bulleen (Banksia Bridge).
	Deliver our Road Improvement Program including Jumping Creek Road, Tuckers Road, Knees Road and Templestowe Village connecting roads as scheduled		<p>Our Road Improvements Program progressed as scheduled, including:</p> <ul style="list-style-type: none"> • Jumping Creek Road progressed as planned with design and consultation complete and commencement of early works (footpath). • Templestowe route progressed as planned with consultation underway and early work packages commenced.

Theme	Details	Result	Our progress
	<p>Review community needs for bus improvements:</p> <ul style="list-style-type: none"> • Preparation of a Community Transport Future Directions Discussion Paper. • Investigate options for an on-demand bus service (tele bus) as part of the Eastern Suburbs Bus Network Review. • Advocate to the Victorian Government to improve bus stop facilities and passenger amenity, prioritising major bus stops. 		<p>We reviewed the need for bus improvements and:</p> <ul style="list-style-type: none"> • Improved access to community transport following a trial in 2022 to increase the community bus service from three to five days a week and include more destinations and improved access for more users. This allowed more older adults in Manningham to go shopping, attend seniors' groups and join social activities. • Following a public tender process, Council secured a new specialist (not-for profit) provider for Community Transport • Prepared for the new community transport services to begin on Monday 31 July 2023. The service will provide a supported transport option for people over 65 years of age (50 or older if identified as an Aboriginal or Torres Strait Islander) or under 65 who experience a transport barrier in accessing the services they need. <p>A comprehensive handover plan is in progress to ensure a smooth transition for our service users.</p>
	Deliver activities to encourage people to use public and environmentally friendly transport.		We encouraged the use of public and environmentally friendly transport through our Transport Action Plan actions and through our environment strategies.
	Engage with private car and rideshare companies to encourage an establishment of a car share program in Doncaster Hill		We approached car share companies to determine the feasibility and interest in undertaking a car share. As a result, we are starting an 18-month trial in Manningham with GoGet car share network, with 8 car share spaces to be installed in Doncaster Hill.
	Investigate options for land for employment use to reduce Council's reliance on rate revenue.		<p>We are proactively looking for additional funding sources to enhance services and associated infrastructure for the benefit of the community through:</p> <ul style="list-style-type: none"> • Strategic Property Investment Portfolio initiatives underway as planned with commercial acquisitions of approved properties complete. • Future usage and income from key sites such as the Quarry and 300 Blackburn Road are underway.

Our performance: LGPRF indicators

LGPRF Indicators	2020	2021	2022	2023	
Roads					
Sealed local road requests	80.60	73.95	71.54	106.04	We strive to provide well maintained roads for the community. Requests are dealt with as efficiently as possible to achieve a high quality and cost-efficient outcome. The number of requests has increased, largely due to poor weather conditions over the last two years which have contributed to an increase in minor road defects such as potholes.
Sealed local roads maintained to condition standards	99.65%	99.55%	98.91%	98.49%	We maintain local roads according to our Road Management Plan. The intervention level is the condition standard set to determine whether a sealed local road requires major works. The high result remains consistent with previous years.
Cost of sealed local road reconstruction	\$55.20	\$28.13	\$112.77	\$0.00	As a result of the standard of our road network, we were able to focus our attention on resealing, and incurred no reconstruction costs this financial year.
Cost of sealed local road resealing	\$23.72	\$19.35	\$16.41	\$28.27	We have seen an increase in costs for resealing materials, fuel and transportation, which is consistent across the sector. Our program has focused on road resurfacing works, and no roads received a spray seal treatment. There was also an increase in asphalt costs across the industry.

Goal 4: Well maintained and utilised community infrastructure

Key focus areas

Council Plan Theme	What we are focussing on
Healthy Community	Infrastructure meets our community's needs, now and into the future
Liveable Places and Spaces	Plan, design and maintain and use our current and future facilities
Resilient Environment	Environmentally sustainable design and use of materials to promote resilience to flood, bushfire and climate
Vibrant and Prosperous Economy	Accessible and well maintained infrastructure to support getting from place to place
Well Governed Council	Stewardship in environment and design.

Our performance — major initiatives and initiatives

Theme	Details	Result	Our progress
Major initiatives			
	<p>We will investigate and review current facility use and opportunities to develop or repurpose existing facilities and use of Council land for multi-use purposes and to meet changing community needs through:</p> <ul style="list-style-type: none"> Finalising the Community Infrastructure Plan by 31 December 2021 and implementing the 20 year Action Plan. Strengthening utilisation and performance of stadiums in conjunction with stadium managers. Improving community access to sport and recreation facilities and spaces for broad community use and benefit. 		<p>We worked to optimise our facilities through:</p> <ul style="list-style-type: none"> Finalising the Community Infrastructure Plan for Council for endorsement ahead of community consultation later in 2023. Awarding a new Leisure Service Contract commencing 1 July 2023 to provide an opportunity to expand services/programs that are offered throughout a range of Council facilities. In doing so, a fresh strategic approach will allow the investigation of the potential of repurposing or reprogramming facility components to meet changing community needs. The Sports Facility Development Plan has been endorsed by Council, which looks at current facilities and how they can be improved, while also identifying opportunities for new facilities. This includes consideration of how current land is used and whether this land can be repurposed to address emerging sport trends. Ongoing discussions to maximise our facilities for all local sport and recreation activities.
Actions			
	Identify the current and future capacity of our facilities and pavilions to make sure they meet community needs now and in the future.		We allocate facilities on a seasonal basis to maximise the use of existing facilities. We developed a Sporting Facility Development Plan to identify future facility needs.
	All works on our community facilities will be compliant with disability and accessibility standards.		All building upgrades that are underway and scheduled for completion are fully compliant.

Theme	Details	Result	Our progress
	Consult with our community in the preparation of sporting grounds masterplans to take a strategic approach to provide for our community's current and future recreation needs in line with our Recreation Strategy priorities listing.		We have held community consultations for Wonga Park and Manningham Templestowe Leisure Centre (MTLC) Masterplans. The Wonga Park Masterplan has now been endorsed.
	Explore partnerships to maximise the use of community facilities.		Finalising the Community Infrastructure Plan for Council for endorsement ahead of community consultation later in 2023.
	Demonstrate leadership in environmentally responsive building materials and locations to promote resilience to flood, bushfire, and climate.		<p>We are developing an Asset Management and Service Plan for buildings and community facilities and input into the Community Infrastructure Plan. Together with our Stormwater Management Strategy, this Plan will support environmentally sustainable design and use of responsive building materials and locations to promote resilience to flood, bushfire and climate.</p> <p>Included in the Capital works program are priority projects that support the Climate Action Plan initiatives and support environmentally sustainable design. There is more work to be done to promote resilience to flood, bushfire and climate.</p>
	Proactively plan, upgrade, and improve our recreations facilities to ensure they are maintained and accessible for a broad range of community uses.		<p>We focused on Master Planning to identify opportunities for diversifying the activities and spaces provided within our facilities and improving the community's participation, including:</p> <ul style="list-style-type: none"> Wonga Park Reserve, Aquarena outdoor space and Donvale Indoor Sports Centre all incorporate opportunities within open space for active recreation. Facilities like a bocce rink (DISC), swimming (Aquarena), dirt jumps (Wonga Park) and fitness equipment (Wonga Park) are all being considered. Toilets, shelter and other spaces to encourage longer duration stays are also considered in these Masterplans.

Theme	Details	Result	Our progress
	Deliver management and maintenance programs to manage the balance of bushfire prevention with the protection of biodiversity.		<ul style="list-style-type: none"> • Our bushland maintenance is ongoing. • A commitment has been made for the bushland maintenance budget to be increased by \$76,000 annually. • We convene a monthly Fire Mitigation Working Group
	Explore the need for a broad heritage review and assessment to protect and promote the cultural and historical significance of Council's assets.		<p>We are pursuing better promotion of our areas of cultural and historical significance, including:</p> <ul style="list-style-type: none"> • Recommendation 19 of the Manningham Planning Scheme Review 2022 - 2026, which identifies the need to develop a heritage framework plan to list and prioritise heritage-based actions. • Undertaking work associated with the commencement of an Environmental Thematic History. • Exploring the parameters and resourcing requirements as part of undertaking a broad heritage review and assessment to protect and promote the cultural and historical significance of our assets.
	Improve water management with the development of an Integrated Water Management Strategy.		<p>We undertook the below actions to improve water management:</p> <ul style="list-style-type: none"> • Revisions to the Integrated Water Management Strategy Implementation Plan were adopted by Council on 27 June 2023. The Implementation Plan incorporates key recommendations from the Integrated Water Management Transition Report. • Appointed a consultant to provide technical input including modelling to inform the development of the Integrated Water Management Strategy. • The Manningham Flood Mapping Project continues to progress in partnership with Melbourne Water. Council engaged its consultant in April 2023 and flood modelling for the local catchments is underway. • Community engagement to inform the project is continuing through ongoing engagement with the Flooding and Stormwater Management Community Reference Panel, and through the Manningham's Water Future survey, which closed in June.

Our performance: Resilient Environment

Services funded in our Annual Budget


Activity	Description	Budget \$'000	Actual \$'000	Variance \$'000
Assets and Environment	Maintain a liveable city and protect the environment through underground drain and pit maintenance, street cleaning and sweeping, roadside litter pickup and tipping costs. Also includes roadside street furniture and sign maintenance and depot operations.	4,260	4,616	(356)
Climate Emergency and Environment	Protect our environment through climate change mitigation, biodiversity protection and community engagement to protect the local environment.	1,402	1,205	197
Drainage and Technical Services	Reduce our environmental impact and protect our water through investigation and resolution of drainage issues, including inspections, consultation, analysis, referrals and capital improvements. We also provide flood level advice and drainage improvement works.	488	368	120
Fleet	Promote environmental stewardship through advice, maintenance, servicing and replacement of all Council's plant, vehicles and equipment including electric and hybrid vehicles.	185	221	(36)
Waste and Resource Recovery	Reduce and manage waste, including the kerbside rubbish collections of garbage, hard waste and green waste from all local households and some commercial properties. Also includes a waste call centre, education services and the strategic planning of waste services.	(1,596)	(768)	(828)

Goal 1: Protect and enhance our environment and biodiversity



Key focus areas





Council Plan Theme	What we are focussing on
Healthy Community	Connection with Manningham's culture, heritage, and conservation
Liveable Places and Spaces	Partnerships with the community and others to learn, connect and protect natural spaces, parks, rivers, and creeks
Resilient Environment	Support protection of the Green Wedge and natural spaces
Vibrant and Prosperous Economy	Improvements to waste and recycling to support the transition to a circular economy, sustainable transport options, renewable energy
Well Governed Council	Advocacy to protect the environment and biodiversity

Our performance — major initiatives and initiatives

Theme	Details	Result	Our progress
Major initiatives			
	<p>Deliver the Environmental Strategy (Climate Action Plan) to strengthen principles to protect the environment, biodiversity and wildlife by:</p> <ul style="list-style-type: none"> Strengthen principles to protect the environment, biodiversity, and wildlife. Advocate to government and business on environmental issues. Improve management practices of bushland maintenance, pest animal and environmental weed control and monitoring, evaluating and improvement mechanisms. Explore biodiversity improvement or environmental community engagement programs for local public areas in collaboration with the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation, Melbourne Water and Parks Victoria. Explore protection measures in our Community Local Law by 30 June 2022. Improve the sustainability of Council's environmental practices. 		<p>To strengthen principles to protect the environment, biodiversity and wildlife we:</p> <ul style="list-style-type: none"> Undertook ongoing maintenance of Council's bushland reserves by contractors. A new bushland maintenance work program has been developed and forms the core of a contract renewal tender. This new work program and contract renewal will improve on-ground biodiversity outcomes. Adopted the Domestic Animal Management Plan to manage domestic animals in Manningham. We will launch this plan in 2023 to make our community safer and protect the welfare of our community's cats and dogs. It also includes a pilot 24-hour cat confinement order to benefit cats, cat owners and the community. Provided advice to the North East Link on the environmentally sustainable design features of sport and recreation facilities they will newly build to offset facility loss elsewhere. Continue to collaborate with a range of government organisations and local community environment groups to deliver biodiversity improvement programs. Significant work done to introduce FOGO in July to assist residents to reduce waste going to landfill. Included environmental actions in the Reconciliation Action Plan adopted by Council. Adopted the Community Local Law in May 2023. Improved Council's own environmental practices to deliver the adopted Climate Emergency Action Plan, which included ambitious zero emissions targets. We worked to transition to electric cars for a number of Council's fleet service and added power outlets to promote greater uptake of electric vehicles.

Theme	Details	Result	Our progress
Actions			
	Empower the community to protect biodiversity through education and incentives for private landholders.		<p>About 90 landowners have benefited from LEAF (Local Environment Assistance Fund) grants worth about \$64,000 during 2022/23.</p> <p>The grants incentivised landowners to spend an additional \$64,000 or more in work to protect biodiversity guided by our LEAF education program. The work typically includes environmental weed and pest animal control and revegetation. Pest deer control, monitoring deer numbers and the biodiversity impacts from deer is ongoing with landholders in the Jumping Creek Landcare group and with other landholders.</p> <p>We have supported the community to build environmental sustainability through:</p> <ul style="list-style-type: none"> • Continuing ongoing community environmental education programs. • Delivering a monthly 'Environment Events – What's On' email newsletter, which has over 1300 subscribers. • Council's Community Grants Program included newly introduced environment objectives to assess the applications.
	Collaborate with community environment groups and other public land managers to protect biodiversity.		<p>To protect biodiversity:</p> <ul style="list-style-type: none"> • The Local Environment Assistance Fund (LEAF) program is underway for another financial year. LEAF incorporates education and grants for private landholders to protect biodiversity on their properties. The work typically includes environmental weed and pest animal control and revegetation. • We signed a funding agreement with the Victorian Government for \$100,000 to support the Manningham Deer Management Program to support private landholders with pest deer control. This includes collaboration with the Jumping Creek Landcare Group.
	Increase tree and vegetation coverage to bolster biodiversity.		Our bushland maintenance included an annual winter revegetation with 2000 plants to increase tree and vegetation coverage in parks and streetscapes. We have also made an ongoing commitment of an additional \$500,000 for tree-planting each year.

Theme	Details	Result	Our progress
	Continue maintaining and improving Council bushland areas		<p>Our bushland maintenance included annual winter revegetation with 2000 plants to increase tree and vegetation coverage in parks and streetscapes. We have also made an ongoing commitment of an additional \$500,000 for tree-planting each year.</p> <p>We have made significant improvements in our bushland maintenance, including:</p> <ul style="list-style-type: none"> • A new contract was awarded and is performing well. • A new Leading Hand Bushland position was created to help work on the bushland area. Since the addition of this role, there is now a quarterly Bushland newsletter and a new Friends of Group at the 100 Acres. Also, regular meetings are being held with the Park Orchards Ratepayers association. • New management plans have been developed for bushland areas outside of the lump sum contract including the Mathews Property and Tullamore Bushland areas.
	Reduce threats to biodiversity and wildlife habitat, including pest management and reducing vegetation removal.		<p>We undertook work to reduce threats to biodiversity, including:</p> <ul style="list-style-type: none"> • Completing a step change improvement to Council bushland maintenance, including the September 2022 appointment of a new bushland maintenance contractor Felix Botanica for the next 3 to 5 years after a highly competitive tender. • LEAF grants and education. • Private landholder biodiversity protection work incorporating pest deer control, supported by Victorian Government funding. • Biodiversity Impact Assessment Committee advice to reduce vegetation removals resulting from Council's capital works program, including the Jumping Creek Road project. • Support for the Planning Compliance team in penalising illegal vegetation removal on private land – illegal removals are a significant contributor to the 3% municipality-wide loss of vegetation that occurred between 2009 and 2018.


Theme	Details	Result	Our progress
	Help grow the market for recycled and sustainable products and materials through sustainable procurement.		Our sustainable procurement starts with embedding our environmental, social, and economic objectives in the sourcing plan. This is then reflected in the tender and recorded during the evaluation process before the financial delegate approves. The reporting of sustainable outcomes will continue to mature.
	Minimise the environmental impact of Council's capital works through our Biodiversity Impact Assessment Committee and advocate to reduce the environmental impact of Victorian Government projects.		We have continued the Biodiversity Impact Assessment Committee to proactively minimise the environmental impact of our planned capital works program.
	Deliver our drainage program (as scheduled), including the Melbourne Hill Road Drainage Upgrade.		Our drainage program included: <ul style="list-style-type: none"> • Koonung Reserve Irrigation. • Yarra Street and Everard Drive. • Tuckers Road upgrade works, including new footpaths, a shared path, underground drainage, kerb & channel and new pavement. • Other major drainage and roads projects underway include the design of Jumping Creek Road and near completion of the Melbourne Hill Road area drainage.
	Explore with other Councils, garden and food waste processing and separated glass collection service to reduce waste to landfill		To reduce waste to landfill we: <ul style="list-style-type: none"> • Introduced an extensive marketing and communication plan to prepare our community for the rollout of FOGO and the change in collection frequency of our garbage bins. • Decided not to proceed with rolling out the glass service at this stage as there is still uncertainty in the market about which model will best suit our Council and what impact the introduction of a container deposit scheme will have on recycling tonnages. Officers will continue to work with other Councils and monitor how the service is working in other Council areas.

Goal 2: Reduce our environmental impact and adapt to climate change

Key focus areas

Council Plan Theme	What we are focussing on
Healthy Community	Education and awareness to support waste management, compost, climate changes and biodiversity
Liveable Places and Spaces	Sustainable and innovative environmental practices for Manningham businesses, homes and neighbourhoods to optimise energy, waste and water
Resilient Environment	Manage natural spaces to remove threats and revegetate for sustainability and bushfire preparedness
Vibrant and Prosperous Economy	Implement improvements to waste and recycling services to support the transition to a circular economy
Well Governed Council	Act on climate change through advocacy, leadership and education

Our performance — major initiatives and initiatives

Theme	Details	Result	Our progress
Major initiatives			
	Support and educate to connect inclusive and healthy communities (inclusive of our culturally diverse communities) through environmental education and waste programs.		In preparation for the introduction of the rollout of Food Organic Green Organic (FOGO), we started an education campaign of over 60 FOGO information sessions to our community. Our FOGO Community Liaison Officers and waste staff spoke to residents at regular market stalls, shopping centre pop ups as well as presenting to various community groups. For our non-English speaking residents, translated FOGO brochures were made available at Customer Service or on the FOGO website. A series of instructional step-by-step 'how to' videos and other useful information were also made available on the FOGO website. During April and May 2023, 43,812 kitchen caddy kits including a FOGO manual and a roll of 150 compostable green liners were delivered to residential households with a Council waste service.

Theme	Details	Result	Our progress
Actions			
	Encourage solar uptake in the community and explore other energy sustainability innovation.		<p>Our actions included:</p> <ul style="list-style-type: none"> We participated in the Solar Savers program, run out of the Maroondah Council and the Eastern Alliance for Greenhouse Action. Solar Savers enable us to offer a bulk buy solar program for Manningham residents. Completing the Tullamore estate energy sharing, and neighbourhood battery investigation. This program involved collaboration with developer Mirvac, electricity distributor United Energy, Monash University and others, with \$137,000 Victorian Government funding. The initiative was useful for testing smart device and app-based energy sharing. The expense of community batteries still proves to be barriers and batteries within households are still preferable.
	Deliver sensors for parking, bins and drains and irrigation to use technology to better meet customer needs and improve service delivery in activity centres and waste management.		<p>We have implemented traffic sensors for parking within Templestowe Village and Jackson Court, with opportunity to look at other locations within our activity centres.</p> <p>We are also reviewing the waste and litter service within our activity centres, parks and reserves, with an opportunity to include technology improvements as part of a new contract model to improve service response times.</p>
	Trial new recycled material on our roads to minimise the use of new materials and emissions to reduce our environmental impact.		We have successfully used new and innovative asphalt mixtures and innovative asphalt products and incorporated significant quantities of recycled products with several proprietary asphalt blends.
	Develop a Waste Wise Policy to eliminate the use of single-use plastics and soft plastics in council operations, functions and at events held on council land and in facilities.		This was achieved through the state-wide single-use plastics ban from 2023 under Recycling Victoria's Circular Economy Policy. We also encouraged participation in the Plastic Free July challenge to support residents.

Theme	Details	Result	Our progress
	Investigate the provision of e-waste drop off hub(s) to collect small e-waste items.		We installed new E-waste recycling stations at our Depot Offices and the Warrandyte and Doncaster libraries. The stations accept X-rays, DVDs and CDs, small E-waste, fluoro tubes and globes, printer cartridges, and household batteries. All items have a recycling recovery rate between 93-98%.
	Reduce emissions with improved garden and food waste processing.		<ul style="list-style-type: none"> Our Food Organic Green Organic service (FOGO) is commencing in July 2023, introducing a weekly FOGO collection and a fortnightly garbage service. Residents have achieved a diversion of 20,000 tonnes of food waste from landfill, which will see reduction of 38,000kg of carbon emissions. The introduction of FOGO will greatly assist in achieving net zero emissions by 2028 and net zero community emissions by 2035. Our processing facility Bio Gro, located in Dandenong South, initially shreds and decontaminates the FOGO material then it is transported to either Newbridge, Mt Gambier or Dutson Downs where it is then composted for 6-12 weeks.
	Install more solar power on Council buildings, make environmental improvements to Council facilities and switch to wind and solar generated grid electricity supply.		<p>We improved our environmental practices through:</p> <ul style="list-style-type: none"> Completing a tender for the installation of the package of seven Council rooftop solar to be completed during 2022/23. Ensuring all Council facilities are now signed up to VECCO, including leisure facilities.
	Engage the community, collaborate with other Councils and advocate for reduced greenhouse gas emissions at the local, state, and federal levels.		<p>We continued to collaborate to reduce greenhouse emissions through:</p> <ul style="list-style-type: none"> Participation in the Northern Alliance for Greenhouse Action (NAGA) Strategic Planning Day to collaborate and advocate on climate change and emission reduction initiatives across all levels of government and with private sector partners. Promotion of Electric Vehicles (EV). Endorsing our Climate Emergency Action Plan. This is a milestone in formalising further action and guiding the future work in this space. Advocacy via participation and membership with NAGA continues, in addition to advocacy on a variety of issues to all levels of government both via collaborative groups and individually as Council, as appropriate.

Theme	Details	Result	Our progress
	Demonstrate stewardship in developing and implementing our Climate Emergency Plan actions.		<ul style="list-style-type: none"> We adopted a new Climate Emergency Action Plan with net zero emissions targets: <ul style="list-style-type: none"> – net zero for Council by 2028 – net zero for the community by 2035. We allocated \$1.5 million towards delivering the actions in our Climate Emergency Action Plan as part of our commitment to address the growing risks and impacts of climate change on our community. The funding will go towards rooftop solar installations at seven Council buildings and the following: <ul style="list-style-type: none"> – Flood mapping – Areas of biological significance review – Public electric vehicle charging trial – Expanded residential solar program – Food Organics Green Organics (FOGO) – Work currently being undertaken to deliver an implementation plan and future community engagement for the reduction of community emissions.
	Facilitate uptake of electric vehicles in our operations and support the implementation of community infrastructure to enable uptake of electric vehicles		<p>We have improved our electric vehicle (EV) uptake through:</p> <ul style="list-style-type: none"> Installing 14 EV charge points at the Civic Centre and Depot for Council fleet use. Replacing petrol-only vehicles in our fleet with 6 EVs, 40 hybrid cars and 6 small hybrid trucks. Investigating public charge points to increase community uptake. Planning ongoing shift to more electric vehicle (EV) and hybrid vehicles in the Council fleet. Investigating public charge point installation opportunities to increase community EV uptake.

Our performance: LGPRF indicators

LGPRF Indicators	2020	2021	2022	2023	
Waste					
Kerbside bin collection requests	100.52	118.14	135.48	114.92	Our service quality has improved over 15% compared to last year. Our kerbside bin requests have decreased, even though there were more collections than last year.
Kerbside collection bins missed	2.76	4.45	3.80	3.27	We are pleased to see a reduction in kerbside and recycling bins missed. We saw a reduction of more than 14% compared to last year, even with the addition of more than 45,000 bins collected.
Cost of kerbside garbage bin collection service	\$108.38	\$109.37	\$131.62	\$142.13	Our focus is to provide a cost-efficient waste management service. We saw the costs of our garbage collection bin service rise due to fuel, materials and transportation increases affecting the industry.
Cost of kerbside recyclables collection service	\$42.10	\$45.97	\$54.61	\$56.12	Our focus is to provide a cost-effective waste management service. We saw the costs of our kerbside recyclables collection bin service rise slightly due to fuel, materials and transportation increases affecting the industry.
Kerbside collection waste diverted from landfill	56.40%	55.21%	53.60%	54.95%	We have seen a positive 1.4% increase of waste diverted from landfill during 2022/23. Our landfill tonnages and recycling tonnages decreased compared to the prior year. From 1 July 2023, we will introduce the Food Organic Garden Organic service, which will further improve our diversion rate from 2023/24 onwards.

Our performance: Vibrant and Prosperous Economy

Services funded in our Annual Budget


Activity	Description	Budget \$'000	Actual \$'000	Variance \$'000
Business, Events and Grants	Promotes a vibrant and prosperous local economy through support to local business, economic development and tourism, corporate and community events and community grants process.	2,090	2,148	(58)
Community Venues and Functions	Supports economic and community wellbeing. Manages Council's community venues, MC2 and Manningham Function Centre.	282	1,025	(743)


Goal 1: Grow our local business, tourism, and economy


Key focus areas

Council Plan Theme	What we are focussing on
Healthy Community	Celebrate and promote our arts and culture to support our local economy
Liveable Places and Spaces	Optimise access and accessibility in our local shops, activity centres and public spaces
Resilient Environment	Grow the visitor economy through partnerships and promotion of local attractions and cultural tourism
Vibrant and Prosperous Economy	Support local businesses.
Well Governed Council	Attract jobs and career opportunities to the local area, particularly for young people

Our performance — major initiatives and initiatives

Theme	Details	Result	Our progress
Major initiatives			
	<p>Support local businesses through:</p> <ul style="list-style-type: none"> Demonstrating leadership to increase procurement with Social Enterprises, Aboriginal Enterprises and Australian Disability Enterprises (collectively known as Social Benefit Suppliers) and local businesses. Capacity building and support through the Business Development Program. Exploring local opportunities to support local businesses to collaborate via a hub or co-working space. Implementing the recommendations in the Doncaster Hill Strategy and Economic Development Strategy to encourage and support tourism and employment opportunities. 		<ul style="list-style-type: none"> We have been working with the Eastern Innovation Business Centre and Flexible Working Australia to take part in a regional Boosting Co-working program. We were successful in obtaining \$3,000 grant to support co-working, and local business can access a voucher of \$100 to be used at a local co-working location. Initial discussions with the Manningham Uniting Church co-working space and a range of benchmarking has been done to inform next steps. Further scoping was undertaken to determine the feasibility of a co-working space including locations and layout. On-going support was provided to the business community in a post-COVID-19 recovery period including the launch of a new buy local campaign (Find Your Local). We recruited a Senior Economic Development Officer to engaging with businesses in the larger centres of Macedon Square, Templestowe Village and Jackson Court establishing relationships with traders. The business support initiative 'Find Your Local' launched with the successful promotion '30 Favs in 30 Days'. We hosted a Maximising your Marketing workshop with 14 attendees. Support continues for the Manningham Business Network to run their monthly business networking. We completed our new draft Economic Development Strategy in readiness for community consultation, to plan and deliver initiatives to support business and attract investment in Manningham over the next three years.

Theme	Details	Result	Our progress
Actions			
	Support the development of local creative industries.		<p>We supported local creative industries with:</p> <ul style="list-style-type: none"> • Creative workshops during the June/July school holidays, including several for adults and children together. • Workshops held by artist Angharad Neal-Williams at the Warrandyte Community Centre to inform the direction of a mural currently being developed for the centre. • The first of a series of writing workshops for people living with disabilities was run in collaboration with Doncaster Library. • The second exhibition of our gallery calendar, Jess Coldrey's 'Pain Pageant'. This included unique workshops with artists relating to the expression of pain through art. Both Coldrey and Soyoun Kim, who is exhibiting 'Tongues-Tongs', filmed artist videos to provide further insight into their work. • A drama program for 8-12 year olds was planned and scheduled for the school holidays, extending the offering of the Art Studios. • New commissions and artwork purchases for the Art Collection will include purchasing from several locally based artists, providing economic support for the arts in Manningham.
	Collaborate with our regional partners to foster the growth of the greater Melbourne East economy and create a mix of land to stimulate business diversity in the region		<p>We were active throughout the Australian and Victorian Election campaigns in collaboration with Eastern Region Group (ERG) Councils to advocate for Manningham and Eastern Region priorities. Priorities ranged from public transport through to support for youth mental health. This collaborative advocacy continues through regular meetings and lobbying of key Ministers.</p>
	Develop a '10-Year Vibrant Villages Plan' to prioritise future upgrades or precinct Masterplanning of all major and local neighbourhood activity centres.		<p>The Vibrant Villages Activity Centre Action Plan 2023 was endorsed by Council in May 2023. We are now planning for works and upgrades in and around Templestowe Village.</p>

Theme	Details	Result	Our progress
	Encourage and support tourism and employment opportunities by implementing recommendations in the Doncaster Hill Strategy and Economic Development Strategy.		<ul style="list-style-type: none"> • We are continuing to work with a range of business in key activity centres to explore dining precincts that support the night time economy. These include Doncaster Road at Jackson Court and Templestowe Village. • A draft Economic and Development Strategy 2023-2026 has been prepared. A key objective of the strategy will be to develop an evening-time economy with restaurants, bars and events and celebrate local creativity, arts and culture. • We continued to attract visitors, tourists and employment to the Doncaster Hill Activity Centre and in key locations across the municipality.

Our performance: Well Governed Council

Services funded in our Annual Budget

Activity	Description	Budget \$'000	Actual \$'000	Variance \$'000
Business Enablement	Provides enabling services to support an excellent customer experience for our community. Leads our customer promise to make it easy, celebrate choice, serve consistently and respond proactively. Enables the organisation through project management advice/support for corporate projects, planning for and reviewing our services and reporting our progress on Council activities.	3,423	3,870	(447)
Councillor support	This service includes the Mayor, Councillors, CEO and associated support to carry out their duties to manage the organisation and benefit the City.	1,214	1,229	(15)
Engaged Communities	Oversees engaging and informing the community about our activities and decisions. Including community engagement, internal communications, publications, social media, website, design and advocacy.	2,171	2,081	90
Emergency Management	Builds resilience in community preparedness, response and recovery in an emergency. Works with agencies and organisations to facilitate local emergency management planning and lead coordination of local relief and recovery support for affected communities.	470	250	220
Financial Services	Strategic leadership towards a financially sustainable Council that manages resources effectively and efficiently. Includes budget management and partnering with the organisation to improve the delivery of financial services, internal controls and revenue services including rates and valuations.	4,240	4,490	(250)
Information Technology	Leads delivery and support of technology to improve efficient and effective ways to deliver services. Includes privacy and information management, process and system support across Council, and pursuit of digital and innovative technology solutions.	7,536	9,166	(1,630)



Legal, Governance, Risk and Assurance	Oversees a well governed Council with management of legal services and provision of legal advice, governance, risk and assurances services and advice.	1,730	1,490	240
People Experience	Leads our people experience to attract, support and retain employees that perform their best for our community. Includes recruitment, organisational development, employee and industrial relations and workplace health and safety.	2,089	1,939	150
Procurement	Responsible for governance of procurement and contract management services to support the goals of Council.	1,110	1,059	51






Goal 1: A financially sustainable Council that manages resources effectively and efficiently



Key focus areas

Council Plan Theme	What we are focussing on
Healthy Community	Proactively seeking opportunities that support our financial sustainability and maximise the value we contribute to our community
Liveable Places and Spaces	Use evidence-based data on population growth, trends, and community input to guide responsible future planning and decision making
Resilient Environment	Leadership in sustainable and innovative environmental practices
Vibrant and Prosperous Economy	Attract and maintain business interest in Manningham
Well Governed Council	Transparency in decision making and demonstrating the success of our services, and achievement of social, environmental and economic outcomes for our community

Our performance — major initiatives and initiatives

Theme	Details	Result	Our progress
Major initiatives			
	We will maximise public value through the systematic planning and review of our services and effective, early and broad engagement on our projects.		<p>We have completed:</p> <ul style="list-style-type: none"> • Eight service reviews in 2022/23. Five of them utilised the Service Management Framework process. • Early community engagement. One of the most significant examples this year is the community education campaign on the implementation of Food Organics Green Organics. Other examples included the Active Manningham Program, the Climate Emergency Action Plan, the development of our new Local Laws, Healthy Ageing, and 2023/24 Budget.
	Explore ways to enhance performance reporting across social, environment and economic outcomes against community need		<p>We have improved ways that we report outcomes to the community including:</p> <ul style="list-style-type: none"> • Presenting an update on our progress to Community Panel representatives, who were involved in writing the Community Vision 2040 and recommendations for our Council Plan. • Redesigning our website to assist the community to navigate through our strategies and action plans and making links between our commitments, progress and community outcomes clear. • Reviewing the Manningham Quarterly Report to make it an easy to read summary of our progress on the Council Plan and other key areas.
	Ensure our long-term financial sustainability by preparing our Budget and 10-year Financial Plan incorporating key strategies to Council by 30 June 2022 (major initiative).		The 2023/24 Budget and 10-Year Financial Plan were adopted by Council in June 2023 following extensive involvement of Officers and Councillors. Sessions were held with the Council during November 2022 and through February to June 2023. A period of online community engagement via YourSay Manningham on budget priorities was also undertaken during November 2022 to January 2023 and again in May and June 2023. More than 200 community members participated in this online engagement which helped inform the budget and 10-Year Financial Plan.

Theme	Details	Result	Our progress
Actions			
	Deliver our annual Capital Works Program to maintain, upgrade and develop Council assets to meet current and future needs.		We implemented 84% of the capital infrastructure budget, enabling significant improvements to roads, drains, sporting facilities and footpaths.
	Ensure that future land use planning balances amenity and economic pressures		Recommendation 12 of the endorsed Manningham Planning Scheme Review 2022 - 2026 identifies the need to develop a Vibrant Villages Action Plan. The purpose is to prioritise improvements to activity centres across the municipality. Council endorsed the Villages Action Plan 2023 on 30 May 2023. The Action Plan identifies priorities for upgrades within 4 Neighbourhoods and 10 Local economic activity centres over the next 10 years.
	Demonstrate leadership in sustainable and innovative environmental practices e.g., installation of solar panels on Council building		<p>We have demonstrated leadership in sustainable practices by:</p> <ul style="list-style-type: none"> • Developing an Asset Management and Service Plan for buildings and community facilities and input into the Community Infrastructure Plan, together with a Stormwater Management Strategy, that will support environmentally sustainable design and use of responsive building materials and locations to promote resilience to flood, bushfire and climate. • Inclusion of priority projects that support Climate Emergency Action Plan initiatives and support environmentally sustainable design in our capital works program.
	Identify initiatives that save money and deliver stronger return on investment in Council owned and managed places and spaces		We developed a Strategic Property Investment Portfolio. During the year the Manningham Quarry, 300 Blackburn Road, and 895 Doncaster Road have been developed.
	Advocate to government and work with our local and regional partners to secure financial support for existing and future projects to optimise Manningham's potential.		We were active throughout the Australian and Victorian Election campaigns in collaboration with Eastern Region Group (ERG) Councils to advocate for Manningham and Eastern Region priorities. These priorities ranged from improved public transport through to youth mental health support. This collaborative advocacy continues through regular meetings and lobbying of key Ministers.

Theme	Details	Result	Our progress
	Take a proactive and motivated approach to be an open and transparent Council (initiative).		<p>Council regularly reviews and updates the Annual Report, Quarterly Reports and Council Report formatting to ensure information is timely, accurate and transparent.</p> <p>Significant work has been undertaken to highlight the importance of transparency and accountability, particularly as it relates to decision making. The main focus has been on educating officers about the importance of declaring and reporting conflicts of interest to ensure community confidence in decision making.</p> <p>Further work will be undertaken to raise the profile of Council's Public Transparency Policy and how this applies to Council decision making. Report training will be rolled out to the leadership team to improve the quality of report writing and in turn, decision making.</p>
	Collaborate with other Councils in the region to pursue grant funding for improvements to Council services and facilities.		<p>We have pursued regional grant opportunities through:</p> <ul style="list-style-type: none"> Working with the Eastern Region Group (ERG) to review and seek grant opportunities for the region. Shifting our focus for services and facilities towards pursuing greater joint procurement efforts (including infrastructure) and collaborative employment creation with a focus on youth and inclusion.


Goal 2: A Council that values our customers and community in all that we do




Key focus areas

Council Plan Theme	What we are focussing on
Healthy Community	Serving our community with empathy and being welcoming of all genders, cultures and abilities
Liveable Places and Spaces	Services and facilities are managed efficiently and effectively
Resilient Environment	Advocating and providing support to protect our environment
Vibrant and Prosperous Economy	Attracting a diverse employment and career opportunities
Well Governed Council	Model our organisation's values of working together, excellence, accountability, respect and empowerment

Our performance — major initiatives and initiatives

Theme	Details	Result	Our progress
Major initiatives			
	Improve our customer experience to better understand and meet their specific needs (major initiative).		<p>To improve our customers' experience, we have:</p> <ul style="list-style-type: none"> Made several enhancements to the Customer Relationship System (CRM). Contractors are now able to access case details such as mapping/location details via the Contractor Portal. This has enabled contractors to respond and resolve cases more efficiently. Real time integration between CRM, TreePlotter and Field Service was successfully deployed. This has removed manual processes and enables our Parks Team to respond faster to tree related cases. Undertaken customer research which will be used to improve Customer Service operations and improve our customers' Experience in our ongoing commitment to continually improve our service delivery. Improved internal dashboards to better identify monitor, report and understand customer needs across multiple channels such as chat, phone, in person and online.
Actions			
	Deliver initiatives that advocate or demonstrate Council leadership to promote equality across gender, age, diversity, ability, and culture.		<p>Our initiatives to demonstrate and promote equality included:</p> <ul style="list-style-type: none"> Forming new advisory committees (Health and Wellbeing, Multicultural Communities, and Gender Equality and LGBTQIA+), holding inaugural meetings. Establishing a Gender Equity Steering Committee to oversee the implementation and good practice. Facilitating the Diversity and Inclusion Working Group (DIWG) sub-committees to lead events for Pride March, International Women's Day and Harmony Day. Establishing two new positions within the People Experience team in March 2023 to support diversity and inclusion initiatives. These roles will enable progress in this area which includes activities outlined under our Reconciliation Action Plan.

Theme	Details	Result	Our progress
	Work with our partners and advisory networks to advocate and raise awareness of inclusive practices for key priority areas - considering people from First Nations, LGBTIQ+ communities, youth, culturally diverse communities, and people with disability.		<p>We improved our practices to understand key priority groups through:</p> <ul style="list-style-type: none"> • Council Advisory Committees meetings in May and June. Items included the use FOGO, Aquarena Masterplan, Gambling harm workshop and dates of significance. • Advocating for the continuation of the Employment program at the Migrant Information Centre. • Advocating for the Census to include the collection of information to support understanding the LGBTQIA community. • Advocating for the Park Orchard Neighbourhood House renovations. • Conducting Advisory Committee meetings in February and March. Topics included the Manningham Inclusive Language Guide and Council use of easy English to translate some documents. • Participating in the Pride March in February to support staff and community who identify as LGBTIQ+. • Holding the Manningham Healing ceremony on 26 January. This event was held in collaboration with Wurundjeri Woi-wurrung.
	Continue to advocate, influence, and respond to the North East Link Program (NELP) Authority for improved mitigation measures and environmental outcomes, particularly around urban design and to reduce the construction impact of the project on the community (major initiative).		<ul style="list-style-type: none"> • We met regularly with relevant North East Link Program (NELP) teams to further Manningham's desired outcomes, such as to retain as much open space along the project corridor. • We continued to review the design packages for various aspects of the project and make submissions in a timely manner. • The Early Works package is complete and the new Bulleen Park and Ride facility is now open for operation.

Theme	Details	Result	Our progress
	Attract and support young people through jobs and career development opportunities, both at Council and within the community.		Under the revised Youth Employment Plan, we have created an additional 5 full time equivalent positions which are targeted at those between 15 to 24 years. This program is for a two-year period and will offer potential graduate roles and traineeships to young people over this period. The Talent Attraction Partner role will support the delivery of the program as well as other initiatives outlined in the Youth Employment Plan which target jobs and career opportunities.
	Pursue transparency, innovation and efficiencies through the use and sharing of open data sources.		We continue to regularly update Manningham's published data sets on data.gov.au website for public access. A further range of data sets and additional aerial photography are also planned for Manningham's public facing GIS system.
	Engage in strategic partnerships that deliver benefits for our community and the Eastern Region.		<p>We participated actively in several regional partnerships for the benefit of the community including:</p> <ul style="list-style-type: none"> • Eastern Regions Group of Councils • Eastern Affordable Housing Association • Northern Alliance for Greenhouse Action • Eastern Transport Coalition (ETC) • Metropolitan Transport Forum (MTF) • Metropolitan Waste and Resource Recovery Group (MWRRG) – Local Government Waste Forum. • Eastern Municipal Association Victoria.

Our performance: LGPRF indicators

LGPRF Indicators	2020	2021	2022	2023	
Governance					
Council decisions made at meetings closed to the public	8.03%	1.79%	2.67%	10.08%	Council is committed to public transparency in its decision making. While more matters were considered in closed meetings, many of these reports or resolutions have been made public. Of the 129 resolutions, 13 were confidential reports considered by Council, with 6 subsequently made public in part or in full to increase transparency in Council's decision making. The confidential reports primarily related to Council's role in service delivery, personnel and industrial relations matters and commercially sensitive matters.
Satisfaction with community consultation and engagement	56	56	56	56	We have worked hard to improve the way we engage with our community on the things that matter. This result is the same as last year. The result is from a sample of residents participating in a Community Satisfaction Survey, managed by independent research company on behalf of the Victorian Government.
Councillor attendance at Council meetings	94.81%	99.26%	98.41%	97.22%	Our Councillors' attendance at Council meetings remained high with a strong commitment to a Well Governed Council that represents and benefits the community.
Cost of elected representation	\$40,436.11	\$47,890.78	\$51,057.78	\$55,473.11	Our Councillors work hard to deliver an exceptional service to the Manningham community. The recent determination for Councils from the Victorian Independent Remuneration Tribunal has resulted in a slight increase in the cost of governance.
Satisfaction with Council decisions	57	58	58	57	Our Council continues to work to improve community satisfaction with Council decisions. We have seen a one-point decrease from last year. This survey result is collected from a sample of residents by an independent company on behalf of the Victorian Government.

Our Governance System

We value good governance as it ensures we operate effectively, efficiently, impartially and with integrity. Our good governance principles ensure:

- We make decisions transparently and based on expert advice.
- We adhere to processes and systems.
- Our officers implement decisions appropriately and in good time.

There are two types of governance in our operations:

- Democratic: elected Councillors (the 'Council') and the authority they have to make decisions.
- Corporate: the way the organisation is run and the framework its systems and processes operate within.

Governance framework

We are committed to effective and sustainable democratic and corporate governance as they are the keys to ensuring that we meet our community's priorities and our responsibilities under the Local Government Act 2020. Our community has many opportunities to have a say in our decision-making processes, including:

- Voting for Councillors (the Council) every four years.
- Writing to, emailing, or calling Councillors (the Council).
- Making submissions on our budget each year and Council Plan every four years.
- Participating in public forums like question time at a Council meeting.
- Participating in surveys, focus groups, workshops and other consultation activities.
- Logging onto yoursaymanningham.com.au and commenting on the plans and projects listed there.
- Making submissions on major projects that are advertised throughout the year.

Find out more:

yoursaymanningham.vic.gov.au

Democratic governance

Decisions

We conduct our formal decision-making processes through the formal, regular meetings of our Council. At these meetings, our officers submit reports on matters for the Council to consider. These matters can include planning permit applications, strategic land use and development planning, community services, health and local laws, road and traffic management, administration and finance.

To ensure the efficient day-to-day operations of the organisation, the Council delegates most of its decision-making powers to staff. Specialists in their field exercise these delegations following our policies.

We have a CEO whose role includes:

- Establishing and maintaining an appropriate organisational structure.
- Overseeing our day-to-day operations.
- Ensuring the organisation implements Council decisions without delay.

The Council reviews the CEO's performance annually.

Although the Mayor has no more authority than other Councillors to make decisions, the position is significant as a leader and community spokesperson.

Council meetings

Council meetings are held at the Manningham Civic Centre and are open to the public. Residents, local traders and community members are welcome to attend. The Council may consider some matters in a closed meeting if the matter needs to be kept confidential.

Changes were made to the *Local Government Act 2020* (the Act) to allow Councils to conduct their meetings remotely for a limited time. These changes have now been made permanent in the Act and meetings may be conducted remotely if required and live-streamed on the internet. The community can participate in the meetings during public question time.

Additional meetings may also be called to deal with urgent matters. We conduct all meetings in accordance with Manningham's Governance Rules and the Act. The schedule of meetings, agendas and minutes are available at manningham.vic.gov.au.

In 2022/23, there were 12 scheduled meetings of Council and one additional meeting. The table below provides a summary of Councillor attendance at these meetings.

Table 6: Council meetings held 1 July 2022 – 30 June 2023

Councillor	Ordinary	Special
Cr Anna Chen	12 out of 12	1 out of 1
Cr Andrew Conlon	12 out of 12	0 out of 1
Cr Geoff Gough	12 out of 12	1 out of 1
Cr Michelle Kleinert	11 out of 12	1 out of 1
Cr Carli Lange	12 out of 12	1 out of 1
Cr Deirdre Diamante (Mayor from 3 Nov 2022)	11 out of 12	1 out of 1
Cr Laura Mayne	12 out of 12	1 out of 1
Cr Stephen Mayne	12 out of 12	1 out of 1
Cr Tomas Lightbody (Deputy Mayor from 3 Nov 2022)	12 out of 12	1 out of 1

Strategic briefing sessions (SBS)

In these sessions, we provide informal briefings to the Council on strategic or policy matters before the matters are presented at a Council meeting.

Committees

We have many internal advisory and other committees. Appointments to these committees enable Councillors to have input into projects, groups or events they are interested in.

The table below shows the committee appointments made by the Council for this year. These appointments are reviewed on an annual basis.

Table 7: 2022/23 Councillor Internal Committee Appointees

Committee	Appointees 1 Jul 22 – 31 Dec 22	Appointees 1 Jan 23 – 30 Jun 23
Audit and Risk Committee	Cr Chen Cr L Mayne	Cr L Mayne Cr S Mayne
CEO Performance Review Committee	All Councillors	All Councillors
Disability Advisory Committee	Cr Kleinert	Cr Kleinert
Gender Equality and LGBTQIA+ Advisory Committee		Cr Lightbody Cr L Mayne
Health and Wellbeing Advisory Committee	Mayor	Cr Diamante
Historical Societies Working Group		Cr S Mayne
Manningham Community Fund Grants Assessment Panel	Mayor Cr Lange	Mayor Cr Conlon
Manningham Youth Advisory Committee	Cr Chen Cr L Mayne	Cr Chen Cr L Mayne Cr Gough
Multicultural Communities Advisory Committee		Cr Lange Cr S Mayne Cr Chen
Municipal Emergency Management Planning Committee	Cr Lange	Cr Lange
Municipal Fire Management Planning Committee	Cr Lange	Cr Lange
Reconciliation Action Plan Working Group		Cr Diamante
Recreation and Sport Advisory Committee		Cr S Mayne Cr Lange Cr Conlon

Councillors also represent Council on several external bodies and Committees, including the below.

Table 8: 2022/23 Councillor External Committee Appointees

External Committee	Appointees 1 Jul 22 – 31 Dec 22	Appointees 1 Jan 23 – 30 Jun 23
Australian Local Government Women's Association Victoria (ALGWA - Vic)	Cr L Mayne	Cr L Mayne
Eastern Affordable Housing Alliance	Cr L Mayne	Cr L Mayne
Eastern Region Group of Councils (ERG)	Mayor Cr Diamante	Mayor Cr Lightbody
Eastern Transport Coalition	Cr Chen	Cr Lightbody Alternate – Cr Chen
Metropolitan Transport Forum	Cr Chen	Cr Chen
Municipal Association of Victoria	Cr S Mayne Cr Conlon - Substitute	Cr Conlon Cr S Mayne Substitute
Northern Alliance for Greenhouse Action Executive Committee	Cr Lightbody	Cr Lightbody
Victorian Local Governance Association	All 9 Councillors	All 9 Councillors
Whitehorse Manningham Regional Library Corporation	Cr Kleinert Cr S Mayne	Cr Kleinert Cr S Mayne Cr Conlon - substitute

Code of conduct

Our Councillors (the Council) are bound by a code of conduct that describes the ethical and moral behavioural standards expected of them. It covers relationships between Councillors and staff, using Council resources, dispute resolution procedures and includes the prescribed standards of conduct.

The Local Government Act 2020 requires that a person elected to be a Councillor must declare that they will abide by the Councillor Code of Conduct and uphold the standards of conduct set out in the Code when they are sworn into office. Following the Council elections held in October 2020, all Councillors declared they would abide by the code.

Find out more at manningham.vic.gov.au/open-government or at the Manningham Civic Centre, 699 Doncaster Road, Doncaster.

Conflicts of interest

Our residents and ratepayers elect Councillors to act in the best interests of our community. When a Council delegates its powers to an officer or a Committee, the Committee or officer also needs to act in the public interest.

A conflict of interest is when a personal or private interest has the potential to affect someone's ability to act in the public interest. A conflict exists even if no improper act results from it. We have a comprehensive procedure that guides Councillors (the Council) and officers to disclose their potential conflicts of interest.

Declaration of a conflict of interest is a standard agenda item for all Council and committee meetings. In general, a Councillor or officer must disclose any such interest in a specific way, and step aside from either the decision-making process or performing the public duty. We maintain a record of all disclosed conflicts of interest.

During 2022/23, no conflicts of interest were declared at Council meetings.

Councillor allowances

The Mayor, Deputy Mayor and Councillors are entitled to receive an allowance while performing their duties. These allowances are determined and set by the Victorian Independent Remuneration Tribunal and reviewed annually.

Each Council is assigned to a category by the Tribunal which determines the level of allowance that will be received. Manningham is a Category 3 Council.

The Tribunal made its first determination on allowances on 7 March 2022. The annual determination took effect from 18 December 2021 – 17 December 2022 and set allowances as follows:

Mayor	\$119,316
Deputy Mayor	\$59,658
Councillor	\$35,972

The value of the determination was adjusted by the Tribunal effective from 18 December 2022 until 17 December 2023 as follows:

Mayor	\$122,630
Deputy Mayor	\$61,315
Councillor	\$37,010

Councillor expenses

There is an annual Councillor expenses budget of \$11,896 for the Mayor and \$10,473 per Councillor. This budget is all-inclusive and covers conferences, training, travel, carer responsibilities and telephones.

Councillors are expected to operate within their individual budget. Council may also reimburse Councillors for any necessary out-of-pocket expenses they incur while performing their duties as a Councillor.

Table 9 shows the actual expenses for 2022/23. Council also publishes its travel register on its website in July each year showing interstate and overseas travel by Councillors and Council officers.

Table 9: 2022/23 Councillor Expenses

Cr	Travel	Car mileage	Childcare	Information and communication	Conferences and training	Formal attendance	Meeting expenses	Memberships	Other	Total
Cr Anna Chen	\$1306.34	\$1373.54	\$0	\$0	\$813.64	\$284.59	\$0	\$185	\$0	\$3963.11
Cr Andrew Conlon	\$0	\$1876.52	\$0	\$795.93	\$0	\$50.50	\$0	\$0	\$0	\$2722.95
Cr Deirdre Diamante	\$2101.67	\$0	\$0	\$0	\$2057.28	\$663.36	\$0	\$185	\$0	\$5007.31
Cr Geoff Gough	\$1584.25	\$1154.94	\$0	\$804.95	\$813.64	\$204.75	\$0	\$0	\$27.27	\$4589.00
Cr Michelle Kleinert	\$1439.30	\$195.01	\$0	\$677.29	\$1260.50	\$896.52	\$340.05	\$185	\$93	\$5086.67
Cr Carli Lange	\$0	\$2787.17	\$0	\$470.45	\$0	\$131.59	\$0	\$185	\$0	\$3574.21
Cr Tomas Lightbody	\$1145.03	\$2188.42	\$0	\$0	\$972.73	\$0	\$0	\$0	\$0	\$4306.18
Cr Laura Mayne	\$20	\$0	\$0	\$882.46	\$4988.14	\$9.09	\$0	\$185	\$0	\$6084.69
Cr Stephen Mayne	\$650.91	\$1326.88	\$0	\$757.02	\$945.46	\$104.09	\$0	\$0	\$0	\$3784.36

CEO expenditure 2022/23

The Chief Executive Officer incurs various expenditures while carrying out duties relating to the CEO role.

Expense categories related specifically to the CEO role are travel, conferences and training, and miscellaneous). Gifts declared are also included in this report, although not an expense to Council. The CEO must be transparent in using Council resources as per the Employee Code of Conduct.

Table 10: CEO expenditure

Travel	Food and Beverage	Conferences and seminars	Gifts declared*	Miscellaneous	Total Expenses 2022/23
\$1,117.66	\$70.64	\$2,867.73	\$0	\$0	\$4,056.03

Note: All costs are GST exclusive

Expense categories

- Travel – covers costs associated with assisting the CEO in meeting transport costs incurred while attending meetings, functions and conferences. This includes taxi services, Uber services, car parking fees, airfares, accommodation costs etc.
- Food and Beverage – covers costs associated with food or beverages that directly relate to the CEO role within a professional context.
- Conferences and seminars – covers registration fees associated with attendance by the CEO at local conferences, functions, seminars and one-off or short-term training courses. Meeting such as these are usually held by local government-related organisations, professional bodies and institutions, educational institutions and private sector providers on areas and events that impact the CEO's role and the general municipality.
- Gifts Declared* – relates to any gifts that exceed the token gift threshold (\$50) that the CEO is required to declare as per the Token Gift Policy. This category is not added to the total expenses as it is a declaration, not a cost to Council.
- Miscellaneous – relates to any other costs associated with the CEO role not covered by the categories above.

Corporate governance

Our CEO is our only member of staff directly appointed by and responsible to our Council. Our CEO implements decisions made by our Council, ensures the organisation achieves its Council Plan objectives, and manages its day-to-day operations. Our CEO's performance is reviewed annually by the Council.

Council can delegate authority to our CEO to make certain decisions under particular circumstances that are defined in the Instruments of Delegation and in accordance with any adopted policies.

Our CEO's delegations are broad and enabling. They have further delegated powers to officers who carry out various functions daily. These powers are reviewed regularly, including by each newly elected Council.

Find out more at manningham.vic.gov.au/public-registers-and-information

Senior officers

Senior officers are any Council officer who is employed beyond a Band 8 classification.

At 30 June 2023, we had 33 senior officers, with a total remuneration of \$6.65 million.

The following table captures our senior officers and salary ranges:

Table 11: Executive Management Team Total Annual Remuneration

Senior Officer Ranges	2021/22	2022/23
Less than \$160,000	5	3
\$160,000 - \$169,999	3	6
\$170,000 - \$179,999	4	1
\$180,000 - \$189,999	3	6
\$190,000 - \$199,999	3	4
\$200,000 - \$209,999	1	2
\$210,000 - \$219,999	4	3
\$220,000 - \$229,999		2
\$230,000 - \$239,999	1	
\$240,000 - \$249,999		1
\$250,000 - \$259,999		
\$260,000 - \$269,999		
\$270,000 - \$279,999	1	3
\$280,000 - \$289,999	1	
\$290,000 - \$299,999	1	1
\$330,000 - \$339,000	1	
\$360,000 - \$369,000		1

In May 2012, Council resolved to disclose in our Annual Report the total remuneration of our five highest remunerated employees. This disclosure includes contract duration, salary and benefits entitlements.

However, in accordance with the *Secure Jobs Better Pay Act 2022*, a new workplace right exists where employees can elect to disclose or not disclose their salary. The table below represents any of the five highest remunerated employees who have elected to disclose their salary.

Name and position	Date commenced position	Current Contract expires	Total annual remuneration
Andrew Day CEO	17 September 2018	16 September 2028	\$365,000

Employee code of conduct

Our Code of Conduct includes standards of behaviour and expectations for how our employees behave as representatives of Manningham.

Our employee Code of Conduct contains 31 elements structured around our values and aligned to the requirements of section 95 of the *Local Government Act 2020*.

Our Code is issued to all new staff on their commencement and applies to all employees, volunteers, students, contractors, subcontractors and consultants.

Management

We have put statutory and better practice elements into action to strengthen our management framework and foster better decision-making.

The *Local Government (Planning and Reporting) Regulations 2020* require us to assess our performance against the prescribed governance and management checklist. Our report against this checklist for this year is on page 186.

Essential components of our management framework are our Audit and Risk Committee, risk and fraud policies, internal audit and strategic risk management. We provide details on these components below.

Audit and Risk Committee

The Audit and Risk Committee (the Committee) is an independent Advisory Committee that was established in accordance with section 53 of the *Local Government Act 2020* and operates under a Charter.

The Committee assists Council in fulfilling their responsibilities by providing oversight, advice and guidance on Council's frameworks and systems of control including: financial and performance reporting, risk management, internal and external audit and legislative and good governance compliance.

Committee membership consists of five people, including three external and independent members and two Councillors. The office of Chairperson is held by an independent member who is elected annually by the committee members.

The Committee meets five times a year with one meeting dedicated to the end-of-year financial and performance statements. The external and internal auditors attend to present their reports and findings. The Chief Executive Officer, Chief Legal and Governance Officer, Chief Financial Officer and Risk and Assurance Lead attend all meetings to present management reports and respond to Committee questions. Other management representatives attend as required.

The Committee Chair formally reports to Council twice per year and meeting minutes are provided to Councillors. The Committee may meet privately with Councillors, External and Internal Auditor, without members of management being present.

Table 12: Audit and Risk Committee members

Independent	Councillors
Mr Andrew Dix (Chair)	Cr Anna Chen (until 31 Dec 2022)
Ms Evy Papadopoulou	Cr Laura Mayne
Mr Jonathan Kyvelidis	Cr Stephen Mayne (commenced 1 Jan 2023)

Internal audit

The function of the internal audit is to provide independent and objective assurance to the Audit and Risk Committee that the appropriate processes and controls are in place across Council. Internal audit services to Council are delivered under contract by Pitcher Partners, a provider with extensive local government expertise.

A risk-based three-year Internal Audit Plan is revised annually by the Committee to ensure the audit resources remain focused on the appropriate areas. The review process considers the Council Plan, risk assurance mapping, legislative change, Council's risk profile, emerging risks, strategic projects and audit history.

The findings and recommendations of each audit are presented in a report to the Audit and Risk Committee with management present to respond to any questions. Full and timely completion of management actions arising from the audits are monitored by the Committee.

In 2022/23, the program of six internal audits was delivered. The audits were:

1. Statutory Planning Processes
2. Digital Transformation Governance
3. Complaints Customer Management
4. COVID-19 Financial Relief (Revenue) Management
5. Contract Management – Cleaning Services
6. Procurement (inc. Data Analysis).

External audit

Each year we are externally audited by the Victorian Auditor-General's Office (VAGO). For the 2022/23 financial year, our financial and performance statements were audited by a VAGO representative as required by the *Audit Act 1994*. These statements are provided in this Annual Report from page 212.

Fraud and corruption control

We are the custodian of significant public funds and assets. The community must be confident that these public funds and assets are protected from fraud.

Our integrity framework promotes good governance, transparency, identification of risks, management controls, reporting, prevention and detection measures, and staff education and training.

Key activities in our integrity framework include our fraud and corruption risk assessment, staff e-learning training modules, compliance program, fraud and corruption assurance map, Fraud and Corruption Policy and Control Procedure, and Public Interest Disclosure Procedures.

The Fraud and Corruption Policy sets our specific guidelines and responsibilities regarding the appropriate actions that must be followed for the investigation of fraud and corruption and other similar irregularities.

The plan documents our approach to controlling fraud and corruption at both strategic and operational levels. Our policy and plan were reviewed and updated in 2022 with input from the Audit and Risk Committee and Councillors.

Risk management

Council acknowledges its responsibility to effectively manage risks in all areas of its business activities. Our risk management framework combines organisational systems, procedures, governance, culture and assurance activities to enable value protection and value creation, as we pursue the successful delivery of Council's strategies and objectives.

In 2022/23, Council delivered enterprise risk training to the management leadership group, business continuity training to the crisis management team members and ran a cyber breach scenario exercise to test the effective implementation of our crisis management response and recovery plan.

The key elements of our risk management and assurance framework are:

- Risk Management Strategy and Policy
- Business Continuity Management Policy, associated plans and procedures

- Three lines of defence assurance model
- Risk Registers (strategic, operational and fraud and corruption)
- Risk reporting
- Risk management incident and near-miss procedure
- Fraud and Corruption Control Plan and Assurance Map
- Executive Risk Management Committee (Management Committee)
- Audit and Risk Committee (Independent Committee)
- Assurance Map – strategic risks.

The role of the Executive Risk Committee is a vital strategic governance model to advance our cultural maturity target. The CEO chairs this committee with discussion, and the outcomes of the Committee are minuted and formally included in the Audit and Risk Committee agenda as a standing item.

The risk management assessment process is illustrated on the below diagram.

Figure 4: Manningham's risk management process



Compliance and assurance

Our compliance program tests and continuously improves Manningham's system controls and is monitored by the Executive Risk Committee. In 2022/23, six reviews were conducted and addressed operational business risks.

The compliance program is a fundamental element of our three lines of defence assurance model for risk management:

- Management controls
- Risk management and compliance
- Internal audit and external audits.

A comprehensive Assurance Map was developed to document and review our assurance activity of control systems associated with Council's strategic risks. It assists with the annual planning of the internal audit and compliance programs.

Figure 5: Assurance: Three Lines of Defence

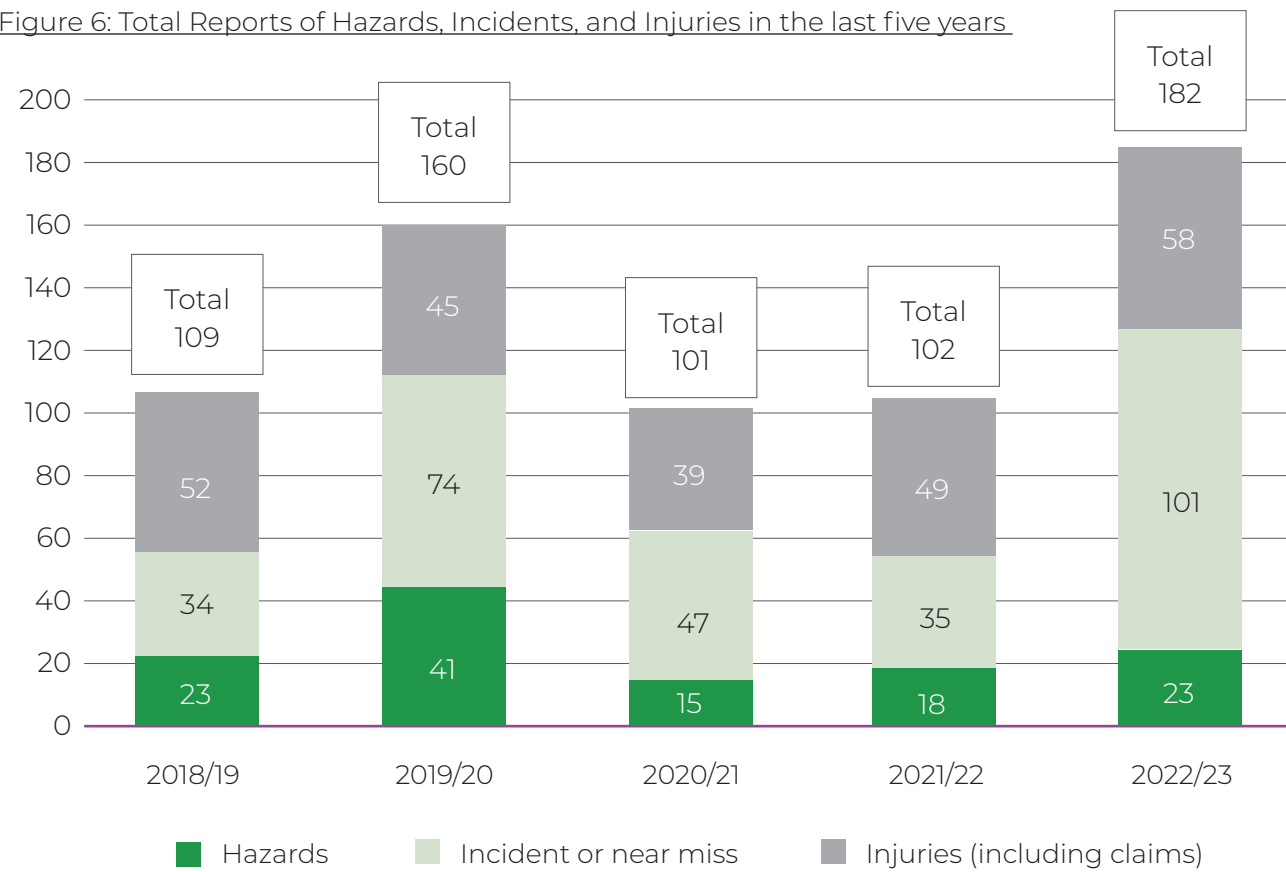


Workplace health and safety

We are committed to providing a safe and healthy workplace for our employees and regularly report on our workplace health and safety performance.

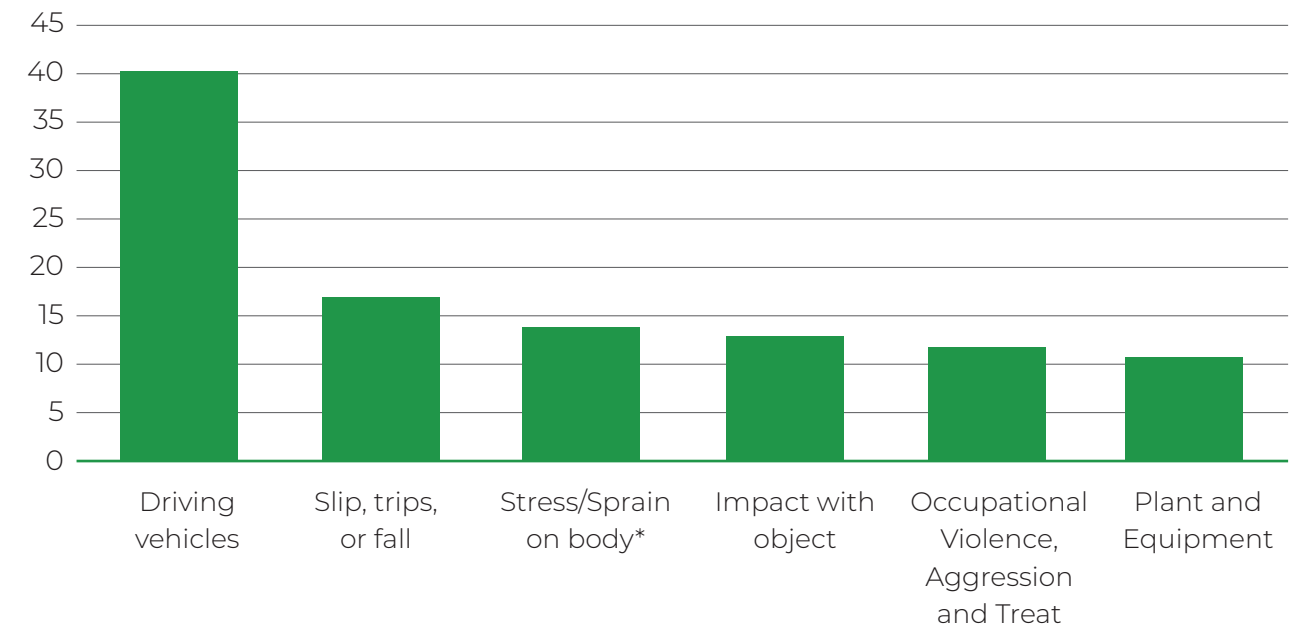
Each year we provide regular updated information for our employees covering a range of key safety topics, reinforcing the importance of timely incident and hazard reporting, as well as early intervention practices when managing workplace injuries.

Figure 6: Total Reports of Hazards, Incidents, and Injuries in the last five years



The total number of incidents, hazards, near misses and injuries reported this financial year has increased by 78% compared to 2021/22. Increases are observed for all categories, in particular the reporting of incidents and near misses. This can be attributed to the introduction of an online system for reporting, as well as the health and safety communications emphasising to employees that all incidents must be reported, no matter how minor they appear to be.

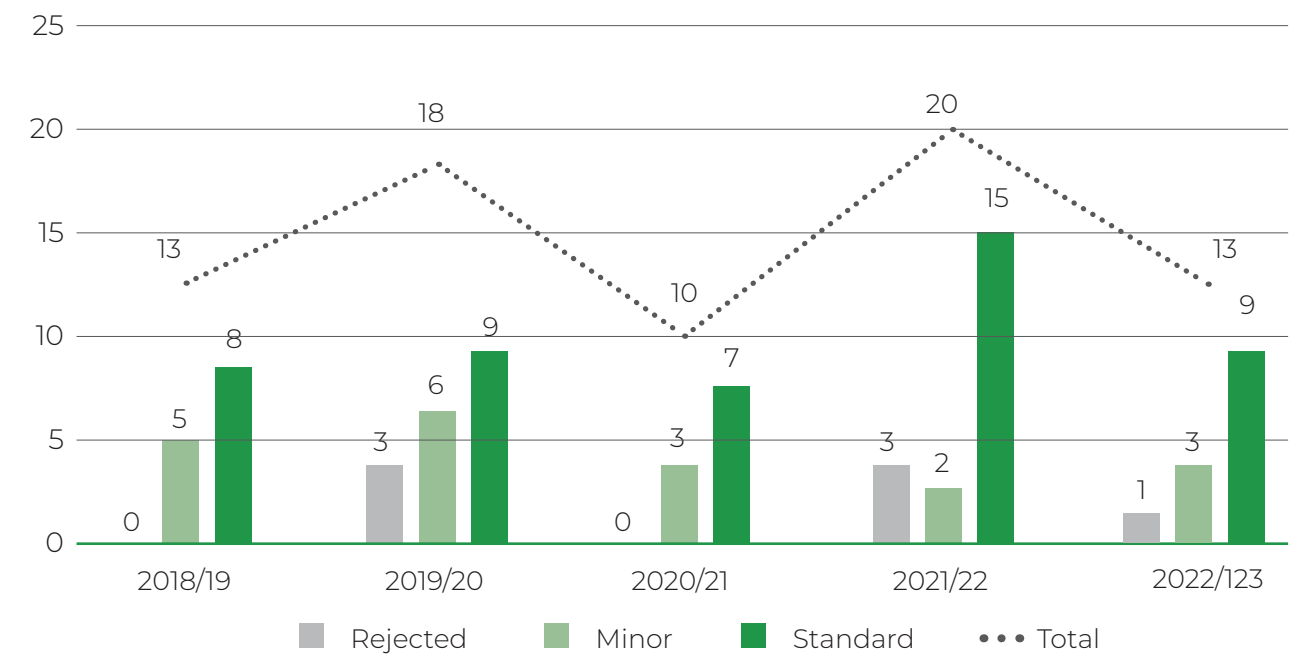
Figure 7: Top 6 mechanisms of reported injuries and incidents in last financial year



This figure sets out the top six mechanisms of incidents and injuries recorded in 2022/23. The new hazard and incident reporting system has enabled motor vehicle incidents to be reported with greater ease, which may account for the increase in reports observed. Slip, trips, or falls remains to be a significant contributor, followed by body stress/sprain and impact with object occurrences.

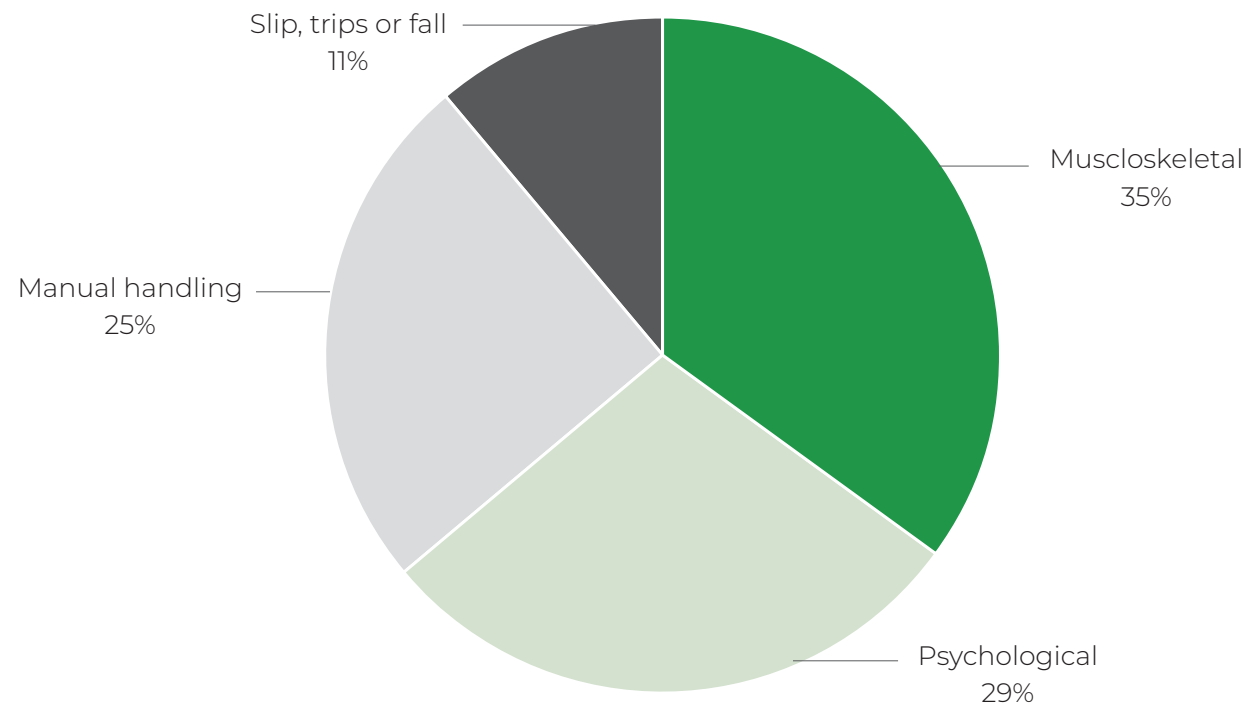
* Psychological factors include verbal abuse and occupational violence.

Figure 8: Number of WorkCover claims over the last five years



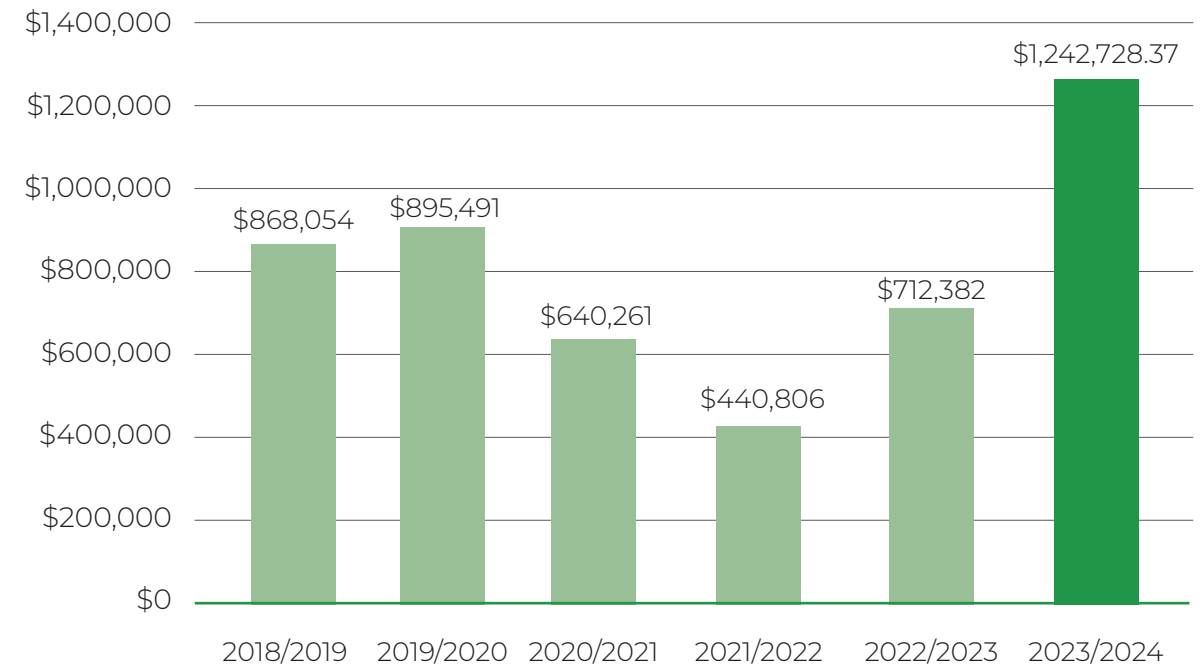
There has been a significant decrease in WorkCover claims in 2022/23. Education regarding early reporting of injuries and incidents and providing timely early intervention for injury management may have contributed to the decrease in claims. In addition, there has been a reduction in the number of psychological claims.

Figure 9: Distribution of lost days against mechanisms of injuries



This figure shows the distribution of total lost days against the relevant mechanisms of injuries. Psychological injury claims continue to constitute 22% of the claims attributed with lost days, however the impact of lost days from these types of claims to the total lost days has reduced over the last financial year.

Figure 10: WorkCover premium costs trend



This figure displays the WorkCover premium rate in the last five years, and the WorkCover premium rate calculated for 2023/24. The premium calculations are based on various factors these include:

- Previous claims over the last three years and their financial value
- The number of employees at each work location, and
- Our injury and claims management performance against the industry average.

The WorkCover premium rate has increased for the coming financial year 2023/24. This is due to the increasing gap between the premiums paid across all Victorian businesses and the cost of claims under the Victorian Workcover scheme. The target average premium rate for WorkCover will move to 1.8%, up from the previous average rate of 1.27%. This has increased the total cost of premiums across Victoria significantly in 2023/24.

Victorian Local Government Performance Reporting Framework Governance and Management Checklist 2022-23	Date/s applicable
The following checklist demonstrates the plans and processes in place as per the Local Government Act 2020 to promote good governance and decision-making.	
Community engagement	
Community engagement policy policy outlining Council's commitment to engaging with the community on matters of public interest	26/02/2021
Community engagement guidelines guidelines to assist staff to determine when and how to engage with the community	26/02/2021
Planning	
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	27/06/2023
Asset Plan plan that sets out the asset maintenance and renewal needs for key infrastructure asset classes for the next 10 years	28/06/2022
Revenue and Rating Plan plan setting out the rating structure of Council to levy rates and charges	29/06/2021
Annual budget plan setting out the services to be provided and initiatives to be undertaken over the next 12 months and the funding and other resources required	27/06/2023
Risk policy policy outlining Council's commitment and approach to minimising the risks to Councils operations	25/07/2017
Fraud policy policy outlining Council's commitment and approach to minimising the risk of fraud	10/12/2019
Municipal emergency management plan plan under section 20 of the Emergency Management Act 1986 for emergency prevention, response and recovery	1/07/2019
Procurement policy policy outlining the principles, processes and procedures that will apply to all purchases of goods and services by the Council	24/08/2021

Victorian Local Government Performance Reporting Framework Governance and Management Checklist 2022-23	Date/s applicable
Business continuity plan plan setting out the actions that will be taken to ensure that key services will continue to operate in the event of a disaster	08/12/2022
Disaster recovery plan plan setting the actions that will be undertaken to recover and restore business capability in the event of a disaster	01/05/2023
Monitoring	
Risk management framework Framework outlining Council's approach to managing risks to Council's operations	22/03/2022
Audit and Risk Committee advisory committee of Council under section 53 and 54 of the Local Government Act	01/09/2020
Internal audit independent accounting professionals engaged by the Council to provide analyses and recommendations aimed at improving Council's governance, risk and management controls	24/10/2019
Performance reporting framework A set of indicators measuring financial and non-financial performance, including indicators referred to in section 98 of the Act	24/08/2021
Reporting	
Council Plan report report reviewing the performance of the Council against the Council Plan, including the results in relation to the strategic indicators, for the first six months of the financial year	28/06/2023
Quarterly budget reports quarterly reports to Council under section 97 of the Act, comparing actual and budgeted results and an explanation of any material variation	22/11/2022 28/02/2023 30/05/2023 26/09/2023
Risk reporting Six-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisations strategies	13/12/2022/ 25/07/2023

Victorian Local Government Performance Reporting Framework Governance and Management Checklist 2022-23	Date/s applicable
Performance reporting six-monthly reports of indicators measuring the against financial and non-financial performance, including indicators referred to in section 98 of the Act	23/02/2023, 26/09/2023 12/09/2023
Annual report annual report under section 98 and 99 of the Act containing a report of operations and audited financial and performance statements	31/10/2023
Decision Making	
Councillor Code of Conduct Code setting out the standards of conduct to be followed by Councillors and other matters	23/02/2021
Delegations documents setting out powers, duties and functions of Council and Chief Executive Officer that have been delegated to members of staff	29/06/2021 4/04/2023
Meeting procedures governance rules governing the conduct of meetings of Council and delegated committees	14/09/2022

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



Andrew Day
 Chief Executive Officer
 Dated: 12/09/2023



Cr Deirdre Diamante
 Mayor
 Dated: 12/09/2023

Statutory information

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

Public Transparency

Manningham Council is committed to the principles of public transparency and making as much information publicly available as we lawfully can. We provide a range of documents and information available on our website and others available for inspection at our offices.

You can request to inspect at the Manningham Civic Centre at 699 Doncaster Road, Doncaster, from 8am to 5pm, Monday to Friday.

The types of information that we make publicly available include:

- Details of overseas or interstate travel (with the exception of interstate travel by land for less than three days) undertaken in an official capacity by Councillors or any member of our staff in the previous 12 months.
- Agendas for and minutes of meetings of Council Meetings held in the previous 12 months, excluding confidential information considered at a meeting closed to the public.

- A register of delegations kept in accordance with the Local Government Act 2020.
- A register of all leases involving land that Manningham entered into as lessor.
- A register of Authorised Officers.
- A list of grants and donations Manningham made during the financial year.
- An Operating Statement, a Statement of Financial Position and notes to the Financial Statements.
- A summary of election campaign donation returns received following the most recent Manningham elections.
- Details of Councillor and CEO expenses.

Find out more at manningham.vic.gov.au/public-registers-and-information

Grants and funding

We thank the Victorian and Australian Governments for supporting us to deliver services that ensure our residents experience a safe, vibrant, healthy and liveable community.

Please refer to our Financial Report for a breakdown of our major grants received.

Public Interest Disclosures (formerly Protected Disclosure Procedures)

The *Public Interest Disclosures Act 2012* became law in Victoria in February 2013 to encourage and facilitate the disclosure of any improper conduct by Councillors or Council officers, and to protect people making disclosures from any reprisals they may experience in response to their actions.

Manningham endorsed a revised Public Interest Disclosures Procedure in December 2020 to supplement the provisions of the Act and further facilitate the disclosure of any improper conduct by Councillors and Council officers.

We have a Public Interest Disclosures Coordinator whose role is to receive and consider all disclosures about improper conduct and detrimental action as defined by the Act. A copy of the Public Interest Disclosures Procedure is available on our website.

In 2022/23, Manningham did not refer any public interest disclosure to the Independent Broad-Based Anti-Corruption Commission (IBAC).

Find out more at manningham.vic.gov.au/legislation

Carers recognition

In accordance with the *Carers Recognition Act 2012*, Manningham reports annually on our care measurement obligations under section 11 of this Act.

We have taken all practicable measures to comply with the responsibilities outlined in the Act. We have continued to promote the principles of the Act to people in care relationships and the wider community to whom we provide services by:

- Displaying posters in our customer service reception at our Aged and Disability Support Services unit at Manningham Civic Centre.
- Providing information on our website for carers, including information about support groups for carers manningham.vic.gov.au/ageing-well-carers
- Recognising carers in our Community Care Program guidelines for Commonwealth Home Support Programme. We have been supporting the development and establishment of a new carers group called Carers Cuppa and Chat on the first Saturday of the month. This group is available to all carers regardless of age or disability/illness of the person they support. We have brokered a partnership for them with Aquarena, where they now operate from.
- Providing respite care support, including in-home and community based, regular and occasional.
- Providing free attendance for carers accompanying care recipients to selected seniors' events.

- Including carer's leave in the current Manningham City Council Enterprise Agreement.
- Ensuring carers' representation and engagement with Council is now stronger, as four people on the Manningham Disability Advisory Committee are carers of people with disability.
- Supporting carers in the community through the provision of informal contact and forums on related issues.

There have been numerous Aged and Disability Support Services activities that supported Carers, which have included:

- Carers week recognition luncheon.
- Allied Health information on general foot care to support the health and well-being of carers.
- Centrelink Financial Information Services which explained how aged care may affect their government payments, including the Age Pension.
- Carers Vic – Information session promoting self-care for physical and emotional well-being.
- Dementia Awareness and Become a Dementia Friend session from Carers Vic on services, support, and strategies on how to care for the carer.
- In addition to supporting the development of a new carer's group, we have supported the well-established Manningham Carers Walking Group with room hire for a workshop with Association of Children with Disability. We also facilitated a workshop on Therapy Animals for any carer to attend, delivered by Therapy Animals Australia.

- We act as an information hub to direct carers to support available to them.
- We continue to offer our bimonthly e-newsletter Manningham Inclusive for anyone interested in Disability Inclusion and includes many opportunities for carers.
- We have taken all practicable measures to review and modify policies, procedures and supports to include recognition of the carer relationship. We have provided services and resources that recognise and support the care relationship, including:
 - Regular and occasional respite care support: in-home and community-based.
 - The Aquarena Aquatic and Leisure Centre continued to accept the Carer Card, giving carers concession entry fees. The Companion Card gives carers free entry while working in their role as a carer.
- We have provided services and resources that recognise and support the care relationship including:
 - Regular and occasional respite care support: in-home and community-based.
 - The Aquarena Aquatic and Leisure Centre continued to accept the Carer Card, giving carers concession entry fees. The Companion Card gives carers free entry while working in their role as a carer.

Disability Action Plan

Our Disability Action Plan is integrated into our Health and Wellbeing Action Plan. Some of the achievements over the preceding year include:

- The Manningham Disability Advisory Committee (MDAC) continues to meet quarterly to provide strategic advice to Council on how to understand and respond to the needs of people with disability. This Committee is made up of 70% of people with lived experience of disability and 30% carers.
- Delivered the Inclusive Connections Expo celebrating International Day of People with Disability on 2 December 2022. The Expo linked local people with disability to opportunities in the Manningham area. These opportunities included support provision, social inclusion, arts, sport, recreational, accommodation, educational and employment opportunities.
- The Building Equitable Employment (BEE) Network continues to meet regularly, bringing together individuals and organisations working towards inclusive employment for people with disability.
- Accessibility and inclusion tools were applied to several Council activities and departments.

- The bi-monthly Manningham Inclusive disability inclusion e-newsletter linking community with disability news and opportunities.
- The rollout of the Manningham Inclusive Language Guide to support staff to confidently use respectful and contemporary inclusive language when referring to, or speaking with members of our diverse communities, both within Council and in the community.
- Council also wrote a response to the proposed changes to the Disability Act and the role of local government.

Reconciliation Action Plan 2023-25

Our Reconciliation Action Plan 2023-25 (RAP) was officially endorsed at the February Council 2023 Council meeting.

This is an important step in ensuring we continue to plan and create opportunities for people of First Nations and support a culturally safe and thriving city.

Reconciliation Action Plans enable organisations to sustainably and strategically take meaningful action to advance reconciliation. Reconciliation Australia has endorsed our new RAP and will build relationships, respect and opportunities to advance reconciliation across Manningham.

Our key achievements in 2022/2023 were:

- Opening of wonguim wilam park in Warrandyte.
- Yaluk Langa Project (tree scarring) and the launch of the Manningham RAP in March 2023.
- Facilitating a Healing Ceremony event on 26 January to reflect on and acknowledge our shared history and learn more about our First Nations story and culture.
- First Nations Service during time of war storyboard at Doncaster RSL.
- The *Unfinished Business* exhibition reveals the stories of 30 people of First Nations with disability. This was a collaborative project between participants and Artist and Social Documentarian, Belinda Mason Knierim OAM. The exhibition was shown from May to July and was the centrepiece to Reconciliation Week and NAIDOC week activities.
- Cultural series involving walks at significant sites around Manningham with Wurundjeri Woi-wurrung Elders to learn the living history and traditional practices.

Welcoming Cities

Welcoming Cities provides a framework to support local councils to become more welcoming and inclusive of their diverse communities, especially multicultural, refugee and First Nations communities. Manningham Council became an accredited Welcoming City in August 2021.

In 2022/23 our achievements included:

- The establishment of the Multicultural Communities Advisory Committee.
- The establishment of a calendar of significant dates and associated community events and communication plans.
- Implementation of the anti-racism project including the Racism Not Welcome campaign.
- The establishment of the Manningham Inclusive Language Guide.

Freedom of information

The *Freedom of Information Act 1982* (FOI Act) gives our community a right to access certain Council documents. Freedom of Information (FOI) requests must be made in writing and accompanied by an application fee. Under the legislation, Council must decide within 30 days of receiving a valid request whether to provide the requested information, in whole or in part, or to deny access. This timeframe may be extended for mandatory third-party consultation or by agreement with the applicant.

In 2022/23, we received 28 valid FOI requests, as well as three requests carrying over from 2021/22. The outcomes for those requests were as follows:

- Full access was granted for nine requests
- Partial access was granted for ten requests
- Refused access in full for three requests
- Documents were provided outside the FOI Act for two requests
- One request was withdrawn by the applicant
- No documents located for one request
- Five requests were not yet finalised as of 30 June 2023.

An additional 16 FOI applications were received in 2022/23, but were not processed as valid requests as they did not comply with the requirements outlined under section 17 of the FOI Act or were resolved outside the FOI Act prior to becoming valid. Reasons include non-payment of the application fee or no response from applicants after seeking clarification, or the applicant was provided with the requested information outside the FOI Act.

There were no requests to the Office of the Victorian Information Commissioner ('OVIC') for external review of access decisions in 2022/23. There were no applications for review lodged with VCAT relating to requests we processed in 2022/23. All enquiries relating to accessing documents under the FOI Act should be directed to our FOI Officer on 03 9840 9333 or FOI@manningham.vic.gov.au.

Find out more about Council's FOI process at manningham.vic.gov.au/about-council/governance-public-registers-and-your-rights/request-freedom-information

Information privacy

We are committed to protecting the personal privacy of our residents and ratepayers. We only collect, use, or disclose personal or health information where it is necessary to perform our functions or where required by law. We work hard to fully comply with our obligations under the Privacy and Data Protection Act 2014 and the Health Records Act 2001. In 2022/23:

- No complaints received under *Privacy and Data Protection Act 2014*
- No complaints received under *Health Records Act 2001*.

Further information about our information privacy policies can be found at manningham.vic.gov.au/privacy

The Manningham Health and Wellbeing Strategy 2021-2025

Every Victorian Local Government is required under the Public Health and Wellbeing Act 2008 to prepare a Municipal Public Health and Wellbeing Plan (MPHWP) within 12 months of a Council Election.

The MPHWP must consider:

- State health priorities outlined within the Victorian Public Health and Wellbeing Plan.
- Local health status and determinants.
- Partnership opportunities with the community and agencies.

The Manningham Health and Wellbeing Strategy uses an integrated planning approach with the Council Plan 2021-2025.

We implement the strategy using our annual Health and Wellbeing Action Plan. Our key achievements in 2022/2023 were:

- Strengthened focus on the importance of collaboration to build community connectedness and increase inclusion for multicultural and diverse communities.
- Increased advocacy to relevant stakeholders to address issues relating to mental health and gambling harm.
- Established a three-year strategic partnership with VicHealth to amplify the implementation of Manningham's Health and Wellbeing Strategy. We recently received alcohol harm prevention grant.
- Established a partnership with Aligned Leisure to improve outcomes for Manningham residents across four distinct areas; Health, Wellbeing, Social and Economic through the Leisure contract.

- Partnering with Swinburne University to deliver the Intergenerational Social Connections and Health Project.
- Partnering with Access Health and Community to run INFANT nutrition program, enhance food literacy and outreach services provided in Manningham.
- Working with sporting clubs to make their activities and facilities more welcoming and inclusive.
- Manningham's Reconciliation Action Plan 2023-2025 drafted (endorsed February 2023).
- Education and engagement work delivered by the waste, environment, and emergency management teams on a variety of climate resilience topics.

Domestic Animal Management Plan

In accordance with the *Domestic Animals Act 1994*, we prepare a Domestic Animal Management Plan every four years.

Our Domestic Animal Management Plan 2021-2025 is a key strategic document that identifies the key initiatives that we will deliver over the next three years in partnership with the community.

Key actions within the plan include promoting responsible pet ownership, the welfare of our cats and dogs and the safety of our community.

The implementation of a 24-hour cat confinement pilot is forecast to commence in 2023. An important feature of this initiative will be the inclusion of an amnesty period for cat owners and the provision of educative material to assist with the pilot.

For more information and to view the Domestic Animal Management Plan please see our website.

Road Management Act — Ministerial Directions

In accordance with section 22 of the *Road Management Act 2004*, Manningham must publish a copy or summary of any ministerial directions in our Annual Report. Council did not receive any ministerial directions during the 2022/23 year.

Infrastructure and development contributions

In accordance with section 46GM and 46QD of the Planning and Environment Act 1987, we must provide a report to the Minister for Planning on our infrastructure and development contributions, including levies and works in-kind during 2022/23.

Tables 15 - 17 outline infrastructure and development contributions for 2022/23.

Development Contributions Plan (DCP)

Table 13: Total DCP levies received in 2022/23

DCP name (year approved)	Levies received in 2022/23 financial year \$
Doncaster Hill Development Contributions Plan 2005	\$74,405
Total	\$74,405

Table 14: DCP land, works, services or facilities accepted in-kind in 2022/23

DCP name (year approved)	Project ID	Project description	Item purpose	Project value \$
Doncaster Hill Development Contributions Plan 2005	-	-	-	NIL
Total	-	-	-	NIL

Table 15: Land, works, services or facilities delivered in 2022/23 from DCP levies collected

Project description	Project ID	DCP name (year approved)	DCP fund expended \$	Works in kind accepted \$	Our contribution \$	Other contributions \$	Total project expenditure \$	Percentage of item delivered
Hepburn Road Extension	DI_T05	2005	\$25,890.28	Nil	\$30,392.94	Nil	\$ 56,283.22	100%
Tram / Merlin Intersection	DI_TO8	2005	\$109,209.30	Nil	\$100,808.58	Nil	\$210,017.88	60%
Walker Street footpath	DI_T007	2005	\$65,240.88	Nil	\$60,222.36	Nil	\$125,463.24	100%

Local Law

We are required to review and implement a new Local Law every 10 years.

We thoroughly reviewed our last community local law when we developed our new Community Local Law 2023, including:

- Investigating existing and emerging challenges
- Reviewing our records of complaints and feedback from residents, feedback from officers
- Conducting a benchmarking exercise of other Councils' local laws.

A proposed draft Community Local Law 2023 was provided to the community for feedback in October – December 2022. In response to the consultation undertaken, 353 people visited Manningham's Your Say website.

After considering the feedback received, changes were made to the document and presented to Council for consideration in June 2023. The Community Local Law 2023 was adopted and is being implemented.

The new Community Local Law responds to changes in Victorian Government legislation, removes unnecessary duplications and addresses current and emerging issues that have the potential to impact the health, safety and well-being of Manningham's residents, business owners and visitors.

Property Holdings

As part of our commitment to increasing transparency in our financial reporting, we include a list of our top 20 properties by value.

Table 16: Top 20 Council owned properties by value

Address	30 June 2023 consolidated value \$million
Civic Precinct including Civic Centre, MC Square and associated car parks, sport fields, reserve 687-699 Doncaster Road, Doncaster	\$138.16
Ruffey Lake Park and Rieschieks Reserve 8-50 The Boulevard, Doncaster and 125-149 George Street, Doncaster East	\$134.61
Donvale Reserve 36-82 Mitcham Road, Donvale	\$42.45
Manningham Council Depot 620-628 Blackburn Road, Doncaster East	\$37.27
Mullum Mullum Reserve 1-41 Springvale Road, Donvale	\$30.90
Aquarena 139-153 Williamsons Road, Templestowe Lower	\$27.37
Landscape Reserve 114-118 Landscape Drive, Doncaster East	\$26.96
Ted Ajani Reserve 284 Thompsons Road, Templestowe Lower	\$26.23
Templestowe Reserve 94-140 Porter Street, Templestowe	\$23.76
Zerbes Reserve 293 Blackburn Road, Doncaster East	\$23.61
Manningham Templestowe Leisure Centre 1-9 Anderson Street, Templestowe	\$20.68
Jenkins Park 18-22 Shakespeare Drive, Templestowe	\$19.19
The Pines Community Centre 522 Blackburn Road, Doncaster East	\$18.63

Address	30 June 2023 consolidated value \$million
Serpell Community Reserve 7 Burleigh Drive, Templestowe	\$18.32
St Clems Reserve 80-82 St Clems Road, Doncaster East	\$18.00
Petty's Reserve 61-77 Reynolds Road, Templestowe	\$16.18
Doncaster Reserve 918 Doncaster Road, Doncaster East	\$16.07
Timber Ridge Reserve 6-20 Anthony Avenue, Doncaster	\$15.10
Boronia Grove Reserve 105 Leeds Street, Doncaster East	\$13.22
Anderson Park 117-121 Andersons Creek Road, Doncaster East	\$12.27

- All valuations as at 30 June of the respective year.
- The consolidated values contained within this list include both land and building asset values applicable to the specific sites.
- The land values included in the Council Asset Register relate to land holdings both owned and controlled by Council.
- Council is required to value land and building assets pursuant to the provisions of AASB116 and AASB13. The fair value applicable to land value assessments, specifically parkland, recreational reserves and tree reserves alike, are adjusted to reflect site physical limitations, use restrictions, and also allow for the time and cost incurred for preparing the properties for actual realisation and in saleable status.
- All valuations are prepared for annual financial reporting purposes only.

Procurement Policy

Our new Procurement Policy was adopted in August 2021. Below is a list of contracts that Council entered into with a value above Council's Procurement Policy contract value (threshold) for invitation to tender or expression of interest.

Table 17: Contracts Council entered into with a value above Procurement Policy contract value (threshold) for invitation to tender or expression of interest for FY 2022/23

Contract Title	Cost Actual (incl. GST)	Type	RFX Type
Panel for Supply and Delivery of Quarry Products and Crushed Concrete	Schedule of Rates	Public	RFT
Sportsground Maintenance Services Panel	Schedule of Rates	Public	RFT
Aged Care Service Partners	Schedule of Rates	(Private)	RFT
Community Transport Services	Schedule of Rates	Public	RFT
Facility Management and Leisure Services	Schedule of Rates	(Private)	RFT
Exterior Cladding Upgrade Works to MC ² (Manningham City Square Building)	3,188,278.31	Public	RFT
Melbourne Hill Road Drainage Upgrade Project Works	\$2,319,087.10	Public	RFT
Yarra Trail Maintenance between Everard Drive and Tills Drive, Warrandyte	\$1,562,961.00	Public	RFT
Design and Construct of a Modular Extension at Tunstall Square Kindergarten	\$1,470,616.92	Public	RFT
Donvale, Park Orchards, Koonung Park and Wonga Park Tennis Club court reconstruction	\$1,464,900.00	Public	RFT

Contract Title	Cost Actual (incl. GST)	Type	RFX Type
Donvale, Park Orchards, and Wonga Park Tennis Club court reconstruction & floodlighting	\$1,464,900.00	Public	RFT
Websters Road reconstruction	\$1,268,034.00	Public	RFT
Construction and upgrade of floodlighting at Rieschiecks Reserve, Donvale Reserve	\$1,249,931.10	Public	RFT
Manningham Carols by Candlelight 2023 - 2025	\$825,000.00	Public	RFT
Sportsground Curating Services	\$721,292.00	Public	RFT
Refurbishment of Finns Reserve Scout Hall, Lower Templestowe	\$691,262.00	Public	RFT
Arundel Road Easement Drainage Works	\$681,037.50	Public	RFT
Replacement of two Lifts at Manningham Civic Centre (Design and Construct)	\$641,300.00	Public	RFT
106-147 Brackenbury Street, Warrandyte – ROW Stormwater Drainage Construction	\$615,661.60	Public	RFT
Supply of Installation Services - Major Road Lights - LED Retrofit	\$503,311.70	Public	RFT
Design and construction of Templestowe Park Tennis Club Courts 6 and 7	\$499,880.25	Public	RFT
Templestowe Tennis Club Courts 6 & 7 and Serpells Reserve Floodlighting Upgrade	\$377,442.56	Public	RFT

Contract Title	Cost Actual (incl. GST)	Type	RFX Type	
Donvale Reserve Cricket Nets	\$342,293.00	Public	RFT	
Ruffey Lake Park - Boulevard Hill Fitness, Ninja and Obstacle Course	\$302,456.00	Public	RFT	
Intranet project 2022	\$298,191.30	Public	RFT	
Cat Jump Park Playspace Renewal	\$288,264.00	Public	RFT	
Sports-Field Protective Netting	\$214,500.00	Public	RFT	
Manningham Flood Mapping Project				
\$157,960.00		Public	RFT	
Municipal Wide Development Contributions Plan	\$156,508.00	Public	RFT	
Facility Management and Leisure Services		EOI	Public	EOI
Expression of Interest for Bus Shelter Management Services		EOI	Public	EOI
Licencing Opportunity for Public Electric Vehicle Charging in Manningham		EOI	Public	EOI
Community Transport Older Residents Request for Information		RFI	Public	RFI

Asset Management overview

We are responsible for delivering a wide range of services that rely on our assets being created, upgraded, renewed and maintained regularly. Our Asset Management Plans are a key part of our planning and accountability framework.

To ensure we realise total value from our assets, we need to plan for, manage, and use our assets effectively. Effective management of these assets requires collecting appropriate information, including service needs, value, cost to maintain and operate, condition, performance, risk, and utilisation.

The following outlines information on some of our major asset classes.

Table 18: Asset Quantity

Asset Class	Measuring Unit	Quantity
Drainage Pipes	Length (km)	1,034 (km)
Footpaths	Area (m ²)	1,349,322 (m ²)
Off-street Carparks	Area (m ²)	252,848 (m ²)
Kerb & Channel	Length (km)	969 (km)
Roads (Base and Surface)	Area (m ²)	10,751,379 (m ²)
Buildings (Pavilions, Childcare Centres, Toilets etc.)	Number	367

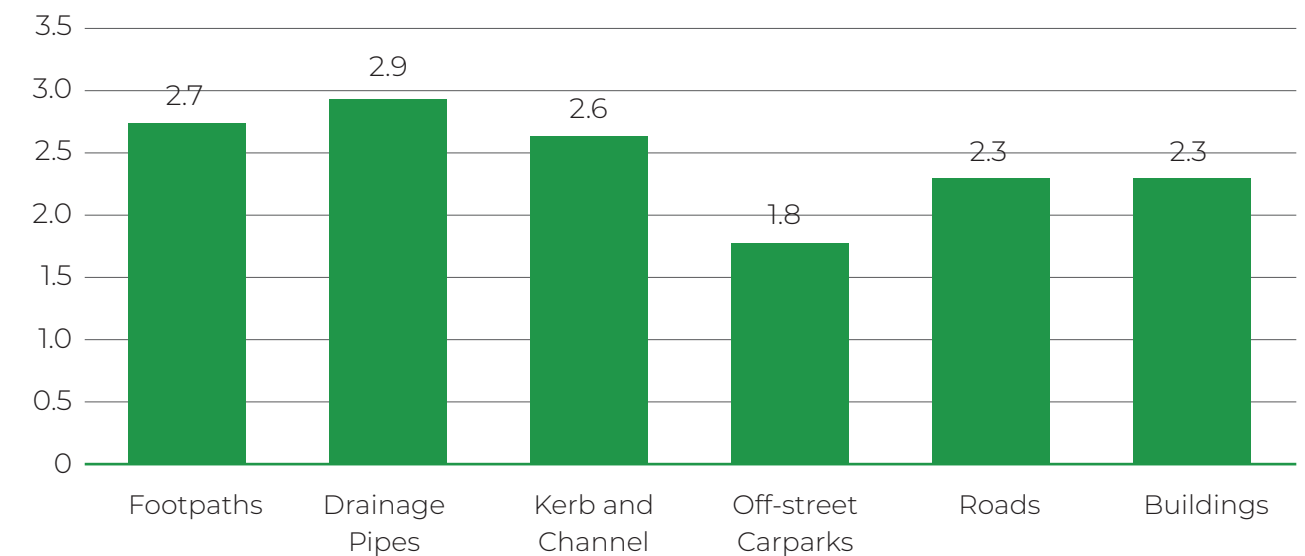
Table 19: Asset Performance

We use a five-point grading system to assess the condition of the Manningham Council's assets.

Condition Grading Scale	Name	Description
0	Brand new	New Asset
1	Very Good	Assets in excellent condition
2	Good	Only planned maintenance required
3	Fair	Minor maintenance is required, plus planned maintenance
4	Poor	Major maintenance required
5	Very Poor	Significant renewal/rehabilitation required

Based on the condition assessment of these asset classes, the average condition of all asset groups is 2.4 (between good and fair). The assets identified as having a poor or very poor condition rating are scheduled for renewal as part of our capital works programs. These assets are monitored and managed to ensure service continuity.

Figure 11: Average Condition of Assets





Financial Report

Contents

Guide to our financial report	208	3.5 Contributions	231	Note 6: Assets we manage	244
Certification of the Financial Statements	212	3.6 Net gain/(loss) on disposal of property, infrastructure, plant and equipment	231	6.1 Property, infrastructure, plant, equipment and other fixed assets	244
Victorian Auditor-General's Office Report	213	3.7 Other income	231	6.2 Investments in associates	251
Financial Statements		Note 4: The cost of delivering services	232	Note 7: People and relationships	252
Comprehensive Income Statement	215	4.1 Employee costs	232	7.1 Council and key management remuneration	252
Balance Sheet	216	4.2 Materials, services and contracts	232	7.2 Related party disclosure	254
Statement of Changes in Equity	217	4.3 Depreciation	232	Note 8: Managing uncertainties	255
Statement of Cash Flows	218	4.4 Amortisation - Intangible assets	233	8.1 Contingent assets and liabilities	255
Statement of Capital Works	219	4.5 Amortisation - Right of use assets	233	8.2 Change in accounting standards	256
Notes to Financial Statements		4.6 Bad and doubtful debts	233	8.3 Financial instruments	257
Note 1: Overview	220	4.7 Finance costs - Leases	233	8.4 Fair value measurement	258
Note 2: Analysis of our results	221	4.8 Other expenses	234	8.5 Events occurring after balance date	258
2.1.1 Income and expenditure	222	Note 5: Our financial position	235	Note 9 Other matters	259
2.1.2 Capital works	224	5.1 Financial assets	235	9.1 Reserves	259
2.2 Analysis of Council results by program	227	5.2 Non-Financial assets	237	9.2 Reconciliation of cash	261
Note 3: Funding for the delivery of our services	228	5.3 Payables, trust funds and deposits and unearned income/revenue	237	9.3 Superannuation	261
3.1 Rates and charges	228	5.4 Provisions	239	Note 10 Change in accounting policy	263
3.2 Statutory fees and fines	228	5.5 Financing arrangements	240		
3.3 User fees and charges	229	5.6 Commitments	240		
3.4 Grants	229	5.7 Leases	242		

Guide to our financial report

This guide will help you to understand and analyse Manningham's Financial Report. Some terms required by Australian Accounting Standards are unfamiliar to most readers, and some of the generally recognised terms used in private sector company reports are rephrased to be more appropriate for a Council's financial report. The Financial Report is one of Manningham's key reports as it shows how we performed financially this year and a snapshot of our financial position at 30 June 2023.

We have prepared this report in accordance with Australian Accounting Standards and relevant legislation. Manningham's Audit and Risk Committee and Councillors have examined it, and it has been audited by the Victorian Auditor-General.

What is in the Financial Report?

Council's Financial Report has two main sections:

- Five Financial Statements: the Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows, and Statement of Capital Works
- Notes to the Financial Statements that disclose our accounting policies and provide more detail on the information in the statements
- Statements by our Principal Accounting Officer and Councillors
- The Independent Auditor's Report / Auditor-General's Report.

Comprehensive income statement

This statement (formerly known as the 'Profit and Loss Statement') and shows:

- the sources of Council's income under various categories
- the expenditure incurred in operating Council during the year. These expenses relate only to the Operations and do not include the cost associated with capital expenditure or the building of assets.

While capital expenditure is not included in the expenses there is an item for depreciation. This is the value of the assets 'used up' during the year.

A surplus means that the income was greater than the operating expenditure. The surplus is mainly used to fund the Capital Works Program.

Balance sheet

This one page summary is a snapshot of the financial situation as at 30 June. It shows what Council owns as assets and what it owes as liabilities. The bottom line of this statement is net assets, or equity, and this is the net worth of Council which has been built up over many years. The assets and liabilities are further separated into current and non-current categories.

Current assets or Current liabilities are those which will fall due in the next 12 months, or cannot be deferred for greater than 12 months.

The components of the Balance Sheet are:

Current and non-current assets

- Cash and cash equivalents includes cash and investments, i.e. cash held in the bank and Council's short term investments (term deposits).
- Trade and other receivables are monies owed to Council by ratepayers and others.
- Other financial assets include term deposits with financial institutions over 90 days.
- Other assets are pre-payments of next year's expenses and monies owed to Council, other than from trading, that are not yet received.
- Investment in associates refers to Council's equity share in the Whitehorse Manningham Regional Library Service.
- Property, infrastructure, plant and equipment is the largest component of Council's worth and represents the value of all the land, buildings, roads, vehicles, equipment, etc. which have been built up by Council over many years.
- Right-of-use assets are assets that represent a lessee's right to use an underlying asset for a lease term.
- Intangible assets are assets that have no physical form such as computer software and licences.

Current and non-current liabilities

- Trade and other payables are amounts that Council owes at 30 June.
- Trust funds and deposits represent monies held in Trust by Council.
- Unearned income represents payments received for works or services yet to be done.
- Provisions include accrued employee leave entitlements.
- Interest bearing loans and borrowings represents monies owed by Council to financial institutions as at 30 June.

Net assets

This term is used to describe the difference between the value of Total Assets and the value of Total Liabilities. It represents the net worth of Council as at 30 June.

Total equity

Total equity always equates to net assets. It is made up of the following components:

- accumulated surplus: this is the value of Council, other than the Asset Revaluation reserve and Other Reserves that has been accumulated over time
- asset revaluation reserve: this represents the movement in the value of assets over the years from their original cost
- other reserves: this is the value of unspent funds from developer contributions. These funds are restricted in use and are held for future expenditure.

Statement of changes in equity

During the course of the year the value of total equity, as set out in the balance sheet, changes. This statement shows the values of such changes and how these changes arose. The main reasons for a change in equity arise from:

- the surplus for the year which is the amount that income exceeded operating costs as described in the Comprehensive Income Statement
- net asset revaluation movements reflecting the change in the value of assets
- transfer of amounts to or from Council's reserves shows the amounts utilised from reserves during the year, or placed into reserves for future use.

Cash Flow Statement

The Cash Flow Statement summarises Council's cash payments and cash receipts for the year. The values may differ from those shown in the Comprehensive Income Statement because the Comprehensive Income Statement is prepared on an accrual accounting basis and the Cash Flow Statement is based on cash receipts and cash payments. Council's cash arises from, and is used in three main areas:

Cash flows from operating activities

- All cash received into Council's bank account from ratepayers and others. Receipts also include the interest earnings from Council's cash investments.
- Payments. All cash paid by Council to employees, suppliers and others.

Cash flows from investing activities

- This section shows the cash invested in the creation or purchase of property, infrastructure, plant and equipment assets and the cash received from the sale of these assets.

Cash flows from financing activities

- This is where the receipt and repayment of borrowed funds are recorded.

The last line of the Cash Flow Statement is the Cash and Cash Equivalents held at the end of the financial year.

Statement of Capital Works

This statement summarises expenditures associated with capital purchases in the asset classes prescribed by the Regulations as part of the Capital Works Program. There are four main classes of assets:

- property: includes land and buildings purchased or developed during the year
- plant, equipment and other assets — includes non-infrastructure assets like computers, artworks, furniture and fixtures
- infrastructure: this is where the majority of the Capital Works Program is allocated. This asset class includes roads, drainage, parks, open space and recreational community facilities

- intangible assets: represents costs associated with computer software and licences.

The last section of the statement provides a breakdown of the total capital expenditure into:

- new: represents expenditure on new assets to meet current or additional service level requirements
- renewal: restores or replaces an existing asset that returns the service of the asset to its original capacity
- expansion: extends the capacity of an existing asset to provide an additional level of service and benefits to new users while maintaining the same standard for existing users
- upgrade: enhances an existing asset to provide a higher level of service and increases the life of the asset.

Notes to the Financial Statements

The Notes are an important and informative section of the report and include information on Manningham's accounting policies and how we arrive at our figures. Each note is numbered and these numbers are displayed beside the relevant items in the statements for easy reference. If there is other information we want to share that can't be incorporated into the statements, we provide this in the Notes, for example:

- the breakdown of our expenses, revenues, reserves and assets
- contingent liabilities
- transactions with people related to Manningham.

For a clear picture of our financial performance, please read the Financial Statements and Notes to the Financial Statements together.

Statements by Principal Accounting Officer and Councillors

Our Principal Accounting Officer is responsible for the financial management of the organisation. They are responsible for certifying that these Financial Statements, in their professional opinion, meet all statutory and professional reporting requirements. Two councillors, on behalf of the elected Council, certify that, in their opinion, the Financial Statements are fair and not misleading.

Independent Auditor's Report and Auditor-General's Report

The Independent Auditor's Report provides readers of our Annual Report with an external, independent opinion on our Financial Report and Statements. It confirms that we have prepared our Financial Report in accordance with relevant legislation and professional standards and that it represents a fair picture of Manningham's financial affairs. The Victorian Auditor-General is Council's auditor.

External audit

Each year we are externally audited by the Victorian Auditor-General's Office (VAGO). For the 2022/23 financial year, our financial and performance statements were audited by a VAGO representative as required by the Audit Act 1994. These statements are provided in this Annual Report from page 213.

Certification of the Financial Statements

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



Jon Gorst (BCom, CPA)
Principal Accounting Officer
12 September 2023
Doncaster

In our opinion, the accompanying financial statements present fairly the financial transactions of Manningham City Council for the year ended 30 June 2023 and the financial position of 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.



Deirdre Diamante
Mayor
12 September 2023
Doncaster



Thomas Lightbody
Deputy Mayor
12 September 2023
Doncaster



Andrew Day
Chief Executive Officer
12 September 2023
Doncaster

Victorian Auditor-General's Office Report



Independent Auditor's Report

To the Councillors of Manningham City Council

Opinion

I have audited the financial report of Manningham City Council (the council) which comprises the:

- balance sheet as at 30 June 2023
- comprehensive income statement for the year then ended
- statement of changes in equity for the year then ended
- statement of cash flows for the year then ended
- statement of capital works for the year then ended
- notes to the financial statements, including significant accounting policies
- certification of the financial statements.

In my opinion the financial report presents fairly, in all material respects, the financial position of the council as at 30 June 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 *Local Government Act 2020*, the *Local Government (Planning and Reporting) Regulations 2020* and applicable Australian Accounting Standards.

Basis for Opinion

I have conducted my audit in accordance with the *Audit Act 1994* which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the *Auditor's Responsibilities for the Audit of the Financial Report* section of my report.

My independence is established by the *Constitution Act 1975*. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to my audit of the financial report in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Councillors' responsibilities for the financial report

The Councillors of the council are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards, the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the Councillors are responsible for assessing the council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is inappropriate to do so.

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
18 September 2023

Comprehensive Income Statement

For the Year Ended 30 June 2023

	Note	2023 \$'000	2022 \$'000
Income / Revenue			
Rates and charges	3.1	117,481	114,315
Statutory fees and fines	3.2	2,926	3,094
User fees and charges	3.3	8,749	7,016
Grants - operating	3.4 (a)	13,860	13,292
Grants - capital	3.4 (b)	7,079	6,800
Contributions - monetary	3.5	4,614	6,670
Contributions - non-monetary	3.5	2,572	16,458
Other income	3.7	3,684	1,975
Share of surplus from investment in associate	6.2	291	39
Total income / revenue		161,256	169,659
Expenses			
Employee costs	4.1	61,530	53,813
Materials, services and contracts	4.2	32,020	29,029
Depreciation	4.3	26,380	23,738
Amortisation - Intangible assets	4.4	2,397	2,311
Amortisation - Right of use assets	4.5	347	345
Bad and doubtful debts - allowance for impairment losses	4.6	267	160
Finance costs - Leases	4.7	52	55
Net (gain)/loss on disposal of property, infrastructure, plant and equipment	3.6	1,828	2,480
Other expenses	4.8	28,837	25,608
Total expenses		153,658	137,539
Surplus/(deficit) for the year		7,598	32,120
Other comprehensive income			
Item that will not be reclassified to surplus or deficit in future periods			
Net asset revaluation increment/(decrement)	9.1 (a)	182,062	225,877
Total other comprehensive income		182,062	225,877
Total comprehensive result		189,660	257,997

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

Balance Sheet

For the Year Ended 30 June 2023

	Note	2023 \$'000	2022 \$'000
Assets			
Current assets			
Cash and cash equivalents	5.1 (a)	21,501	24,623
Trade and other receivables	5.1 (c)	17,862	15,925
Other financial assets	5.1 (b)	68,500	68,679
Other assets	5.2 (a)	4,097	2,371
Total current assets		111,960	111,598
Non-current assets			
Trade and other receivables	5.1 (c)	398	374
Investments in associates	6.2	3,156	2,865
Property, infrastructure, plant, equipment and other fixed assets	6.1	2,638,064	2,444,670
Right-of-use assets	5.7	2,158	2,358
Intangible assets	5.2 (b)	4,734	6,987
Total non-current assets		2,648,510	2,457,254
Total assets		2,760,470	2,568,852
Liabilities			
Current liabilities			
Trade and other payables	5.3 (a)	20,550	16,814
Trust funds and deposits	5.3 (b)	13,389	13,890
Unearned income/revenue	5.3 (c)	5,424	7,858
Provisions	5.4	14,894	13,976
Lease liabilities	5.7	339	297
Total current liabilities		54,596	52,835
Non-current liabilities			
Provisions	5.4	1,542	1,141
Lease liabilities	5.7	1,960	2,164
Total non-current liabilities		3,502	3,305
Total liabilities		58,098	56,140
Net Assets		2,702,372	2,512,712
Equity			
Accumulated surplus		830,338	822,326
Reserves	9.1	1,872,034	1,690,386
Total Equity		2,702,372	2,512,712

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

2023	Note	Accumulated surplus \$'000	Asset revaluation reserves \$'000	Other reserves \$'000	Total \$'000
Balance at beginning of the financial year		822,326	1,676,124	14,262	2,512,712
Surplus for the year		7,598	-	-	7,598
Net asset revaluation increment/(decrement)	9.1 (a)	-	182,062	-	182,062
Transfer to accumulated surplus on realisation of assets	9.1 (a)	2,027	(2,027)	-	-
Transfers from other reserves	9.1 (b)	2,391	-	(2,391)	-
Transfers to other reserves	9.1 (b)	(4,004)	-	4,004	-
Balance at end of the financial year		830,338	1,856,159	15,875	2,702,372
2022	Note	Accumulated surplus \$'000	Asset revaluation reserves \$'000	Other reserves \$'000	Total \$'000
Balance at beginning of the financial year		789,554	1,451,963	13,198	2,254,715
Surplus for the year		32,120	-	-	32,120
Net asset revaluation increment/(decrement)	9.1 (a)	-	225,877	-	225,877
Transfer to accumulated surplus on realisation of assets	9.1 (a)	1,716	(1,716)	-	-
Transfers from other reserves	9.1 (b)	5,173	-	(5,173)	-
Transfers to other reserves	9.1 (b)	(6,237)	-	6,237	-
Balance at end of the financial year		822,326	1,676,124	14,262	2,512,712

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

	Note	2023 Inflows/(Outflows) \$'000	2022 Inflows/(Outflows) \$'000
Cash flows from operating activities			
Rates and waste charges		115,613	113,380
Statutory fees, fines and user charges		10,951	10,601
Grants - operating		8,109	5,819
Grants - capital		10,362	12,742
Contributions - monetary		4,614	6,670
Interest received		2,241	474
Net increase in trust funds and deposits		(501)	345
Other receipts		884	1,522
Net GST refund/(payment)		(67)	334
Materials, services and contracts		(65,500)	(57,041)
Short-term, low value and variable lease payments		(480)	(414)
Employee costs		(55,399)	(54,576)
Net cash provided by/(used in) operating activities	9.2	30,827	39,856
Cash flows from investing activities			
Payments for property, plant and equipment, infrastructure, and other fixed assets		(39,317)	(34,820)
Proceeds from disposal of property, infrastructure, plant, equipment and other fixed assets	3.6	5,550	692
Receipts/(payments) for other financial assets		179	(25,061)
Net cash provided by/(used in) investing activities		(33,588)	(59,189)
Cash flows from financing activities			
Interest paid - lease liability		(52)	(55)
Repayment of lease liabilities		(309)	(294)
Net cash provided by/(used in) financing activities		(361)	(349)
Net increase/(decrease) in cash and cash equivalents		(3,122)	(19,682)
Cash and cash equivalents at the beginning of the financial year		24,623	44,305
Cash and cash equivalents at the end of the financial year	5.1 (a)	21,501	24,623
Financing arrangements	5.5		

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		
Land	2,742	1,272
Buildings	6,764	9,022
Total property	9,506	10,294
Plant, equipment and other assets		
Plant, machinery and equipment	1,256	1,434
Fixtures, fittings and furniture	55	208
Computers and telecommunications	211	1,163
Artworks	258	46
Total plant, equipment and other assets	1,780	2,851
Infrastructure		
Roads	10,276	9,555
Bridges	856	79
Footpaths and cycleways	4,668	2,843
Off street car parks	-	1,781
Drainage	4,266	3,110
Recreational, leisure and community facilities	8,957	3,905
Parks, open space and streetscapes	4,161	4,922
Waste management	280	-
Total infrastructure	33,464	26,195
Intangible assets		
Software	299	1,153
Total intangible assets	299	1,153
Total capital works expenditure	45,049	40,493
Represented by:		
New asset expenditure	13,711	11,016
Asset renewal expenditure	23,143	23,192
Asset expansion expenditure	1,181	1,472
Asset upgrade expenditure	7,014	4,813
Total capital works expenditure	45,049	40,493

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

Note 1: Overview

Note 1 Overview

Introduction

The City of Manningham 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 699 Doncaster Road, Doncaster, Victoria.

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 the 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.

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

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

Revisions to accounting estimates are recognised in the period in which the estimate is revised and also in future periods that are affected by the revision. Judgements and assumptions made by management in the application of AAS'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 6.1);
- the determination of depreciation for buildings, infrastructure, plant and equipment (refer to Note 6.1);
- the determination of employee provisions (refer to Note 5.4);
- 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 5.7);
- 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.

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.

Note 2: Analysis of our results

Note 2 Analysis of our results

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 lower of 10% or \$500,000 to budget on a line item basis, or where further explanation is warranted. Explanations have not been provided for variations below the materiality threshold unless the variance is considered to be material because of its nature.

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

2.1.1 Income/Revenue and expenditure

	Budget 2023 \$'000	Actual 2023 \$'000	Variance 2023 \$'000	Variance 2023 %	Ref
Income / Revenue					
Rates and charges	117,382	117,481	99	0	
Statutory fees and fines	3,727	2,926	(801)	(21)	1
User fees and charges	10,072	8,749	(1,323)	(13)	2
Grants - operating	11,376	13,860	2,484	22	3
Grants - capital	6,624	7,079	455	7	
Contributions - monetary	6,782	4,614	(2,168)	(32)	4
Contributions - non-monetary	1,059	2,572	1,513	143	5
Other income	824	3,684	2,860	347	6
Share of surplus from investment in associate	-	291	291	100	7
Total income / revenue	157,846	161,256	3,410		
Expenses					
Employee costs	57,868	61,530	(3,662)	(6)	8
Materials, services and contracts	30,697	32,020	(1,323)	(4)	9
Depreciation	25,940	26,380	(440)	(2)	
Amortisation - intangible assets	3,029	2,397	632	21	10
Amortisation - Right of use assets	292	347	(55)	(19)	11
Bad and doubtful debts - allowance for impairment losses	-	267	(267)	(100)	12
Finance costs - Leases	45	52	(7)	(16)	13
Net (gain)/loss on disposal of property, infrastructure, plant and equipment	(91)	1,828	(1,919)	2,109	14
Other expenses	20,082	28,837	(8,755)	(44)	15
Total expenses	137,862	153,658	(15,796)		
Surplus/(deficit) for the year	19,984	7,598	(12,386)	(62)	

Note 2 Analysis of our results (cont.)

2.1 Performance against budget (cont.)

2.1.1 Income/Revenue and expenditure (cont.)

(i) Explanation of material variations

Ref.	Item	Explanation
1	Statutory fees and fines	Outcome: Less than budget \$801,000 or 21% Statutory fees were lower than budget by \$0.80 million mainly due to decreased enforcement activity as a result of staff resourcing issues impacting parking infringements \$0.45 million and lower than expected permits fees (planning & asset protection) and local laws infringements.
2	User fees and charges	Outcome: Less than budget \$1,323,000 or 13% User fees and charges were \$1.32 million lower than budget due to lower than anticipated demand for function centre & community venue facilities (\$0.77 million), art studios and child care services income utilisation lower than anticipated (\$0.19 million), city compliance permit & registration fees (\$0.18 million), engineering development fees (\$0.11 million) and utilities reimbursements (\$0.10 million).
3	Grants - operating	Outcome: Greater than budget \$2,484,000 or 22% A change in the timing of Financial Assistance Grants with the Federal Government bringing forward 100% of the 2023/24 grant allocation into the 2022/23 financial year (budgeted to receive 50% in 2022/23) resulted in a favourable variance of \$1.78 million. In addition, Council recognised unbudgeted grant funding for Commonwealth Home Support Program (CHSP), placemaking outdoor activation, sustainability and biodiversity programs.
4	Contributions - monetary	Outcome: Less than budget \$2,168,000 or 32% Developers' cash contributions in lieu of public open space and infrastructure requirements were \$2.37 million lower than budget and relate to the level of development activity in Manningham. These funds are placed into a cash backed reserve to be used to fund recreation and open space improvements for the community. This is partly offset by higher than budgeted contributions from clubs to fund capital work projects.
5	Contributions - non-monetary	Outcome: Greater than budget \$1,513,000 or 143% The value of land, land under roads and drainage pipes and other infrastructure assets transferred across the municipality to Manningham by developers was \$1.51 million higher than originally budgeted.
6	Other income	Outcome: Greater than budget \$2,860,000 or 347% Higher than budgeted other income is mainly due to term deposit interest rates improving significantly in the current economic environment leading to a favourable variance of \$2.13 million. In addition, other income includes one-off items (\$0.67 million) recognised in 2022/23.
7	Share of surplus from investment in associate	Outcome: Greater than budget \$291,000 or 100% Represents Council's share of the Whitehorse Manningham Regional Library Corporation (WMRL) surplus for 2022/23. Council has a Council has a 35.1% equity interest.
8	Employee costs	Outcome: Greater than budget \$3,662,000 or 6% Employee costs for 2022/23 were \$3.66 million or 6.33 per cent higher than budget. This mainly relates to a provision raised in 2022/23 for one off restructure costs as a result of Council's decision to transition out of the Commonwealth funded Home Support Service provision, partly offset by savings due to a number of vacancies across the organisation.
9	Materials, services and contracts	Outcome: Greater than budget \$1,323,000 or 4% Materials, services and contracts were \$1.32 million or 4.31 per cent greater than budget. This is mainly attributable to increased activity in Parks and Natural Environment to conduct essential maintenance work and catch up on lower than projected work during COVID outbreak. In addition, costs associated with the implementation of the new Food Organic Garden Organic (FOGO) waste service (originally budgeted in the capital works program but is operational expenditure in nature) and waste collection/transportation costs have escalated due to an increase in the fuel levy.

Note 2 Analysis of our results (cont.)

2.1 Performance against budget (cont.)

2.1.1 Income/Revenue and expenditure (cont.)

(i) Explanation of material variations

Ref.	Item	Explanation
10	Amortisation - Intangible assets	Outcome: Less than budget \$632,000 or 21% Amortisation is an accounting measure which attempts to allocate the value of an asset over its useful life for Council's intangible assets (software). Amortisation was lower than budget predominately due to timing of projects.
11	Amortisation - Right of use assets	Outcome: Greater than budget \$55,000 or 19% Amortisation on right of use assets was greater than budget mainly due to the take up of a new lease during the year.
12	Bad and doubtful debts - allowance for impairment losses	Outcome: Greater than budget \$267,000 or 100% Mainly associated with the write off of uncollectable sports ground rental, traffic, animal management and local laws related debts.
13	Finance costs - Leases	Outcome: Greater than budget \$7,000 or 16% The finance costs associated with lease liabilities were slightly higher than budgeted.
14	Net (gain)/loss on disposal of property, infrastructure, plant and equipment	Outcome: Greater than budget \$1,919,000 or 2109% Net loss on disposal of assets was mainly attributable to write off of infrastructure assets (drainage pipes, pits, roads, footpaths and cycleways) totalling \$2.75 million and building (\$0.16 million) as part of the capital works program to replace with new and other infrastructure assets. This is partly offset by a net gain of \$0.92 million on disposal/replacement of existing assets as part of the ongoing Plant Replacement Program and sale of parcels of land within the North East Link project area to the State Government.
15	Other expenses	Outcome: Greater than budget \$8,755,000 or 44% Other expenses include a wide range of costs incurred in delivering Council services and include utilities, software licences, legal expenses, consultancy, insurance, postage, telephone and general office expenses. The unfavourable variance is primarily due to: * \$7.35 million of operational expenditure that was originally budgeted in the Capital Works Program but has been classified as non-capital in nature and transferred to Other expenses as part of the year end process; * software licences and software subscriptions exceeded full year budget by \$1.09 million; and * legal expenses were unfavourable by \$0.43 million for various one-off projects and legal matters.

Note 2 Analysis of our results (cont.)

2.1 Performance against budget (cont.)

2.1.2 Capital works

	Budget 2023 \$'000	Actual 2023 \$'000	Variance 2023 \$'000	Variance 2023 %	Ref
Property					
Land	6,800	2,742	4,058	60	16
Buildings	8,981	6,764	2,217	25	17
Total property	15,781	9,506	6,275		
Plant, equipment and other assets					
Plant, machinery and equipment	1,888	1,256	632	33	18
Fixtures, fittings and furniture	-	55	(55)	(100)	19
Computers and telecommunications	1,016	211	805	79	20
Artworks	265	258	7	3	
Total plant, equipment and other assets	3,169	1,780	1,389		
Infrastructure					
Roads	15,194	10,276	4,918	32	21
Bridges	440	856	(416)	(95)	22
Footpaths and cycleways	4,000	4,668	(668)	(17)	23
Drainage	5,622	4,266	1,356	24	24
Recreational, leisure and community facilities	5,909	8,957	(3,048)	(52)	25
Parks, open space and streetscapes	9,528	4,161	5,367	56	26
Waste management	2,760	280	2,480	(100)	27
Drainage	43,453	33,464	9,989		
Intangible assets					
Software	2,762	299	2,463	89	28
Total intangible assets	2,762	299	2,463		
Total capital works expenditure	65,165	45,049	20,116	31	
Represented by:					
New asset expenditure	24,550	13,711	10,839	44	
Asset renewal expenditure	23,316	23,143	173	1	
Asset expansion expenditure	2,849	1,181	1,668	59	
Asset upgrade expenditure	14,450	7,014	7,436	51	
Total capital works expenditure	65,165	45,049	20,116		

Note 2 Analysis of our results (cont.)

2.1 Performance against budget (cont.)

2.1.2 Capital works (cont.)

(i)	Explanation of material variations	Ref.	Item	Explanation
16	Land			Outcome: Less than budget \$4,058,000 or 60% Property acquisitions were lower than budgeted and are dependant on appropriate properties being available during the year for open space or strategic investment opportunities.
17	Buildings			Outcome: Less than budget \$2,217,000 or 25% Building projects were significantly impacted by contractor and material availability issues, external authority approvals and consultation undertaken with various stakeholders. The net under spend of \$2.2 million primarily relates to a number of large building projects which will now be finalised in the following year including MC2 Exterior (\$1 million), Tunstall Square Kindergarten expansion (\$0.7 million) and Schramm's Cottage Restoration Works (\$0.3 million).
18	Plant, machinery and equipment			Outcome: Less than budget \$632,000 or 33% Ongoing supply availability issues resulted in delays in vehicle availability. Funds totalling \$0.5 million are to be carried forward into the following year.
19	Fixtures, fittings and furniture			Outcome: Greater than budget \$55,000 or 100% Relates to additional workplace furniture required in work and meeting spaces to meet requirements.
20	Computers and telecommunications			Outcome: Less than budget \$805,000 or 79% New HRIS System project was delayed. Also, a number of Technology Program projects listed in the Capital Works Program were subsequently reclassified as operational in nature.
21	Roads			Outcome: Less than budget \$4,918,000 or 32% Net under expenditure of \$4.9 million due to projects deferred to future years including the Tram/Merlin Traffic Signal project (\$1 million), Jumping Creek Road (\$1.2 million) and Fitzsimons Lane (\$2 million). Tuckers Road and Footpath project was completed with significant cost savings (\$0.7 million).
22	Bridges			Outcome: Greater than budget \$416,000 or 95% Due to greater than anticipated minor bridge renewal works and the Yarra River Shared Path Bridge project being ahead of schedule.
23	Footpaths and cycleways			Outcome: Greater than budget \$668,000 or 17% The reclassification of components of a number of roads projects to Footpath and cycleways resulted in the net over expenditure.
24	Drainage			Outcome: Less than budget \$1,356,000 or 24% Expenditure on drainage was below budget as the Melbourne Hill Road Drainage Upgrade was delayed into future years as a result of the complexity of the works.
25	Recreational, leisure and community facilities			Outcome: Greater than budget \$3,048,000 or 52% Due to escalation of building costs on pavilion projects (including Deep Creek Reserve and Schramms Reserve #2 Modular totalling \$1 million). Also \$2 million of significant recreation projects were brought forward from future years to 2022/23 in response to community requirements.
26	Parks, open space and streetscapes			Outcome: Less than budget \$5,367,000 or 56% Delays to projects at Hepburn Reserve, Macedon Square and Ruffey Creek Linear Park (Foote Street) Pedestrian Operated signals resulted in significant funding being carried forward into 2023/24.

Note 2 Analysis of our results (cont.)

2.1 Performance against budget (cont.)

2.1.2 Capital works (cont.)

(i) Explanation of material variations

Ref.	Item	Explanation
27	Waste management	Outcome: Less than budget \$2,480,000 or 100% Due to the reclassification of the Food Organics and Garden Organics project which was reflected as operating expenditure.
28	Software	Outcome: Less than budget \$2,463,000 or 89% A number of Technology Program projects listed in the Capital Works Program were subsequently reclassified as operational in nature.

Note 2 Analysis of our results (cont.)

2.2 Analysis of Council results by program

Council delivers its functions and activities through the following programs.

(a) CEO Office

CEO Office is responsible for providing a range of strategic and operational services including elected representatives, legal, governance and risk, financial and procurement services.

City Services

City Services is responsible for delivering services to the community centred around accommodation, drainage amenity, cleanliness, waste management, traffic management and emergency response. It is also responsible for protecting, maintaining and enhancing Manningham's assets and natural environment, including its buildings, roads, car parks, drains, footpaths, parks, bushlands, recreation fields, streetscapes and other infrastructure.

City Planning

The City Planning area includes services relating to strategic land use planning, social planning, transport planning, strategic drainage planning, urban design and open space planning, development approvals and compliance, environmental health, animal management, local laws and school crossings.

Connected Communities

The Connected Communities area includes services relating to social planning, transport planning, recreation, economic development, community development, community and cultural events, community venues, aged and disability support, maternal and child health, kindergartens and libraries.

Experience and Capability

Experience and Capability provides a range of support services across council to enable the delivery of council services. The provision of these services includes customer service, business enablement, information technology, people and communications.

Corporate Activities

Corporate activities relates to services to ratepayers, council and executives which are not allocated to individual directorates. This includes general rates revenue, interest on investments, Financial Assistance Grants, asset sales, depreciation and capital grants. The value of Council land and buildings is also retained in the Corporate activities service area.

(b) Summary of income / revenue, expenses, and assets by program

	Income / Revenue \$'000	Expenses \$'000	Surplus/ (Deficit) \$'000	Grants included in income / revenue \$'000	Total assets \$'000
2023					
CEO Office	2,606	10,873	(8,267)	-	-
City Services	19,065	73,606	(54,541)	567	824,871
City Planning	9,428	15,847	(6,419)	715	28,140
Connected Communities	11,554	30,709	(19,155)	8,673	43,341
Experience and Capability	2	20,273	(20,271)	-	5,604
Corporate Activities	118,601	2,350	116,251	10,984	1,858,514
	161,256	153,658	7,598	20,939	2,760,470
2022					
CEO Office	1,850	10,082	(8,232)	-	-
City Services	20,234	67,833	(47,599)	592	729,454
City Planning and Community	21,455	38,583	(17,138)	9,064	39,087
Experience and Capability	46	22,622	(22,576)	45	8,045
Corporate Activities	126,074	(1,591)	127,665	10,391	1,792,266
	169,659	137,539	32,120	20,092	2,568,852

An organisational redesign was conducted during the 2022/23 financial year.

Note 3: Funding for the delivery of our services

	2023 \$'000	2022 \$'000
Note 3 Funding for the delivery of our services		
3.1 Rates and charges		
The Council uses Capital Improved Value (CIV) as the basis of valuation of all properties within the municipal district. The CIV of a property is its land value and the value of improvements such as buildings and other improvements.		
The CIV used to calculate general rates for 2022/23 was \$67,162 million (2021/22, \$56,517 million). The 2022/23 rate in the CIV dollar was 0.00148199 (2021/22, 0.00171312).		
General rates	99,409	96,695
Supplementary rates	372	686
Recreational land	16	30
Interest on rates and charges	1,057	906
	<u>100,854</u>	<u>98,317</u>
Waste charges	16,627	15,998
	<u>16,627</u>	<u>15,998</u>
Total rates and charges	<u>117,481</u>	<u>114,315</u>
The date of the latest general revaluation of land for rating purposes within the municipal district was 1 January 2023, and the valuation will be first applied in the rating year commencing 1 July 2023.		
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	840	708
Town planning fees	1,183	1,349
Land and property information certificates	465	529
Asset protection and other permits	438	508
Total statutory fees and fines	<u>2,926</u>	<u>3,094</u>

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.

	2023 \$'000	2022 \$'000
Note 3 Funding for the delivery of our services (cont.)		
3.3 User fees and charges		
Hall hire and function centre charges	965	417
Social and community services charges	562	366
Town planning fees (non-statutory)	720	718
Aged services fees	647	660
Registration fees	1,238	1,143
Advertising fees	75	37
Culture and recreation fees	171	64
Chargeable works fees	1,143	1,045
Rent and lease charges	2,751	1,967
Other fees and charges	477	599
Total user fees and charges	<u>8,749</u>	<u>7,016</u>
User fees and charges by timing of revenue recognition		
User fees and charges recognised over time	-	-
User fees and charges recognised at a point in time	8,749	7,016
Total user fees and charges	<u>8,749</u>	<u>7,016</u>
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.		
3.4 Grants (Funding from other levels of government)		
Grants were received in respect of the following:		
Summary of grants		
Commonwealth funded grants	15,858	14,323
State funded grants	5,081	5,769
Total grants received	<u>20,939</u>	<u>20,092</u>
(a) Operating grants		
Recurrent - Commonwealth Government		
Financial Assistance Grants	3,898	3,591
Aged services	6,496	6,400
Recurrent - State Government		
Economic and environment	70	67
Immunisation	77	78
Maternal and child health	918	895
School crossing supervisors	355	307
Social and community	924	703
Community safety	21	28
Other	340	414
Total recurrent operating grants	<u>13,099</u>	<u>12,483</u>
Non-recurrent - Commonwealth Government		
Aged services	282	3
Other	11	-
Non-recurrent - State Government		
Economic and environment	164	-
Social and community	28	32
Maternal and child health	14	127
Community Resilience (COVID-19)	228	367
Immunisation	15	-
Other	19	280
Total non-recurrent operating grants	<u>761</u>	<u>809</u>
Total operating grants	<u>13,860</u>	<u>13,292</u>

	2023	2022
	\$'000	\$'000
Note 3 Funding for the delivery of our services (cont.)		
3.4 Grants (Funding from other levels of government) (cont.)		
(b) Capital grants		
Recurrent - Commonwealth Government		
Financial Assistance Grants - local roads	1,305	1,183
Roads to Recovery	430	536
Total recurrent capital grants	1,735	1,719
Non-recurrent - Commonwealth Government		
Recreation	112	363
Footpaths and cycleways	237	593
Parks & open space	79	75
Roads	3,007	1,529
Other	-	50
Non-recurrent - State Government		
Recreation	1,666	1,638
Streetscapes	-	40
Buildings	75	28
Parks & open space	168	765
Total non-recurrent capital grants	5,344	5,081
Total capital grants	7,079	6,800
(c) Recognition of grant income		
Before recognising funding from government grants as revenue 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.		
Income recognised under AASB 1058 Income of Not-for-Profit Entities		
General purpose	5,211	4,774
Specific purpose grants to acquire non-financial assets	5,775	5,617
Other specific purpose grants	732	991
Revenue recognised under AASB 15 Revenue from Contracts with Customers		
Specific purpose grants	9,220	8,710
	20,938	20,092
(d) Unspent grants received on condition that they be spent in a specific manner		
Operating		
Balance at start of year	3,053	2,163
Received during the financial year and remained unspent at balance date	3,811	2,946
Received in prior years and spent during the financial year	(2,761)	(2,056)
Balance at year end	4,103	3,053
Capital		
Balance at start of year	6,658	7,878
Received during the financial year and remained unspent at balance date	1,125	1,627
Received in prior years and spent during the financial year	(3,455)	(2,847)
Balance at year end	4,328	6,658

Unspent grants are determined and disclosed on a cash basis.

	2023	2022
	\$'000	\$'000
Note 3 Funding for the delivery of our services (cont.)		
3.5 Contributions		
Monetary	4,614	6,670
Non-monetary	2,572	16,458
Total contributions	7,186	23,128
Contributions of monetary assets comprised of:		
Resort and recreation Contributions (Public Open Space contributions)	3,930	6,237
Doncaster Hill activity centre Developers Contributions	74	-
Operating contributions	93	98
Capital contributions	517	335
Total monetary contributions	4,614	6,670
Contributions of non monetary assets were received in relation to the following asset classes:		
Land	6	4,681
Land under roads	423	4,011
Plant, machinery and equipment	-	22
Infrastructure	2,082	7,718
Volunteer Services	61	26
Total non-monetary contributions	2,572	16,458
Monetary and non monetary contributions are recognised as revenue at their fair value when Council obtains control over the contributed asset.		
3.6 Net gain/(loss) on disposal of property, infrastructure, plant and equipment		
Proceeds from disposal	5,550	692
Written down value of assets disposed	(4,626)	(1,737)
Written down value of assets scrapped	(2,752)	(1,435)
Total net gain/(loss) on disposal of property, infrastructure, plant and equipment	(1,828)	(2,480)
The profit or loss on disposal of an asset is determined when control of the asset has passed to the buyer.		
3.7 Other income		
Interest on investments	2,776	484
Royalties	80	1,246
Other	828	245
Total other income	3,684	1,975
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.		

Note 4: The cost of delivering services

	2023 \$'000	2022 \$'000
Note 4 The cost of delivering services		
4.1 Employee costs		
(a) Wages and salaries	50,307	44,129
Casual staff	2,523	2,769
Salary oncost *	8,329	6,598
Other employee costs	371	317
Total employee costs	61,530	53,813
Engineering design work and capital project supervision completed by employees to the value of \$3.423 million (\$2.955 million 2021/22) is reported in the Statement of Capital Works, and is not included in employee costs.		
* Salary oncost includes annual leave and long service leave provision, Workcover and superannuation costs.		
(b) Superannuation		
Manningham City Council made contributions to the following funds:		
Defined benefit fund		
Employer contributions - Local Authorities Superannuation Fund (Vision Super)	226	221
	226	221
Employer contributions payable as at 30 June	-	-
Accumulation funds		
Employer contributions - Local Authorities Superannuation Fund (Vision Super)	2,551	2,461
Employer contributions - other funds	2,547	2,264
	5,098	4,725
Employer contributions payable as at 30 June	242	220
Refer to note 9.3 for further information relating to Council's superannuation obligations.		
4.2 Materials, services and contracts		
Materials, services and general maintenance	1,574	6,252
Plant and equipment maintenance	652	554
Contracts and services - community building repairs and maintenance	3,539	1,575
Contracts and services - parks, gardens, sporting reserves and street trees	7,330	6,639
Contracts and services - drains, roads and footpaths	4,003	2,707
Contracts and services - waste collection and disposal services	14,922	11,302
Total materials, services and contracts	32,020	29,029
Expenses are recognised as they are incurred and reported in the financial year to which they relate.		
4.3 Depreciation		
Property	4,575	4,257
Plant, machinery and other assets	1,815	1,864
Infrastructure	19,990	17,617
Total depreciation	26,380	23,738
Refer to note 6.1 for a more detailed breakdown of depreciation charges and accounting policy.		

	2023 \$'000	2022 \$'000
Note 4 The cost of delivering services (cont.)		
4.4 Amortisation - Intangible assets		
Software	2,397	2,311
Total amortisation - intangible assets	2,397	2,311
Refer to note 5.2(b) and 6.1 for a more detailed breakdown of amortisation charges and accounting policy.		
4.5 Amortisation - Right of use assets		
Property	335	321
Equipment	12	24
Total amortisation - right of use assets	347	345
Refer to note 5.7 for a more detailed breakdown of amortisation charges and accounting policy.		
4.6 Bad and doubtful debts - allowance for impairment losses		
Parking fine debtors	89	20
Other debtors	178	140
Total bad and doubtful debts - allowance for impairment losses	267	160
Movement in allowance for impairment losses in respect of debtors		
Balance at the beginning of the year	1,718	1,592
New provisions recognised during the year	267	160
Amounts provided for but recovered/written off during the year	(218)	(34)
Balance at end of year	1,767	1,718
An allowance for impairment losses in respect of debtors is recognised based on an expected credit loss model. This model considers both historic and forward looking information in determining the level of impairment.		
4.7 Finance costs - Leases		
Interest - Lease liabilities	52	55
Total finance costs	52	55

		2023	2022
		\$'000	\$'000
Note 4	The cost of delivering services (cont.)		
4.8	Other expenses		
	Community grants and contributions		
	Community grants	1,346	1,276
	Library contributions	4,109	3,989
	Total community grants and contributions	5,455	5,265
	Utilities		
	Utilities - electricity, water, other	1,285	1,350
	Street lighting	852	877
	Total utilities	2,137	2,227
	Other miscellaneous expenses		
	Auditor's remuneration - VAGO - annual financial statements, performance statement and grant acquittals	69	67
	Auditor's remuneration - other parties	19	22
	Auditor's remuneration - Internal audit	127	114
	Councillors' allowances	437	411
	Fire service levy	138	137
	Insurance	1,336	1,174
	Leases	480	414
	Consultants - engineering	277	263
	Consultants - human resources	1	51
	Consultants - economic and environmental	484	553
	Consultants - information technology	609	14
	Consultants - other	373	141
	Bank charges	224	248
	Catering (including function centre)	334	109
	Legal	1,016	904
	Software licences	4,932	3,570
	Telephone	463	703
	Postage	543	306
	Printing	243	209
	Training	423	259
	Design fees, maintenance and other IT costs - non capital	7,347	6,548
	Volunteer Services	61	26
	Other	1,309	1,873
	Total other miscellaneous expenses	21,245	18,116
	Total other expenses	28,837	25,608

Note 5: Our financial position

		2023	2022
		\$'000	\$'000
Note 5	Our financial position		
5.1	Financial assets		
(a)	Cash and cash equivalents		
	Cash on hand	1	1
	Cash at bank	9,500	12,622
	Term deposits (with term up to 3 months) and at-call with banks	12,000	12,000
	Total cash and cash equivalents	21,501	24,623
(b)	Other financial assets		
	Current		
	Term deposits - current	68,000	68,179
	Term deposit - refundable Manningham Centre Association bond	500	500
	Total current other financial assets	68,500	68,679
	Total other financial assets	68,500	68,679
	Total financial assets	90,001	93,302

Cash and cash equivalents include cash on hand, deposits at call and other highly liquid investments with original maturities of 90 days or less, net of outstanding bank overdrafts.

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.

Other financial assets (term deposits) are measured at original cost.

	2023 \$'000	2022 \$'000
Note 5 Our financial position (cont.)		
5.1 Financial assets (cont.)		
(c) Trade and other receivables		
Current		
<i>Statutory receivables</i>		
Rates debtors	13,936	11,972
Infringement debtors	743	845
Special rate schemes	93	100
Net GST receivable	1,341	1,274
<i>Non statutory receivables</i>		
Other debtors	1,958	1,932
Provision for doubtful debts - other debtors	(209)	(198)
Total current trade and other receivables	17,862	15,925
Non-current		
<i>Statutory receivables</i>		
Infringement court	1,558	1,520
Provision for doubtful debts - infringement court	(1,558)	(1,520)
<i>Non statutory receivables</i>		
Other receivables	398	374
Total non-current trade and other receivables	398	374
Total trade and other receivables	18,260	16,299
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.		
(d) Ageing of receivables		
At balance date other debtors representing financial assets were past due but not impaired. The ageing of the Council's trade and other receivables (excluding statutory receivables and refundable deposits) was:		
Current (not yet due)	1,340	1,237
Past due between 31 and 60 days	164	121
Past due between 61 and 90 days	118	268
Past due by more than 91 days	336	306
Total trade and other receivables	1,958	1,932

	2023 \$'000	2022 \$'000
Note 5 Our financial position (cont.)		
5.2 Non-Financial assets		
(a) Other assets		
Accrued income - interest	555	20
Accrued income - other	1,429	673
Prepayments	1,876	1,462
Inventories	237	216
Total other assets	4,097	2,371
(b) Intangible assets		
Software	4,734	6,987
Total intangible assets	4,734	6,987
Gross carrying amount		
Balance at 1 July	18,226	20,153
Additions from internal developments	144	1,153
Fair value of assets disposed	-	(3,817)
Transfer from work in progress	-	737
Balance at 30 June	18,370	18,226
Accumulated amortisation		
Balance at 1 July	(11,239)	(12,710)
Amortisation expense	(2,397)	(2,311)
Amortisation of disposals	-	3,782
Balance at 30 June	(13,636)	(11,239)
Net book value at 30 June	4,734	6,987
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.		
5.3 Payables, trust funds and deposits and unearned income/revenue		
(a) Trade and other payables		
Current		
<i>Non-statutory payables</i>		
Trade payables	7,066	2,957
Employee benefits and related costs	7,399	2,587
Accrued expenses	6,085	11,270
Total current trade and other payables	20,550	16,814
(b) Trust funds and deposits		
Current		
Contract retention	934	1,146
Landscape bonds	4,516	6,031
Miscellaneous works deposits	341	386
Asset protection bonds	6,430	5,234
Subdivider deposits	166	171
Refundable Manningham Centre Association bond	500	500
Fire services levy	206	143
Other refundable deposits	296	279
Total current trust funds and deposits	13,389	13,890

	2023	2022
	\$'000	\$'000
Note 5 Our financial position (cont.)		
5.3 Payables, trust funds and deposits and unearned income/revenue (cont.)		
(c) Unearned income/revenue		
Current		
Grants received in advance - operating	937	746
Grants received in advance - capital	3,283	5,942
Income received in advance - rent	293	348
Income received in advance - rates	911	822
Total current unearned income/revenue	5,424	7,858

Unearned income/revenue represents contract liabilities and reflect consideration received in advance from customers in respect of rent, rates and grant funding. 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

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

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

Retention amounts - Council has a contractual right to retain certain amounts until a contractor has met certain requirements or a related warrant or defect period has elapsed.

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

	2023	2022
	\$'000	\$'000
5.4 Provisions (cont.)		
Employee provisions		
Current provisions expected to be wholly settled within 12 months		
Annual leave	3,641	3,564
Long service leave	643	538
	<u>4,284</u>	<u>4,102</u>
Current provisions expected to be wholly settled after 12 months		
Annual leave	1,910	1,981
Long service leave	8,700	7,893
	<u>10,610</u>	<u>9,874</u>
Total current employee provisions	14,894	13,976
Non-current		
Long service leave	1,542	1,141
Total non-current employee provisions	1,542	1,141
Aggregate carrying amount of employee provisions:		
Current	14,894	13,976
Non-current	1,542	1,141
Total aggregate carrying amount of employee provisions	16,436	15,117

The calculation of employee costs and benefits includes all relevant on-costs and are calculated as follows at reporting date.

Annual leave

A liability for annual leave is recognised in the provision for employee benefits as a current liability because the Council does not have an unconditional right to defer settlement of the liability. Liabilities for annual leave are measured at:

- nominal value if the Council expects to wholly settle the liability within 12 months
- present value if the Council does not expect to wholly settle within 12 months.

Liabilities that are not expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits as current liabilities, measured at the present value of the amounts expected to be paid when the liabilities are settled using the remuneration rate expected to apply at the time of settlement.

Long service leave

Liability for long service leave (LSL) is recognised in the provision for employee benefits. Unconditional LSL is disclosed as a current liability as the 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%	3.36%
- index rate	3.50%	1.75%

	Annual leave	Long service leave	Total
	\$'000	\$'000	\$'000
2023			
Balance at beginning of the financial year	5,545	9,572	15,117
Amounts used	(4,375)	(1,796)	(6,171)
Additional provisions	4,381	3,109	7,490
Balance at the end of the financial year	<u>5,551</u>	<u>10,885</u>	<u>16,436</u>
Provisions - current	5,551	9,343	14,894
Provisions - non-current	-	1,542	1,542
2022			
Balance at beginning of the financial year	5,699	9,503	15,202
Amounts used	(4,110)	(2,092)	(6,202)
Additional provisions	3,956	2,161	6,117
Balance at the end of the financial year	<u>5,545</u>	<u>9,572</u>	<u>15,117</u>
Provisions - current	5,545	8,431	13,976
Provisions - non-current	-	1,141	1,141

Note 5 Our financial position (cont.)

5.5 Financing arrangements

The Council has the following funding arrangements in place as at 30 June.

	2023 \$'000	2022 \$'000
Bank overdraft	1,000	1,000
Credit card facilities	250	250
Total facilities	1,250	1,250
Used facilities - credit card	36	51
Unused facilities	1,214	1,199

5.6 Commitments

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

(a) Commitments for expenditure

	Not later than 1 year \$'000	Later than 1 year and not later than 2 years \$'000	Later than 2 years and not later than 5 years \$'000	Later than 5 years \$'000	Total \$'000
2023					
Operating					
Garbage collection	6,706	18,300	5,695	-	30,701
Green waste collection	3,747	14,570	5,932	-	24,249
Recycling collection	2,581	8,465	3,091	-	14,137
Hard waste collection	1,889	6,623	2,571	-	11,083
Tipping waste management	5,900	5,900	-	-	11,800
Renewable electricity	541	1,263	1,474	-	3,278
Tree pruning	471	-	-	-	471
Provision of cleaning services	266	63	4	-	333
Sportsground maintenance	667	667	584	-	1,918
Environmental services	735	574	90	-	1,399
Provision of security services	232	19	-	-	251
Miscellaneous works	864	404	188	-	1,456
Total	24,599	56,848	19,629	-	101,076
Capital					
Plant, equipment and other assets	154	50	-	-	204
Computers & telecommunications	997	1,025	-	-	2,022
Land & buildings	2,239	-	-	-	2,239
Drainage	1,697	-	-	-	1,697
Roads & footpaths	4,610	-	-	-	4,610
Recreation, open space & others	2,233	-	-	-	2,233
Total	11,930	1,075	-	-	13,005

5.6 Commitments (cont.)

2022	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
Operating					
Garbage collection	7,114	6,706	18,300	5,695	37,815
Green waste collection	2,508	3,747	14,570	5,932	26,757
Recycling collection	2,476	2,581	8,465	3,091	16,613
Hard waste collection	1,752	1,889	6,623	2,571	12,835
Tipping waste management	5,811	5,900	5,900	-	17,611
Renewable electricity	541	541	1,263	1,474	3,819
Tree pruning	1,096	471	-	-	1,567
Provision of cleaning services	529	214	10	-	753
Meals for delivery	75	-	-	-	75
Total	21,902	22,049	55,131	18,763	117,845
Capital					
Plant, equipment and other assets	154	154	50	-	358
Computers & telecommunications	1,061	997	1,025	-	3,083
Land & buildings	2,384	-	-	-	2,384
Drainage	2,102	-	-	-	2,102
Roads & footpaths	1,662	-	-	-	1,662
Recreation, open space & others	785	-	-	-	785
Total	8,148	1,151	1,075	-	10,374

(b) Operating lease receivables

At the reporting date, Council had the following operating leases for the lease of Council owned land and buildings:

These properties held under operating lease have remaining non cancellable lease term of between 1 and 35 years

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

	2023 \$'000	2022 \$'000
Not later than one year	1,683	1,603
Later than one year and not later than five years	7,094	5,710
Later than five years	4,843	7,130
	13,620	14,443

5.7 Leases

At inception of a contract, Council assesses whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To identify whether a contract conveys the right to control the use of an identified asset, it is necessary to assess whether:

- The contract involves the use of an identified asset;
- Council has the right to obtain substantially all of the economic benefits from use of the asset throughout the period of use; and
- Council has the right to direct the use of the asset.

This policy is applied to contracts entered into, or changed, on or after 1 July 2019.

As a lessee, Council recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost which comprises the initial amount of the lease liability adjusted for:

- any lease payments made at or before the commencement date less any lease incentives received; plus
- any initial direct costs incurred; and
- an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located.

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. The estimated useful lives of right-of-use assets are determined on the same basis as those of property, plant and equipment. In addition, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain measurements of the lease liability.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, an appropriate incremental borrowing rate. Generally, Council uses an appropriate incremental borrowing rate as the discount rate.

Lease payments included in the measurement of the lease liability comprise the following:

- Fixed payments
- Variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date;
- Amounts expected to be payable under a residual value guarantee; and
- The exercise price under a purchase option that Council is reasonably certain to exercise, lease payments in an optional renewal period if Council is reasonably certain to exercise an extension option, and penalties for early termination of a lease unless Council is reasonably certain not to terminate early.

When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

Under AASB 16 Leases, Council as a not-for-profit entity has elected not to measure right-of-use assets at initial recognition at fair value in respect of leases that have significantly below-market terms.

Peppercorn Leases - Council has one peppercorn lease arrangement of the premises accommodating the Pines Library until 2 December 2024. The lease restricts the permitted use of the leased premises as a Public Library.

Note 5 Our financial position (cont.)

5.7 Leases (cont.)

Right-of-Use Assets	Property	Plant and equipment	Total
	\$'000	\$'000	\$'000
Balance at 1 July 2022	2,332	26	2,358
Additions	147	-	147
Amortisation charge	(335)	(12)	(347)
Balance at 30 June 2023	2,144	14	2,158

Lease Liabilities	2023	2022
	\$'000	\$'000
Maturity analysis - contractual undiscounted cash flows		
Less than one year	387	345
One to five years	1,425	1,422
More than five years	692	932
Total undiscounted lease liabilities as at 30 June:	2,504	2,699

Lease liabilities included in the Balance Sheet at 30 June:

Current	339	297
Non-current	1,960	2,164
Total lease liabilities	2,299	2,461

Short-term and low value leases

Council has elected not to recognise right-of-use assets and lease liabilities for short-term leases of plant and equipment that have a lease term of 12 months or less and leases of low-value assets (individual assets worth less than existing capitalisation thresholds for a like asset up to a maximum of \$10,000), including some IT equipment. Council recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

Expenses relating to:	2023	2022
	\$'000	\$'000
Short-term leases	83	140
Leases of low value assets	396	274
Total	479	414
Variable lease payments (not included in measurement of lease liabilities)		
Variable lease payments (not included in measurement of lease liabilities)		
Variable lease payments	24	-
Total	24	-

Variable lease payments are those that depend on an index or a rate, for example payments linked to the consumer price index, a benchmark interest rate or changes in market rental rates.

Non-cancellable lease commitments - Short-term and low-value leases

Commitments for minimum lease payments for short-term and low-value leases are payable as follows:

Payable:		
Within one year	322	345
Later than one year but not later than five years	586	885
Total lease commitments	908	1,230

Note 6: Assets we manage

6.1 Property, infrastructure, plant, equipment and other fixed assets

Summary of property, infrastructure, plant, equipment and other fixed assets

	Carrying amount 30 June 2022	Additions	Contributions	Revaluation	Depreciation	Disposal	Transfers	Write Offs	Carrying amount 30 June 2023
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Land	1,467,037	2,742	429	55,414	-	(4,448)	-	-	1,521,174
Buildings	231,130	4,889	-	11,834	(4,575)	(160)	120	-	243,238
Plant, equipment and other fixed assets	11,188	1,692	-	-	(1,815)	(178)	-	-	10,887
Infrastructure	722,229	26,518	2,082	114,814	(19,990)	(2,592)	7,264	-	850,325
Work in progress	13,086	9,064	-	-	-	-	(7,384)	(2,326)	12,440
	2,444,670	44,905	2,511	182,062	(26,380)	(7,378)	-	(2,326)	2,638,064

Summary of work in progress

	Opening WIP 1 July 2022	Additions	Transfers	Write Offs	Closing WIP 30 June 2023
	\$'000	\$'000	\$'000	\$'000	\$'000
Property	411	1,875	(120)	(159)	2,007
Plant, equipment and other fixed assets	1,396	243	-	(1,337)	302
Infrastructure	11,279	6,946	(7,264)	(830)	10,131
	13,086	9,064	(7,384)	(2,326)	12,440

6.1 Property, infrastructure, plant, equipment and other fixed assets (cont.)

(a) Property

	Land - specialised \$'000	Land - non-specialised \$'000	Land under roads \$'000	Total Land \$'000	Building - specialised \$'000	Building - non-specialised \$'000	Total Buildings \$'000	Total Property \$'000	Work in Progress \$'000
At fair value 1 July 2022	1,441,878	13,313	11,846	1,467,037	436,554	1,929	438,483	1,905,520	411
Accumulated depreciation at 1 July 2022	-	-	-	-	(206,158)	(1,195)	(207,353)	(207,353)	-
Movements in fair value									
Additions of assets at fair value	-	2,742	-	2,742	4,497	392	4,889	7,631	1,875
Contributed assets	6	-	423	429	-	-	-	429	-
Revaluation increments/decrements	55,577	(163)	-	55,414	21,416	888	22,304	77,718	-
Fair value of assets disposed	(4,448)	-	-	(4,448)	-	(389)	(389)	(4,837)	-
Impairment losses recognised in operating result	-	-	-	-	-	-	-	-	(159)
Transfers	8,983	(8,983)	-	-	120	-	120	120	(120)
	60,118	(6,404)	423	54,137	26,033	891	26,924	81,061	1,596
Movements in accumulated depreciation									
Depreciation and amortisation	-	-	-	-	(4,555)	(20)	(4,575)	(4,575)	-
Accumulated depreciation of disposals	-	-	-	-	-	229	229	229	-
Revaluation increments/decrements	-	-	-	-	(9,659)	(811)	(10,470)	(10,470)	-
	-	-	-	-	(14,214)	(602)	(14,816)	(14,816)	-
At fair value 30 June 2023	1,501,996	6,909	12,269	1,521,174	462,587	2,820	465,407	1,986,581	2,007
Accumulated depreciation at 30 June 2023	-	-	-	-	(220,372)	(1,797)	(222,169)	(222,169)	-
Carrying amount	1,501,996	6,909	12,269	1,521,174	242,215	1,023	243,238	1,764,412	2,007

6.1 Property, infrastructure, plant, equipment and other fixed assets (cont.)

(b) Plant, equipment and other fixed assets	Plant, machinery and equipment	Fixtures and fittings and furniture	Computers and telecommunications	Artworks	Total plant, equipment and other assets	Work in Progress
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
At fair value 1 July 2022	14,897	9,960	2,192	1,969	29,018	1,396
Accumulated depreciation at 1 July 2022	(7,672)	(9,024)	(1,134)	-	(17,830)	-
	7,225	936	1,068	1,969	11,188	1,396
Movements in fair value						
Additions of assets at fair value	1,256	55	211	170	1,692	243
Contributed assets	-	-	-	-	-	-
Revaluation increments/decrements	-	-	-	-	-	-
Fair value of assets disposed	(1,149)	-	-	-	(1,149)	-
Impairment losses recognised in operating result	-	-	-	-	-	(1,337)
Transfers	-	-	-	-	-	-
	107	55	211	170	543	(1,094)
Movements in accumulated depreciation						
Depreciation and amortisation	(1,226)	(190)	(399)	-	(1,815)	-
Accumulated depreciation of disposals	971	-	-	-	971	-
Revaluation increments/decrements	(255)	(190)	(399)	-	(844)	-
	15,004	10,015	2,403	2,139	29,561	302
At fair value 30 June 2023	(7,927)	(9,214)	(1,533)	-	(18,674)	-
Accumulated depreciation at 30 June 2023	7,077	801	870	2,139	10,887	302
Carrying amount						

6.1 Property, infrastructure, plant, equipment and other fixed assets (cont.)

(c) Infrastructure	Roads	Bridges	Footpaths and cycleways	Off street car parks	Drainage	Recreational, leisure and community	Parks open spaces and streetscapes	Waste Management	Total Infrastructure	Work in Progress
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
At fair value 1 July 2022	482,077	25,771	155,945	24,652	478,442	37,775	43,798	5,415	1,253,875	11,279
Accumulated depreciation at 1 July 2022	(241,403)	(8,868)	(69,225)	(10,011)	(167,604)	(13,287)	(19,264)	(1,984)	(531,646)	-
	240,674	16,903	86,720	14,641	310,838	24,488	24,534	3,431	722,229	11,279
Movements in fair value										
Additions of assets at fair value	8,897	194	4,394	-	2,180	7,852	3,001	-	26,518	6,946
Contributed assets	486	-	209	-	1,387	-	-	-	2,082	-
Revaluation increments/decrements	92,330	2,414	12,515	1,690	90,649	-	-	-	199,598	-
Fair value of assets disposed	(177)	-	(163)	-	(6,099)	(19)	(77)	-	(6,535)	-
Impairment losses recognised in operating result	-	-	-	-	-	-	-	-	-	(830)
Transfers	506	-	2,307	-	246	1,766	2,439	-	7,264	(7,264)
	102,042	2,608	19,262	1,690	88,363	9,599	5,363	-	228,927	(1,148)
Movements in accumulated depreciation										
Depreciation and amortisation	(9,527)	(429)	(1,680)	(357)	(3,975)	(1,836)	(1,825)	(361)	(19,990)	-
Accumulated depreciation of disposals	106	-	98	-	3,659	12	68	-	3,943	-
Revaluation increments/decrements	(35,874)	(759)	(6,067)	(8,787)	(33,297)	-	-	-	(84,784)	-
	(45,295)	(1,188)	(7,649)	(9,144)	(33,613)	(1,824)	(1,757)	(361)	(100,831)	-
At fair value 30 June 2023	584,119	28,379	175,207	26,342	566,805	47,374	49,161	5,415	1,482,802	10,131
Accumulated depreciation at 30 June 2023	(286,698)	(10,056)	(76,874)	(19,155)	(201,217)	(15,111)	(21,021)	(2,345)	(632,477)	-
Carrying amount	297,421	18,323	98,333	7,187	365,588	32,263	28,140	3,070	850,325	10,131

Note 6 Assets we manage (cont.)

6.1 Property, infrastructure, plant, equipment and other fixed assets (cont.)

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

Asset class	Depreciation	Threshold limit \$'000
Property		
Land	Infinite life	0
Land under roads	Infinite life	0
Buildings	75 - 100 years	5
Buildings on leased land	Term of lease or 75	
Plant, equipment and other assets		
Plant, machinery and equipment	5 - 25 years	1
Fixtures, fittings and furniture	4 - 20 years	1
Computers and telecommunications	4 - 10 years	1
Artworks	Infinite life	1
Infrastructure		
Road - pavement	30 years	10
Road - sub-pavement	120 years	10
Bridges	60 - 100 years	10
Footpaths and cycleways	60 - 100 years	10
Carparks	60 - 100 years	10
Drainage	120 years	10
Recreational, leisure and community facilities	20 years	10
Parks, open space and streetscapes	20 years	10
Waste garbage bins	20 years	0
Intangible assets		
Software	5 years	1

Land under roads

Land under roads acquired after 30 June 2008 is brought to account at cost adjusted for englobo characteristics, access rights and private interests of other parties and entitlements of infrastructure assets and services. Council does not recognise land under roads that it controlled prior to that period in its financial report.

Depreciation and amortisation

Buildings, infrastructure, plant, equipment, intangible assets, and other assets having limited useful lives are systematically depreciated over their useful lives to the Council in a manner which reflects consumption of the service potential embodied in those assets. Estimates of remaining useful lives and residual values are made on a regular basis with major asset classes reassessed annually. Depreciation rates and methods are reviewed annually.

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

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

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

Note 6 Assets we manage (cont.)

6.1 Property, infrastructure, plant, equipment and other fixed assets (cont.)

Repairs and maintenance

Routine maintenance, repair costs, and minor renewal costs are expensed as incurred. Where the repair relates to the replacement of a component of an asset and the cost exceeds the capitalisation threshold the cost is capitalised and depreciated. The carrying value of the replaced asset is expensed.

Artworks

Artworks are not depreciated.

Valuation of land and buildings

Valuations were completed as at 30 June 2023 for Council. Valuations for 30 June 2023 are at fair value.

Non-specialised land and non-specialised buildings

Non-specialised land and non-specialised buildings are valued using the market based direct comparison method. Under this valuation method, the assets are compared to recent comparable sales or sales of comparable assets which are considered to have nominal or no added improvement value.

For non-specialised land and non-specialised buildings, a valuation was performed by Council's City Valuer, Mr Ellis Tam AAPI, Certified Practising Valuer (Registration Number 62592) to determine the fair value using the market based direct comparison method. Valuation of the assets was determined by analysing comparable sales and allowing for share, size, topography, location and other relevant factors specific to the asset being valued. From the sales analysed, an appropriate rate per square metre has been applied to the subject asset. The effective date of the valuation is 30 June 2023.

To the extent that non-specialised land and non-specialised buildings do not contain significant, unobservable adjustments, these assets are classified as Level 2 under the market based direct comparison approach.

Description of significant unobservable inputs into level 3 valuations - Specialised land and specialised buildings

Specialised land and land under roads is valued using a market based direct comparison technique but adjusted to reflect the specialised nature of the assets being valued. Significant unobservable inputs include the extent and impact of restriction on the sale or use of an asset 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 0% and 95% depending on the nature of encumbrance, restrictions or planning controls. The adjustment is an allowance made to reflect the difference in value between unrestricted assets and those held by the Council which are impacted by external restraints on their use. 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 \$2,360 per square metre.

Specialised buildings are valued using the current replacement cost method, adjusting for the associated depreciation. Significant unobservable inputs include the current replacement cost and remaining useful lives of buildings. Current replacement costs are calculated on a square metre basis and ranges from \$3.11 to \$5,884 per square metre. The remaining useful lives of buildings are determined on the basis of the current condition of buildings and vary from 1 year to 100 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of buildings are sensitive to changes in expectations or requirements that could either shorten or extend the useful lives of buildings.

The valuation of Council's specialised land and specialised buildings was performed by Council's City Valuer, Mr Ellis Tam AAPI, Certified Practising Valuer (Registration Number 62592). The valuation was performed using either the market based direct comparison method or depreciated replacement cost, adjusted for restrictions in use. The effective date of the valuation is 30 June 2023.

The date and type of the current valuation is detailed in the following table.

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

	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Date of Valuation	Type of Valuation
Land	-	6,909	1,501,996	Jun 2023	Full
Land under roads	-	-	12,269	-	-
Buildings	-	1,023	242,215	Jun 2023	Full
Total	-	7,932	1,756,480		

	2023 \$'000	2022 \$'000
Reconciliation of specialised land		
Land under roads	12,269	11,846
Parks, reserves and other	1,501,996	1,441,878
Total specialised land	1,514,265	1,453,724

Note 6 Assets we manage (cont.)

6.1 Property, infrastructure, plant, equipment and other fixed assets (cont.)

Valuation of infrastructure assets

Infrastructure assets (roads, bridges, footpaths and cycleways, off street car parks and drainage) are valued using the written down replacement cost of each asset. The written down replacement cost is calculated based on the remaining life of the asset, which in turn is determined based on the condition of the asset.

Description of significant unobservable inputs into level 3 valuations - Infrastructure assets

Infrastructure assets contain significant unobservable adjustments, therefore these assets are classified as Level 3.

Infrastructure assets are valued based on the current replacement cost. Significant unobservable inputs include the current replacement cost and remaining useful lives of infrastructure. The remaining useful lives of infrastructure assets are determined on the basis of the current condition of the asset and vary from 20 years to 120 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.

A valuation of Council's infrastructure assets was performed by Council's Manager, Infrastructure Services, Mr James Paterson *B.Eng (Civil)*. The valuation was performed based on the current replacement cost of the assets. The effective date of the valuation is 30 June 2023.

There were no changes in valuation techniques throughout the period to 30 June 2023.

For all assets measured at fair value, the current use is considered the highest and best use.

The date and type of the current valuation is detailed in the following table.

Details of the Council's infrastructure 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
	\$'000	\$'000	\$'000		
Roads	-	-	297,421	Jun 2023	Full
Bridges	-	-	18,323	Jun 2023	Full
Footpaths and cycleways	-	-	98,333	Jun 2023	Full
Off street car parks	-	-	7,187	Jun 2023	Full
Drainage	-	-	365,588	Jun 2023	Full
Total	-	-	786,852		

Note 6 Assets we manage (cont.)

6.2 Investments in associates

Whitehorse-Manningham Regional Library Corporation

Background

Manningham City Council has a 35.06% equity interest in the Whitehorse Manningham Regional Library Corporation (WMRLC) that was incorporated on 21 December 1995. Council has reported its interest in the WMRLC on the basis of equity accounting principles. Manningham City Council's share of the movement in net assets as at 30 June 2023, per draft WMRLC financial statements, has been taken up as profit of \$290,499 during the year ended 30 June 2023 (surplus of \$39,569 in 2021/22). As neither council has a controlling interest, the participating councils show their contributions towards the operating expenditure of the library as an expense.

Current assets

Cash and cash equivalents	3,714	2,780
Trade and other receivables	97	67
Other assets	80	153
	<u>3,891</u>	<u>3,000</u>

Non-current assets

Property & equipment	8,126	7,818
	<u>8,126</u>	<u>7,818</u>

Total assets

	<u>12,017</u>	<u>10,818</u>
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Current liabilities

Payables	1,203	618
Provisions	1,709	1,686
	<u>2,912</u>	<u>2,304</u>

Non-current liabilities

Provisions	105	149
	<u>105</u>	<u>149</u>

Total liabilities

	<u>3,017</u>	<u>2,453</u>
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Net assets

	<u>9,000</u>	<u>8,365</u>
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Movement in carrying value of investment

Carrying value of investment at start of year	2,865	2,826
Share of surplus/(deficit) for year	291	39
Carrying value of investment at end of year	<u>3,156</u>	<u>2,865</u>

Associates are all entities over which Council has significant influence but not control or joint control. Council's investment in an associate is accounted for under the equity method as the Council has the ability to influence rather than control the operations of the entity. The investment is initially recorded at the cost of acquisition and adjusted thereafter for post-acquisition changes in the Council's share of the net assets of the entity. The Council's share of the financial result of the entity is recognised in the Comprehensive Income Statement.

2023
\$'0002022
\$'000

Note 7: People and relationships

Note 7 People and relationships

7.1 Council and key management remuneration

(a) Related party

Subsidiaries and Associates

Interest in associate - Whitehorse Manningham Regional Library Corporation (WMRLC) (Ref Note 6.2)

(b) Key Management Personnel

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

Details of KMP at any time during the year are:

Councillors

Anna Chen	Councillor	(1 July 2022 - 30 June 2023)
Andrew Conlon	Councillor	(1 July 2022 - 30 June 2023)
Deirdre Diamante	Deputy Mayor	(1 July 2022 - 3 November 2022)
	Mayor	(4 November 2022 - 30 June 2023)
Geoff Gough	Councillor	(1 July 2022 - 30 June 2023)
Michelle Kleinert	Mayor	(1 July 2022 - 3 November 2022)
	Councillor	(4 November 2022 - 30 June 2023)
Carli Lange	Councillor	(1 July 2022 - 30 June 2023)
Tomas Lightbody	Councillor	(1 July 2022 - 3 November 2022)
	Deputy Mayor	(4 November 2022 - 30 June 2023)
Laura Mayne	Councillor	(1 July 2022 - 30 June 2023)
Stephen Mayne	Councillor	(1 July 2022 - 30 June 2023)

Chief Executive Officer

Andrew Day	Chief Executive Officer	(1 July 2022 - 30 June 2023)
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Other Key Management Personnel

Rachelle Quattrocchi	Director City Services	(1 July 2022 - 30 June 2023)
Kerryn Paterson	Director Experience and Capability	(1 July 2022 - 30 June 2023)
Andrew McMaster	Chief Legal and Governance Officer	(1 July 2022 - 30 June 2023)
Jon Gorst	Chief Financial Officer	(1 July 2022 - 30 June 2023)
Duncan Turner	Director City Planning	(30 January 2023 - 30 June 2023)
Angelo Kourambas	Director City Planning and Community	(1 July 2022 - 18 July 2022)
Lee Robson	Acting Director City Planning and Community	(1 July 2022 - 27 October 2022)
	Interim Director Connected Communities	(14 November 2022 - 11 December 2022)
	Director Connected Communities	(12 December 2022 - 30 June 2023)
Niall Sheehy	Acting Director City Planning and Community	(28 October 2022 - 13 November 2022)
	Interim Director City Planning	(14 November 2022 - 29 January 2023)

	2023	2022
	No.	No.
Total number of Councillors	9	9
Total of Chief Executive Officer and other Key Management Personnel	9	7
Total number Key Management Personnel	18	16

(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	2,311	2,081
Other long-term employee benefits	46	39
Post employment benefits	192	156
Total	2,549	2,276

Note 7 People and relationships (cont.)

7.1 Council and key management remuneration (cont.)

(c) Remuneration of Key Management Personnel (cont.)

The numbers of key management personnel whose total remuneration from Council and any related entities, fall within the following bands:

	2023	2022
	No.	No.
\$20,000 - \$29,999	1	-
\$30,000 - \$39,999	6	6
\$50,000 - \$59,999	2	2
\$90,000 - \$99,999	-	1
\$100,000 - \$109,999	2	-
\$160,000 - \$169,999	-	1
\$190,000 - \$199,999	-	1
\$220,000 - \$229,999	-	1
\$230,000 - \$239,999	2	1
\$250,000 - \$259,999	1	1
\$270,000 - \$279,999	1	-
\$290,000 - \$299,999	2	1
\$340,000 - \$349,999	-	1
\$360,000 - \$369,999	1	-
	18	16

(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. *

	2023	2022
	\$'000	\$'000
Total remuneration of other senior staff was as follows:		
Short-term employee benefits	3,176	3,709
Other long-term employee benefits	79	89
Post-employment benefits	333	356
Total	3,588	4,154

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

	2023	2022
	No.	No.
Income Range:		
less than \$160,000	-	5
\$160,000 - \$169,999	5	2
\$170,000 - \$179,999	3	-
\$180,000 - \$189,999	1	6
\$190,000 - \$199,999	6	3
\$200,000 - \$209,999	2	3
\$210,000 - \$219,999	1	1
\$220,000 - \$229,999	1	-
\$230,000 - \$239,999	-	2
	19	22

	2023	2022
	\$'000	\$'000
Total remuneration for the reporting year for other senior staff included above, amounted to:	3,588	4,154

* 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 2020*.

Note 7 People and relationships (cont.)**7.2 Related party disclosure****(a) Transactions with related parties**

During the year Manningham City Council provided contributions to Whitehorse Manningham Regional Library Corporation (WMRLC) with the total value of \$4.27m towards running costs as per the agreement. Council also provides accommodation to house libraries within Manningham.

No transactions other than remuneration payments, or the reimbursement of expenses as approved by Council were made with Related Parties during the reporting year (2021/22, nil).

(b) Outstanding balances with related parties

No balances are outstanding at the end of the reporting period in relation to transactions with related parties (2021/22, nil).

(c) Loans to/from related parties

There were no aggregate amount of loans in existence at balance date that have been made, guaranteed or secured by the Council to a responsible person of the Council, or a related party of a responsible person (2021/22, nil).

(d) Commitments to/from related parties

No commitments have been made by the Council to Related Parties during the reporting year 2022/23 (2021/22, nil).

Note 8: Managing uncertainties**Note 8 Managing uncertainties****8.1 Contingent assets and liabilities**

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

(a) Contingent assets

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

As at 30 June 2023, there are no potential contingent assets (2022: Nil).

(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.

General

Council controls large areas of public open space, provides general and personal services to residents, visitors and ratepayers, has responsibilities and regulatory authorities including the issue of permits and approvals, and controls significant buildings and infrastructure assets. Council is involved from time to time in various claims incidental to the ordinary course of business including claims for damages relating to its services.

Council's Risk Management Plan includes securing insurance to cover insurable risks to limit exposure to liabilities arising from actions of the Council or its Officers where it is appropriate to do so. Council carries public liability and professional indemnity insurance and has an excess of \$50,000 per claim on this policy.

Legal Matters

Council is presently involved in some confidential legal matters, which are being conducted through Council's solicitors. As these matters are yet to be finalised, and the financial outcomes are unable to be reliably estimated, no allowance for these contingencies has been made in the financial report.

Bank guarantees

Council is responsible for the following bank guarantee:
Department of Primary Industries for \$150,000 (2021/22, \$150,000) in connection with Extractive Industry Licence No. 54-1.

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's Deed of Establishment allows for a call on each member should there be an insufficiency of capital for an insurance year which has an overall financial deficit. The deficit amount can be collected through this call and each member's liability for the amount is in direct proportion to their contribution for that year against the overall contribution pool. At reporting date Council had not been advised of call.

Superannuation contribution

Council has obligations under a defined benefit superannuation scheme, matters relating to this potential obligation are outlined in Note 9.3. As a result of the volatility in financial markets, the likelihood of making such contributions in future periods exists. At this point in time, it is not known if additional contributions will be required, their timing or potential amount.

Parking infringements review - private car parks

A potential issue has arisen in that some infringements may have been issued by Council officers in private car parks outside of the authorised hours in the terms of agreements with private land owners. Council may have a liability to refund monies. Council officers are working to determine the number of invalid infringements, quantum and timing of any refunds and as such this is yet to be finalised at the time of reporting. Council is also undertaking a review of the administration of the traffic management function related to private car parks including a review of the private agreements.

Note 8 Managing uncertainties (cont.)**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 2024 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 our financial instruments will fluctuate because of changes in market prices. The Council's exposures to market risk is primarily through interest rate risk with 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. Interest rate risk arises from interest bearing financial assets and liabilities. Interest bearing assets are predominantly short term liquid assets. As at 30 June 2023 Council had no long term loans or borrowings and is therefore not exposed to interest rate risk on these classes of financial liabilities.

Interest rate risk on financial assets are managed through Council's investment policy which requires the investment of surplus funds only with financial institutions approved under the Local Government Act 2020. The Council's investment policy provides for investment restrictions such as investment placement with authorised deposit taking institutions (ADIs), placement according to Standard and Poor's credit ratings for investment institutions, staging of investment duration, and for the regular monitoring of investment performance and investment institution credit ratings.

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

Interest rate movements have not been sufficiently significant during the year to have an impact on the Council's year end result.

(c) Credit risk

Credit risk is the risk that a contracting entity will not complete its obligations under a financial instrument and cause Council to make a financial loss. Council has exposure to credit risk on all 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 may require collateral where appropriate; and
- council only invest surplus funds with financial institutions which have a recognised credit rating specified in council's investment policy.

Receivables consist of a large number of customers, spread across the ratepayer, business and government sectors. Credit risk associated with the council's financial assets is minimal because the main debtor is secured by a charge over the rateable property.

There are no material financial assets which are individually determined to be impaired.

Council may also be subject to credit risk for transactions which are not included in the balance sheet, such as when council provide 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.

Note 8 Managing uncertainties (cont.)**8.3 Financial instruments (cont.)****(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 mitigate liquidity risk the entity has developed long term financial management strategies containing liquidity and cash flow targets, and regularly monitors budget performance and cash flows against forecasts. The entity has established access to overdraft facilities.

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 any financial guarantees disclosed in Note 8.1(b), 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.

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

Council's exposure to liquidity risk is deemed insignificant based on prior periods' data, cash flow and liquidity forecasts, and current assessment of risk.

(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 a parallel shift of +1.00% and -1.00% in market interest rates from year-end rates of 4.10% are 'reasonably possible' over the next 12 months.

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.

AASB 13 defines fair value as 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. Fair value under AASB 13 is an exit price regardless of whether that price is directly observable or estimated using another valuation technique.

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

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

For the purpose of fair value disclosures, Council has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as explained above.

In addition, Council determines whether transfers have occurred between levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

Note 8 Managing uncertainties (cont.)**8.4 Fair value measurement (cont.)***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. 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 on an asset result in changes to the permissible or practical highest and best use of the asset. Further details regarding the fair value hierarchy are disclosed at Note 6.1, Property, infrastructure, plant, equipment and other fixed assets.

In addition, Council undertakes a formal revaluation of land, buildings, and infrastructure assets on a regular basis ranging from 1 to 3 years. The valuation is performed either by experienced Council officers or independent experts.

Asset class	Revaluation frequency
Land	1 to 3 years
Buildings	1 to 3 years
Roads	1 to 3 years
Bridges	1 to 3 years
Footpaths and cycleways	1 to 3 years
Off street car parks	1 to 3 years
Drainage	1 to 3 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.

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 to sell and value in use, is compared to the asset's carrying value. Value in use is the depreciated replacement cost. Any excess of the assets carrying value over its recoverable amount is expensed to the comprehensive income statement, unless the asset is carried at the revalued amount in which case, the impairment loss is recognised directly against the revaluation surplus in respect of the same class of asset to the extent that the impairment loss does not exceed the amount in the revaluation surplus for that same class of asset.

8.5 Events occurring after balance date

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

Note 9 Other matters**Note 9 Other matters****9.1 Reserves****(a) Asset revaluation reserves**

	Balance at beginning of reporting year	Increment/ (decrement)	Realised Revaluation Reserve	Balance at end of reporting year
	\$'000	\$'000	\$'000	\$'000
2023				
Property				
Land	1,225,194	55,414	(1,981)	1,278,627
Buildings	47,073	11,834	(46)	58,861
	1,272,267	67,248	(2,027)	1,337,488
Plant, equipment and other fixed assets				
Plant, machinery and equipment	14	-	-	14
Fixtures, fittings and furniture	1,006	-	-	1,006
Computers and telecommunications	-	-	-	-
Artworks	887	-	-	887
	1,907	-	-	1,907
Infrastructure				
Roads	145,421	56,456	-	201,877
Bridges	6,024	1,655	-	7,679
Footpaths and cycleways	41,039	6,448	-	47,487
Off street car parks	7,944	(7,097)	-	847
Drainage	201,317	57,352	-	258,669
Parks, open space and streetscapes	205	-	-	205
	401,950	114,814	-	516,764
Total	1,676,124	182,062	(2,027)	1,856,159
2022				
Property				
Land	1,095,293	131,240	(1,339)	1,225,194
Buildings	38,849	8,521	(297)	47,073
	1,134,142	139,761	(1,636)	1,272,267
Plant, equipment and other fixed assets				
Plant, machinery and equipment	19	-	(5)	14
Fixtures, fittings and furniture	1,006	-	-	1,006
Computers and telecommunications	75	-	(75)	-
Artworks	887	-	-	887
	1,987	-	(80)	1,907
Infrastructure				
Roads	114,947	30,474	-	145,421
Bridges	5,079	945	-	6,024
Footpaths and cycleways	25,707	15,332	-	41,039
Off street car parks	5,930	2,014	-	7,944
Drainage	163,966	37,351	-	201,317
Parks, open space and streetscapes	205	-	-	205
	315,834	86,116	-	401,950
Total	1,451,963	225,877	(1,716)	1,676,124

The asset revaluation reserve is used to record the increased (net) value of Council's assets over time.

Note 9 Other matters (cont.)

9.1 Reserves (cont.)

(b) Other reserves

	Balance at beginning of reporting year	Transfer to accumulated surplus	Transfer from accumulated surplus	Balance at end of reporting year
	\$'000	\$'000	\$'000	\$'000
2023				
Open Space (resort and recreation) Reserve (a)	13,159	(2,191)	3,930	14,898
Doncaster Hill activity centre DCP Reserve (b)	1,103	(200)	74	977
Total	14,262	(2,391)	4,004	15,875
	Balance at beginning of reporting year	Transfer to accumulated surplus	Transfer from accumulated surplus	Balance at end of reporting year
	\$'000	\$'000	\$'000	\$'000
2022				
Open Space (resort and recreation) Reserve (a)	11,768	(4,846)	6,237	13,159
Doncaster Hill activity centre DCP Reserve (b)	1,430	(327)	-	1,103
Total	13,198	(5,173)	6,237	14,262

(a) The Open Space (resort and recreation) Reserve was established to control contributions received from developers that will, upon completion of developments be utilised to acquire and create open space, and develop recreation and other facilities for residents in the respective development areas.

(b) The Doncaster Hill activity centre DCP Reserve was established to control contributions levied on developers under the Doncaster Hill Development Contributions Plan Overlay (DCPO) and funds will be utilised to develop social and community infrastructure in accordance with the conditions contained in the DCPO.

Note 9 Other matters (cont.)

9.2 Reconciliation of cash flows from operating activities to surplus/(deficit)

	2023 \$'000	2022 \$'000
Surplus/(deficit) for the year	7,598	32,120
Depreciation/amortisation	29,124	26,394
Net gain/(loss) on disposal of property, plant and equipment, infrastructure	1,828	2,480
Contributed assets	(2,511)	(16,432)
Share of gain from associate	(291)	(39)
Adjustment for work in progress write-off to other expenses	2,326	2,938
Change in assets and liabilities:		
(Increase)/decrease in trade and other receivables	(1,961)	185
(Increase)/decrease in other assets	(2,227)	9
Increase/(decrease) in unearned income/revenue	(2,434)	(1,661)
Increase/(decrease) in trade and other payables	(1,996)	(6,108)
(Decrease)/increase in other assets and liabilities	52	55
(Increase)/decrease in provisions	1,319	(85)
Net cash provided by operating activities	30,827	39,856

9.3 Superannuation

Manningham City Council makes the majority of its employer superannuation contributions in respect of 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

Manningham City 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 Manningham City Council in the Fund cannot be measured as a percentage compared with other participating employers. Therefore, the Actuary is unable to allocate benefit liabilities, assets and costs between employers for the purposes of AASB 119 Employee Benefits.

Funding arrangements

Manningham City 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	5.70% pa
Salary information	3.50% pa
Price inflation (CPI)	2.80% 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	5.50% pa
Salary information	2.50% pa to 30 June 2023 and 3.50% pa thereafter
Price inflation (CPI)	3.00% pa

Manningham City Council was notified of the 30 June 2022 VBI during August 2022 (2021: August 2021). Vision Super has advised that the estimated VBI at 30 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.

Note 9 Other matters (cont.)**9.3 Superannuation (cont.)****Employer contributions****Regular contributions**

On the basis of the results of the 2021 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 2022, this rate was 10.0% of members' salaries (9.5% in 2020/21). 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 2020 triennial valuation.

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

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 Manningham City 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 2021 interim actuarial investigation surplus amounts

An actuarial investigation is conducted annually for the Defined Benefit category of which Council is a contributing employer. Generally, a full actuarial investigation is conducted every three years and interim actuarial investigations are conducted for each intervening year. An interim investigation was conducted as at 30 June 2021 and the last full investigation was conducted as at 30 June 2020.

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

	2021 (Interim) \$m	2020 (Triennial) \$m
• A VBI surplus	214.7	100.0
• A total service liability surplus	270.3	200.0
• A discounted accrued benefits surplus	285.2	217.8

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 2021.

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 2021.

The discounted accrued benefit surplus means that the current value of the assets in the Fund's Defined Benefit category exceeds the value of benefits payable in the future but accrued in respect of service to 30 June 2021.

Manningham City Council was notified of the 30 June 2021 VBI during August 2021 (2020: August 2020).

Note 9 Other matters (cont.)**9.3 Superannuation (cont.)****The 2023 triennial actuarial investigation**

A triennial actuarial investigation is being conducted for the Fund's position as at 30 June 2023. It is anticipated that this actuarial investigation will be completed by 31 December 2023. The financial assumptions for the purposes of this investigation are:

	2023 Triennial investigation	2020 Triennial investigation
Net investment return	5.70% pa	5.60% pa
Salary inflation	3.50% pa	2.50% pa for the first two years and 2.75% pa thereafter
Price inflation	2.80% pa	2.00% pa

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 benefit	10.50% (2021/22: 10.00%)	226	221
Vision super	Accumulation fund	10.50% (2021/22: 10.00%)	2,551	2,461
Other Funds	Accumulation fund	10.50% (2021/22: 10.00%)	2,547	2,264

In addition to the above contributions, Manningham City Council has paid unfunded liability payments to Vision Super totalling \$0 during the 2022/23 year (2021/22 \$0).

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 2024 is \$235,000.

Note 10 Change in accounting policy**Note 10 Change in accounting policy**

There have been no changes to accounting policies in the 2022/23 year.

There are no pending accounting standards that are likely to have a material impact on council.



Performance Statement

Performance Statement

For the year ended 30 June 2023

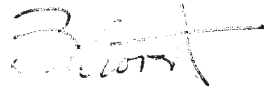
Description of municipality

Manningham City Council is located in Melbourne's north-eastern suburbs, commencing with its western boundary in Bulleen, 12 kilometres from the Melbourne CBD and extending to Wonga Park at its eastern extremity, 32 kilometres from the CBD. The City is bounded by the Yarra River, Banyule City and Nillumbik Shire in the north, Yarra Ranges Shire in the east, Koonung Creek, Maroondah City and the cities of Whitehorse and Boroondara in the south and Banyule City and the Yarra River in the west.

The City encompasses a total land area of 114 square kilometres, including a substantial 17% green open spaces. The non-urban areas include a large tract of the Green Wedge, and are used mainly for rural residential living, conservation and small scale agriculture.

Manningham has a population of 126,373 people across the City. The City covers the suburbs of Bulleen, Doncaster, Doncaster East, Donvale, Nunawading (part), Park Orchards, Ringwood North (part), Templestowe, Templestowe Lower, Warrandyte, Warrandyte South and Wonga Park (part).

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.



Jon Gorst (BCom, CPA)
Principal Accounting Officer
12 September 2023
Doncaster

In our opinion, the accompanying performance statement of the Manningham City Council For the year ended 30 June 2023 presents fairly the results of council's performance in accordance with the Local Government Act 2020 and the Local Government (Planning and Reporting) Regulations 2020.

The performance statement contains the relevant performance indicators, measures and results in relation to service performance, financial performance and sustainable capacity.

At the date of signing, we are not aware of any circumstances that would render any particulars in the performance statement to be misleading or inaccurate.

We have been authorised by the Council and by the *Local Government (Planning and Reporting) Regulations 2020* to certify this performance statement in its final form.



Deirdre Diamante
Mayor
12 September 2023
Doncaster



Tomas Lightbody
Deputy Mayor
12 September 2023
Doncaster



Andrew Day
Chief Executive Officer
12 September 2023
Doncaster

Other Information

For the year ended 30 June 2023

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 bases consistent with those reported in the Financial Statements. The other results are based on information drawn from council information systems or from third parties (e.g. Australian Bureau of Statistics).

The performance statement presents the actual results for the current year and for the prescribed financial performance indicators and measures, the results forecast by the council's strategic resource 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 those adopted by council in its financial plan on 27 June 2023 and which forms part of the Council Plan. The financial plan includes estimates based on key assumptions about the future that were relevant at the time of adoption and aimed at achieving sustainability over the long term. Detailed information on the actual financial results is contained in the General Purpose Financial Statements. The financial plan can be obtained via Council's website or by contacting Council.

Independent Auditor's Report

To the Councillors of Manningham City Council



Opinion	<p>I have audited the accompanying performance statement of Manningham 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 Manningham 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 and 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

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

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

- identify and assess the risks of material misstatement of the performance statement, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control
- evaluate the overall presentation, structure and content of the performance statement, including the disclosures, and whether performance statement represents the underlying events and results in a manner that achieves fair presentation.

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

MELBOURNE
18 September 2023

Travis Derricott
as delegate for the Auditor-General of Victoria

Sustainable Capacity Indicators

For the year ended 30 June 2023

Indicator / measure [formula]	2020	2021	2022	2023	Comments - Material Variations
Population					
Expenses per head of municipal population [Total expenses / Municipal population]	\$996	\$1,000	\$1,084	\$1,216	Over the period, we managed to deliver high-quality services within a responsible budget. The increase in expenses per property assessment in 2022/23 primarily relates to one off project related expenses including costs associated with the implementation of the new Food Organic Garden Organic (FOGO) waste service and one off restructuring costs as a result of Council's decision to transition out of Commonwealth Home Support Program services.
Infrastructure per head of municipal population [Value of infrastructure / Municipal population]	\$6,857	\$6,765	\$7,703	\$8,838	The increase in infrastructure per head of municipal population is mainly attributable to the large revaluation of Council's buildings and infrastructure assets. We are committed to maintain, renew and upgrade our community infrastructure assets and each year allocate a minimum of 33% of rate revenue in addition to other funding sources to fund the capital works program.
Population density per length of road [Municipal population / Kilometres of local roads]	209	210	208	207	We have a lower population density per km of road than similar councils. The maintenance and upgrade of local road network is funded by an ongoing capital works program and maintenance funds.
Own-source revenue					
Own-source revenue per head of municipal population [Own-source revenue / Municipal population]	\$949	\$945	\$996	\$1,053	The result reflects the importance of generating revenue from new and different sources to ensure ongoing financial sustainability.
Recurrent grants					
Recurrent grants per head of municipal population [Recurrent grants / Municipal population]	\$102	\$96	\$112	\$117	In general, we receive a relatively low level of grants allocation and hence heavily rely on rate revenue for the delivery of high-quality services and infrastructure to the community. The increase in the 2022/23 result is mainly due to 100% of the 2023/24 Financial Assistance Grant allocation being received in advance.
Disadvantage					
Relative Socio-Economic Disadvantage [Index of Relative Socio-Economic Disadvantage by decile]	9	9	9	9	We have a low level of socio-economic disadvantage relative to many councils.
Workforce turnover					
Percentage of staff turnover [Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100	11.6%	9.3%	17.8%	18.8%	Turnover increased slightly in 2022/23. This is in line with both Australian and global trends resulting from 'post-pandemic' impacts on workforce. Current low unemployment coupled with increasing interest rates has resulted in existing employees seeking other opportunities to improve remuneration. Additionally, organisational restructure activity was undertaken throughout the period. Organisational structural changes traditionally correlate with higher instances of voluntary turnover. It is anticipated that the impacts of the factors above will continue throughout FY 2023/24 with higher-than-normal turnover expected for the next two to three years before restablisng.

Definitions

"adjusted underlying revenue" means total income other than:

- (a) non-recurrent grants used to fund capital expenditure; and
- (b) non-monetary asset contributions; and
- (c) contributions to fund capital expenditure from sources other than those referred to above "infrastructure" means non-current property, plant and equipment excluding land

"local road" means a sealed or unsealed road for which the council is the responsible road authority under the Road Management Act 2004

"population" means the resident population estimated by council

"own-source revenue" means adjusted underlying revenue other than revenue that is not under the control of council (including government grants)

"relative socio-economic disadvantage", in relation to a municipality, means the relative socio-economic disadvantage, expressed as a decile for the relevant financial year, of the area in which the municipality is located according to the Index of Relative Socio-Economic Disadvantage (Catalogue Number 2033.0.55.001) of SEIFA "SEIFA" means the Socio-Economic Indexes for Areas published from time to time by the Australian Bureau of Statistics on its Internet website "unrestricted cash" means all cash and cash equivalents other than restricted cash.

Service Performance Indicators

Service / indicator/ measure [formula]	2020	2021	2022	2023	Comments
Aquatic Facilities					
Utilisation					
Utilisation of aquatic facilities [Number of visits to aquatic facilities / Municipal population]	4.0	1.7	1.4	3.4	Aquarena provides great value with a variety of programs and activities, and we are pleased to see visits increase 134% as visitors slowly return from the impact of COVID-19 restrictions and closures.
Animal Management					
Health and safety					
Animal management prosecutions [Number of successful animal management prosecutions]	100%	100%	100%	100%	Our focus is to promote responsible pet ownership however we pursue prosecutions for serious matters and in the interest of community safety. We continue to be 100% successful in animal management prosecutions, with 4 additional cases than last year.
Food Safety					
Health and safety					
Critical and major non-compliance outcome notifications [Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] x100	97.5%	93.4%	96.1%	98.9%	We have again seen an increase of almost 3% compared to last year as our health team followed up non-compliances identified during the Victorian Government's COVID-19 restriction lockdowns.
Governance					
Satisfaction					
Satisfaction with council decisions [Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]	57	58	58	57	Our Council continues to work to improve community satisfaction with council decisions. We have seen a one-point decrease from last year. This survey result is collected from a sample of residents by an independent company on behalf of the Victorian Government.
Libraries					
Participation					
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	14.3%	12.3%	10.9%	10.7%	It is pleasing to see an increase of 3,000 active library borrowers over the last year. Overall however, the calculation across the three years is slightly down.
Maternal and Child Health (MCH)					
Participation					
Participation in the MCH service [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100	76.4%	77.4%	77.9%	81.3%	We are pleased to see a positive increase in the overall participation rate in the MCH service following a concerted effort to follow up with families who missed appointments.
Participation					
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	82.1%	73.5%	100.0%	100%	We are pleased to see our continued effort to strengthen participation of Aboriginal and Torres Strait families in the Enhanced Maternal and Child Health remains high. This demonstrates the high quality of engagement and continuity of care offered by the Maternal Child Health service.

Service/ indicator/ measure [formula]	2020	2021	2022	2023	Comments
Roads					
Satisfaction					
Satisfaction with sealed local roads [Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]	66	64	66	58	We work hard to maintain our local roads. We have seen a decrease in community satisfaction, largely related to adverse weather conditions affecting the state and local road network. This survey result is collected from a sample of residents by an independent company on behalf of the Victorian Government. We continue to advocate on behalf of the state government for the maintenance of state owned roads.
Statutory Planning					
Decision making					
Council planning decisions upheld at VCAT [Number of VCAT decisions that did not set aside council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100	51.4%	63.3%	57.1%	71.4%	More than 71% of appeals on Council's planning decisions have been upheld by VCAT this year, which is a variation of 25% from last year. 6 of 21 decisions made at VCAT were set aside.
Waste Collection					
Waste diversion					
Kerbside collection waste diverted from landfill [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100	56.4%	55.2%	53.6%	55.0%	We have seen a positive 1.4% increase of waste diverted from landfill during 2022/23. Our landfill tonnages and recycling tonnages decreased compared to the prior year. From 1 July 2023 we introduced the food organic garden organic service which will further improve our diversion rate from 2023/24 onwards.

Definitions

"Aboriginal child" means a child who is an Aboriginal person
 "Aboriginal person" has the same meaning as in the Aboriginal Heritage Act 2006
 "active library borrower" means a member of a library who has borrowed a book from the library
 "annual report" means an annual report prepared by a council under section 98 of the Act
 "class 1 food premises" means food premises, within the meaning of the Food Act 1984, that have been declared as class 1 food premises under section 19C of that Act
 "class 2 food premises" means food premises, within the meaning of the Food Act 1984, that have been declared as class 2 food premises under section 19C of that Act
 "critical non-compliance outcome notification" means a notification received by council under section 19N(3) or (4) of the Food Act 1984, or advice given to council by an authorized officer under that Act, of a deficiency that poses an immediate serious threat to public health
 "food premises" has the same meaning as in the Food Act 1984
 "local road" means a sealed or unsealed road for which the council is the responsible road authority under the Road Management Act 2004
 "major non-compliance outcome notification" means a notification received by a council under section 19N(3) or (4) of the Food Act 1984, or advice given to council by an authorized officer under that Act, of a deficiency that does not pose an immediate serious threat to public health but may do so if no remedial action is taken
 "MCH" means the Maternal and Child Health Service provided by a council to support the health and development of children within the municipality from birth until school age
 "population" means the resident population estimated by council

Financial Performance Indicators

For the year ended 30 June 2023

Dimension / Indicator / measure [formula]	Forecast					2027 Material Variations
	2020	2021	2022	2023	2024	
Efficiency						
Expenditure level						
Expenses per property assessment [Total expenses / Number of property assessments]	\$2,479	\$2,464	\$2,606	\$2,896	\$2,770	\$2,797
Revenue level Average rate per property assessment [General rates and Municipal charges / Number of property assessments]	\$1,788	\$1,814	\$1,845	\$1,881	\$1,962	\$2,064
Liquidity						
Working capital						
Current assets compared to current liabilities [Current assets / Current liabilities] x100	188.3%	174.7%	211.2%	205.1%	181.8%	167.4%
Unrestricted cash liabilities compared to current liabilities [Unrestricted cash / Current liabilities] x100	38.9%	-13.1%	-69.2%	-62.9%	61.5%	52.9%

We are continuing to deliver quality services in accordance with our long term plans. The focus continues to be on responsible budgeting while providing cost-effective services and delivering infrastructure projects to meet the needs of our community. The increase in expenses per property assessment in 2022/23 primarily relates to one off project related expenses including costs associated with the implementation of the new Food Organic Garden Organic (FOGO) waste service and one off restructuring costs as a result of Council's decision to transition out of Commonwealth Home Support Program services.

Our average general rate increase was 1.75 per cent in 2022/23 in line with the Victorian Government's rate cap. Rate revenue is a major source of funding for a range of Council services and assists in providing funding to maintain and renew over \$2.5 billion of community assets such as local roads, community buildings, drains, footpaths, playgrounds and sporting facilities.

We can comfortably meet all short term financial commitments as and when they arise and continue to be in a sound financial position. The forward year forecasts also indicate that Manningham is expecting to maintain a strong working capital ratio.

The unrestricted cash ratio is consistent with prior year results as Manningham continues to invest in term deposits with a maturity of greater than 90 days to maximise interest revenue. Only term deposits with a maturity of 90 days or less are included in the calculation of cash for this ratio. The ratio would be 62.54 per cent in 2022/23 if term deposits with a maturity of greater than 90 days were also included in the calculation.

Glossary and abbreviations

Dimension / Indicator / measure [Formula]	Results				Forecast			
	2020	2021	2022	2023	2024	2025	2026	2027 Material Variations
Obligations								
Loans and borrowings								
Loans and borrowings compared to rates [Interest bearing loans and borrowings / Rate revenue] x100	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Loans and borrowings repayments compared to rates [Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100	7.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Indebtedness								
Non-current liabilities compared to own source revenue [Non-current liabilities / Own source revenue] x100	3.0%	2.8%	2.6%	2.6%	1.9%	1.7%	1.5%	1.3%
Asset renewal and upgrade								
Asset renewal and upgrade compared to depreciation [Asset renewal and asset upgrade expense / Asset depreciation] x100	161.3%	118.2%	118.0%	114.3%	127.0%	111.4%	131.7%	109.2%
Operating position								
Adjusted underlying result								
Adjusted underlying surplus (or deficit) [Adjusted underlying surplus (deficit) / Adjusted underlying revenue] x100	5.7%	5.8%	2.6%	-3.3%	1.9%	3.3%	3.5%	4.2%
Stability								
Rates concentration								
Rates compared to adjusted underlying revenue [Rate revenue / Adjusted underlying revenue] x100	78.6%	80.1%	80.8%	78.9%	81.6%	83.5%	83.6%	83.8%
Rates effort								
Rates compared to property values [Rate revenue / Capital improved value of rateable properties in the municipality] x100	0.2%	0.2%	0.2%	0.2%	0.2%	0.2%	0.2%	0.2%

Definitions

"adjusted underlying revenue" means total income other than:
 (a) non-recurrent grants used to fund capital expenditure, and
 (b) non-monetary asset contributions; and
 (c) contributions to fund capital expenditure from sources other than those referred to above

"adjusted underlying surplus (or deficit)" means adjusted underlying revenue less total expenditure

"asset renewal expenditure" means expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability

"current assets" has the same meaning as in the AAS

"non-current assets" means all assets other than current assets

"non-current liabilities" means all liabilities other than current liabilities

"non-recurrent grant" means a grant obtained on the condition that it be expended in a specified manner, and is not expected to be received again during the period covered by a council's Strategic Resource Plan

"own-source revenue" means adjusted underlying revenue other than revenue that is not under the control of council (including government grants)

"population" means the resident population estimated by council

"rate revenue" means revenue from general rates, municipal charges, service rates and service charges

"recurrent grant" means a grant other than a non-recurrent grant

"residential rates" means revenue from general rates, municipal charges, service rates and service charges levied on residential properties

"restricted cash" means cash and cash equivalents, within the meaning of the AAS, that are not available for use other than for a purpose for which it is restricted, and includes cash to be used to fund capital works expenditure from the previous financial year

"unrestricted cash" means all cash and cash equivalents other than restricted cash.

Advisory committee	A committee that assists council with the decision-making process and has a Councillor representative to assist with the consultation process
Advocacy	Publicly supporting or recommending programs or services on behalf of our community to other tiers of government or service providers for community benefit
Annual Report	An report prepared by a Council annually under sections 98, 99 and 100 of the <i>Local Government Act 2020</i> .
Asset expansion expenditure	Expenditure that extends the capacity of an existing asset to provide benefits to new users at the same standard as is provided to existing beneficiaries
Asset expenditure type	These types of asset expenditure: <ul style="list-style-type: none"> • asset renewal expenditure • new asset expenditure • asset upgrade expenditure • asset expansion expenditure
Asset renewal expenditure	Expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability
Asset upgrade expenditure	Expenditure that: <ul style="list-style-type: none"> • enhances an existing asset to provide a higher level of service; or • increases the life of the asset beyond its original life
Best value	State legislation that requires Council to review services to ensure community expectations and value for money
Budget	Council's originally published budget detailing the projected income, expenditure and financial position of Council.
Capital expenditure	The expenditure on items which are expected to produce future economic benefits for Council with a useful life in excess of 12 months
Capital improved value	The market value of the property at the date of valuation including the value of the land and all improvements built on the land
Capital Works Program	Program of scheduled infrastructure works generally encompassing capital works for road, drainage and building assets
Capitalisation	The process whereby expenditure is charged to an account in the statement of financial position rather than to an expense account

Council Plan	The four-year plan for how we will deliver our nine strategic objectives
Community grants	Council allocates a sum of money for our Community Development Community Grants program as part of the annual budget process. The funding supports not for profit community organisations in Manningham
Community Satisfaction Survey	The survey the state government requires Councils to conduct once a year to gauge the level of community satisfaction with our services
Cultural diversity	Celebrating our community's many different cultures expressed through language, tradition, religion, dress, arts, dance and lifestyle
COVID-19	Coronavirus disease (COVID-19) is an infectious disease caused by a newly discovered coronavirus.
Community Care Program	Home and Community Care (HACC) and the Commonwealth Home Support programs established under Agreements entered into with the Australian and State Governments support people who are frail, have a disability and their families
Community care service	Provides a range of services including domestic assistance, personal care, community respite and delivered meals which assists clients to maximise their independence in the community
Governance	Council's responsibility for the economic and ethical performance of the municipality
Infrastructure	The stock of fixed capital equipment, including roads, public buildings, footpaths, etc.
Key performance indicator	A significant measure used on its own or in combination with other key performance indicators to monitor how well a business is achieving its quantifiable objectives
Liquidity	The ratio of current assets to current liabilities as a percentage that shows how much cash we have on hand
Local Government Model Financial Report	The Local Government Model Financial Report published by Local Government Victoria each year including on localgovernment.vic.gov.au
Local law	The laws adopted by Council that prohibit, regulate and control activities, events, practices and behaviours within Manningham
Local roads	The municipal road network which is maintained by Manningham Council
Manningham Matters	The Council newsletter we deliver to all Manningham homes and businesses that provides residents with information about local activities.

Manningham Planning Scheme	Outlines state and local planning policies including zones, overlays and other provisions
Material variations	Significant changes to a development application, such as those that impact neighbouring properties, alter the description of the development or would affect objections to the original proposal.
Maternal and Child Health (MCH) Service	Service provided by a Council to support the health and development of children within the municipality from birth until school age
Municipal Association of Victoria (MAV)	The lobbying body for Victoria's 79 Councils.
New asset expenditure	Expenditure that creates a new asset that provides a service that does not currently exist
Non-current assets	All assets other than current assets
Non-recurrent grant	A grant obtained on the condition that it be expended in a specified manner and is not expected to be received again during the period covered by a Council's Strategic Resource Plan
North East Link Project (NELP)	The largest road project in the state's history, which will involve seven years of planning, design and construction. It is the biggest infrastructure project to affect Manningham's municipality.
Performance indicator	A statistic identifying the extent of activity in meeting a specific objective
Performance statement	The performance statement prepared by a Council under section 98 and 99 of the <i>Local Government Act 2020</i> .
Placemaking	Activities and initiatives that strengthen the connection between people and the places they share to help build community resilience and make our neighbourhood centres and villages more vibrant.
Principal Accounting Officer	The person designated by a Council to be responsible for the financial management of the Council.
Recurrent grant	A grant other than a non-recurrent grant.
Report of operations	The report outlining details of Council operations prepared under section 98 of the <i>Local Government Act 2020</i> .
Reserves	Monies set aside in the statement of financial position for specific purposes in accordance with statutory and discretionary principles

Revised budget	The revised budget prepared by a Council under section 98 of the <i>Local Government Act 2020</i> .
Risk management	A policy and process for identifying business risks and controlling the likelihood and/or impact of a risk event occurring.
Strategy	A plan of action intended to accomplish specific objectives.
Statement of Capital Works	A statement of capital works prepared in accordance with the Local Government Model Financial Report.
Statement of Human Resources	A statement that shows all Council staff expenditure and the number of full time equivalent Council staff
Sustainable	How we meet present-day needs without compromising future generations' ability to meet their needs
Themes	The overarching strategic objectives or focus areas of Council, as outlined in the Council Plan
Triple bottom line	Measures community well-being by assessing the economic, social and environmental considerations
Vision	A description of the future we aim to achieve for our city and community
Ward	The delineation of a district within a municipality for the purposes of administration and representation
Wellbeing	A general term to encompass health, happiness, welfare, security, comfort, quality of life and a sense of belonging

Abbreviations

AAS	Australian Accounting Standard
ABS	Australian Bureau of Statistics
AMS	Asset Management Strategy
CEO	Chief Executive Officer
Cr	Councillor
EBA	Enterprise Bargaining Agreement
EMT	Executive Management Team
EO	Equal Opportunity
HACC	Home and Community Care
LGPRF	Local Government Performance Reporting Framework MAV Municipal Association of Victoria
MCH	Maternal Child Health
NDIS	National Disability Insurance Scheme
NELP	North East Link Project
SBS	Strategic Briefing Session
UNHCR	United Nations High Commission for Refugees
VEC	Victorian Electoral Commission
WHS	Workplace Health and Safety

Index

A		I	
Abbreviations	271, 275	Information privacy	190
Achievements	7, 20, 79, 88, 188, 189, 191, 195	L	
C		Liquidity	73, 269
Code of conduct	89, 168, 170, 172, 184	M	
Conditions of employment	94	Management	16, 38-39, 32, 90, 111, 172-177, 182-184, 191-192, 199
Council meetings	162, 164, 168, 185	Maternal and Child Health	10, 28, 31, 101, 112-113, 267-268
Council Plan	3, 16, 20-21, 61, 74, 87, 96-99, 163, 177, 174, 183, 185, 273, 268	N	
Councillor allowances	169	NELP	160, 273, 275
Councillor expenses	169-170	O	
Councillors	14, 16, 19, 95, 154, 163-170, 173-175, 184-186, 204, 207, 209-210, 264-265	Our history	12, 87
D		Our people	88, 90, 94-95
Domestic Animal Management Plan	141, 190-191	P	
E		Performance statement	261-269
Employee code of conduct	170, 172	Planning and reporting framework	96-97
Expenditure	69, 71, 170-171, 193, 204-207, 266, 269	R	
F		Resilient environment	8, 20, 77, 98, 139
Fraud and corruption control	174-175	Reward and recognition	95
G		Risk management	173, 176-177, 183
Glossary	271	Road Management Act	192
Governance	17, 19, 24, 154, 94, 163-164, 173-175, 182-184, 267	Roads	10, 24, 35, 87, 121, 134, 200, 205, 206
H			
HACC	272, 275		
Healthy community	8, 20, 26, 74, 98, 100		
Home and Community Care	272, 275		

S

Senior officers	92-93, 172
Statement of Capital Works	204, 206, 215, 2784
Strategic briefing sessions	165

V

Vibrant and prosperous economy	8, 20, 52, 77, 150
--------------------------------	--------------------

W

Welcome	2, 6, 7, 87
Well-governed council	8, 20, 78, 58, 154

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