



Manningham Council
Annual Report

2021/22

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.

We are required under the *Local Government Act 2020* to present 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're pleased to present the Annual Report in this new format, we've included all the information and more from previous years and hope you enjoy reading about our 2021/22.

Acknowledgement of Country

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

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

We acknowledge and respect Australia's First Peoples as Traditional Owners of lands and waterways across Country and encourage reconciliation between all.

Our diverse community

We are proud of our diverse and multicultural community in Manningham. Manningham Council recognises and 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 plans to address the Victorian Government's *Disability Act 2006* s 38(1).

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Message from our Mayor



It's my pleasure to present Manningham's Annual Report 2021/22 on behalf of my fellow Councillors.

I'm proud of the many meaningful initiatives we have delivered this year, including:

- Holding our Civic Awards in October and recognising five outstanding locals for their service to our community.
- Hosting our Carols by Candlelight celebration in December following the relaxing of COVID-19 restrictions.
- Making improvements to a wide variety of community spaces, playspaces, shopping precincts and sporting facilities for our community.
- Officially naming wonguim wilam in Warrandyte to reflect the language, culture and heritage of the Wurundjeri Woi-wurrung people and receiving the Excellence in place naming award at the 2022 Asia-Pacific Spatial Excellence Awards recognising the process.
- Becoming an accredited 'welcoming city' in recognition of our ongoing initiatives to ensure we are inclusive for all members of our diverse community.
- Continuing our advocacy work to reflect our community's views on major projects.

Our Councillors were proud to finalise our 2021-25 Council Plan, which sets out our priorities over the next four years. This includes our Community Vision 2040, which was developed with our community panel as representatives of our Manningham community.

This Annual Report is the first to showcase our 2021-25 Council Plan and I encourage you to read on and find out more about the variety of activities and projects delivered during 2021/22.

My thanks to our previous Mayor, Cr Andrew Conlon, and our team of dedicated Councillors and staff for their tireless work through the pandemic to make sure our community was well supported.

Mayor Cr Michelle Kleinert
Mayor

Message from our CEO



We are proud of our work on behalf of the Councillors and in partnership with our community to ensure Manningham remains a vibrant, safe and inclusive place.

We embrace and celebrate the contribution all our residents make and we are committed to representing and reflecting on the voices of our community in everything we do.

This year, we made several changes to how we work to enhance our communities experience. This included:

- Improving the way we manage and respond to customer requests.
- Launching our new Manningham website.
- Providing a wider range of options for our community to transact with us.
- Introducing multi-lingual live chat to help people communicate in their preferred language.

This year the team once again worked hard on behalf of Council and community to deliver a comprehensive range of initiatives and infrastructure improvements as set out in the Council Plan, annual budget and capital works program including:

- Continued support for community groups through the delivery of a comprehensive grants program.
- A range of community support services from maternal and child health and immunisation services through to arts and culture events and initiatives.
- Delivering a comprehensive \$40.49 million program of capital works upgrades to our community assets include significant investments in footpaths, drains, roads and open spaces.
- A solid, debt free financial result to allow reinvestment in community priorities in future years.

Our team of dedicated staff use the Council Plan to guide the work we do every day to deliver high-quality facilities, collaborative initiatives and over 100 services to our community. All of this underpinned by our customer commitment and organisational values with a focus on public value to provide high quality and high impact outcomes.

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

 **13,951**
cats and dogs registered

 **6.2km**
of new and renewed footpaths

 **724**
residents became Australian Citizens


 **1480**
building permits processed


125,827
population of Manningham 


\$5.03 million
to improve parks and open spaces 


12,745
participants in arts and culture programs and projects 

 **14,000**
plants planted

303,020
visits to Aquarena 

\$1.07 million
provided in community grants 

 **976**
births supported by Maternal and Child Health centres

 **8,072**
immunisations provided

53.6% 
of waste diverted from landfill


492,000
library loans 

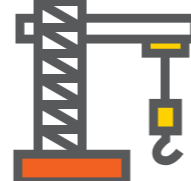
 **98,104**
calls received by the contact centre

 **23km**
roads resurfaced

76,464
hours of care including domestic, personal and respite care support services 






648,872
visitors to manningham.vic.gov.au 

79% 
of planning applications decided within statutory time frames

 **\$40.49 million**
in capital works projects delivered

30,500
visits to yoursaymanningham 

Recognised locals outstanding commitments to Manningham with our Civic Awards

-  *Citizen of the Year*
Ian Goldsmith
-  *Young Citizen of the Year*
Sulaymann Hafeez
-  *Volunteer of the Year*
Patricia Wheeler
-  *Community Group Achievement Award*
Manningham State of Emergency Services
-  *Sports Achiever of the Year*
Roland Frasca

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 125,827 people. A wide mix of housing options are home to people of all ages, household types, incomes and cultural backgrounds.

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. The City of 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:

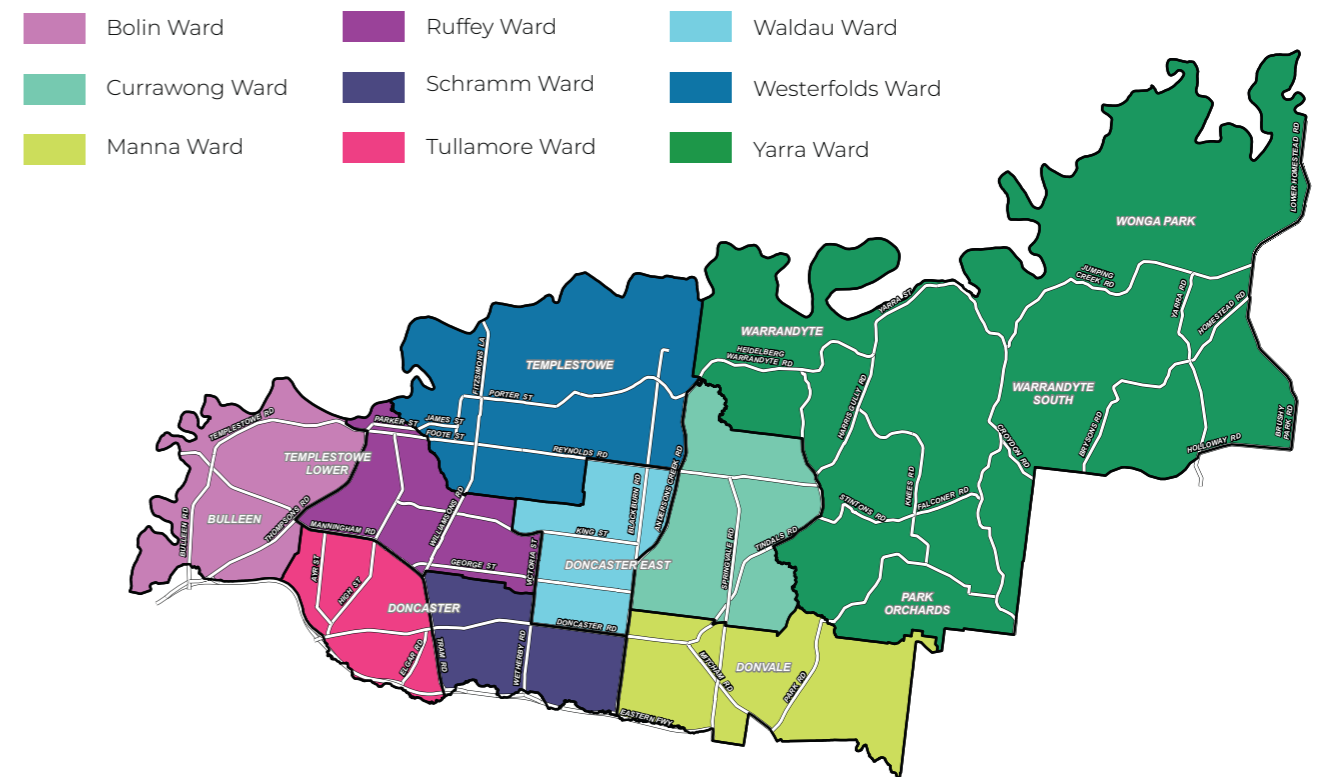
- Bulleen
- Doncaster
- Doncaster East
- Donvale
- part of Nunawading
- Park Orchards
- part of Ringwood North
- Templestowe
- Templestowe Lower
- Warrandyte
- Warrandyte South
- Wonga Park

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 guide 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 2021.

July 2021 – October 2021

Mayor Cr Andrew Conlon
Deputy Mayor Cr Anna Chen

November 2021 – June 2022

Mayor Cr Michelle Kleinert
Deputy Mayor Cr Deirdre Diamante

Table 1: Electoral Structure and Representation



Cr Michelle Kleinert (Mayor)

Westerfolds Ward

☎ 0400 902 822

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

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



Cr Deirdre Diamante (Deputy Mayor)

Tullamore Ward

☎ 0413 584 047

✉ Deirdre.Diamante@
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 Carli Lange

Yarra Ward

☎ 0433 256 840

✉ Carli.Lange@
manningham.vic.gov.au

Elected to Council:
24 October 2020



Cr Tomas Lightbody

Manna Ward

☎ 0437 829 635

✉ Tomas.Lightbody@
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, previous term
2008 to 2012)

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

December 2021 to present

Group Manager People and Communications

February 2019 to December 2021



Angelo Kourambas

Director City Planning and Community

February 2018 to July 2022 (leave of absence from November 2021 – July 2022)



Lee Robson

Acting Director City Planning and Community

March 2022 to present

Niall Sheehy was Acting Director City Planning and Community between November 2021 to March 2022.



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

January 2022 to present

Outgoing staff who held senior roles in 2021/22



Philip Lee

Director Shared Services

December 2013 to October 2021



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 priorities
2. The organisation - which acts on the decisions and directions of the elected Councillors 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 Councillors also delegate various powers and responsibilities to the CEO and staff.

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 billion in community assets.

As an organisation, we have several roles, we:

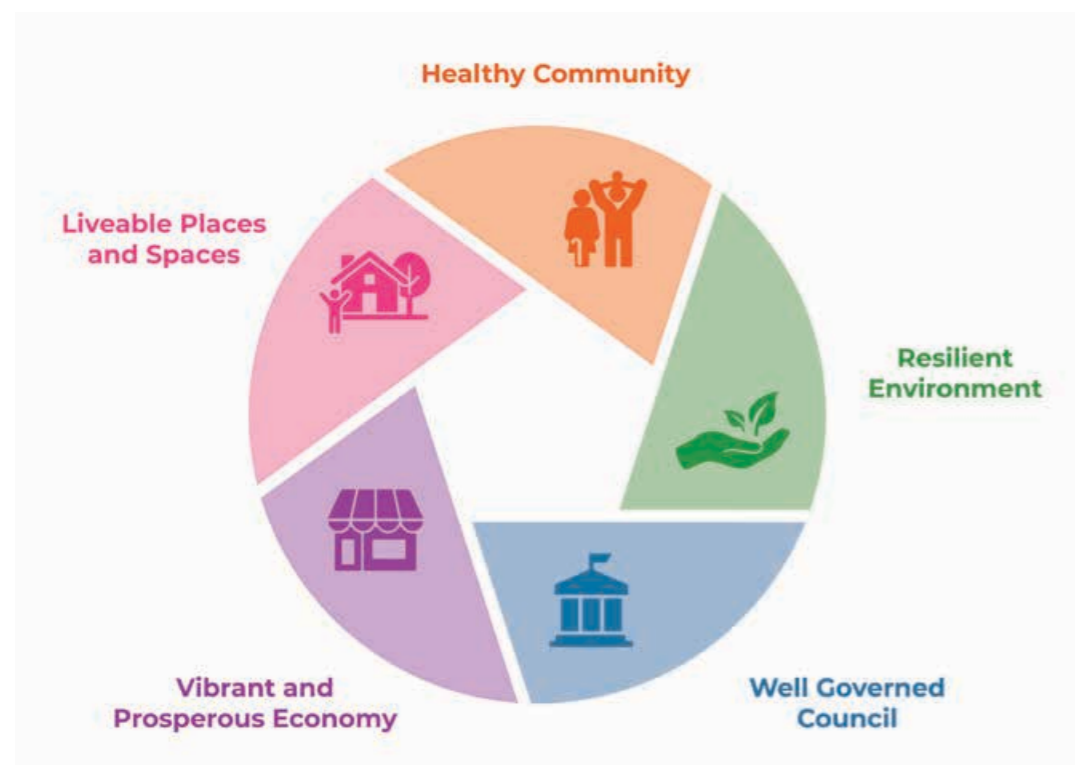
- Make decisions based on the diverse needs of our local community
- Provide leadership and advocate for the interests of the local community to other communities and governments
- Foster community cohesion and encourage active participation in civic life
- Ensure we manage our resources in a responsible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

Our 2021-2025 Council Plan outlines where we will direct our time, resources, and efforts over the next four years. You can find our Council Plan at manningham.vic.gov.au/about-council/strategies-plans-and-policies/council-plan

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

We report on our key achievements and challenges within each theme in this document. This is the first 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 2021/22 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 2021/22 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 2021/22, some of these included:



Affordable housing

We are calling for additional funding to registered housing services to support vulnerable residents, particularly those with a disability. As a signatory to the Regional Local Government Homelessness and Social Housing Charter, we join 12 other Councils from Melbourne's East and South, calling for urgent action for more social housing to end homelessness.



Doncaster Rail

We continue to advocate for a rail line between the CBD and Doncaster. We are urging the Victorian Government to make sure that the North East Link project paves the way for Doncaster Rail, and that the design of the Doncaster Busway is created to allow a transition to heavy once the bus system reaches capacity.



North East Link Project

We are liaising with the North East Link Project (NELP) Authority and the Victorian Government on all aspects of the major road project, including sports and recreation improvements, tree revegetation plans and minimising traffic impacts on Manningham.



Public transport including at Doncaster Hill

We are asking the Victorian Government to fast-track funding for more bus services to meet our community's growing demand. We need more buses with more capacity on the Doncaster Area Rapid Transit (DART) SmartBus network. We are also advocating for a Bus Rapid Transit (BRT) connection between the CBD and Doncaster as part of the North East Link Doncaster Busway project.



Suburban Rail Loop

We are pleased that the Victorian Government's proposed Suburban Rail Loop (SRL) includes a Doncaster Station. We were disappointed that the Doncaster Station footprint was not set aside in stage 1 of the project to allow for planning the Doncaster Hill precinct, but we acknowledge this will be part of stage 2.



Youth Mental Health

We are seeking more local access to youth mental health services in Manningham. We support the delivery of a headspace facility to meet the increasing demand for mental health support for young people in our area. Our #manninghamneedsahespace campaign advocates for the \$1 million set aside for a headspace in the Menzies region to be located in Manningham.



5 ways intersection

We urge the Victorian Government's Department of Transport to address ongoing safety issues associated with the 5 Ways intersection in Warrandyte South. 5 Ways has been the site of a number of vehicle crashes and incidents. We have conducted a traffic survey, invited our community to share their experiences and investigated low-cost interim measures to improve safety.

How you can get involved

- Read about our ongoing advocacy at manningham.vic.gov.au/about-council/strategies-plans-and-policies/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
\$27.17



Roads, footpaths
and drainage
\$8.91



Waste services
and recycling
\$9.50



Planning and environmental
management
\$6.99



Parks, gardens and
sportsgrounds
\$9.61



Arts, culture
and libraries
\$4.76



Aged and disability
support services
\$6.21



Health, children
and families
\$4.34



Community support
and development
\$2.30



Customer service, governance
and administration
\$15.91



Council owned
community buildings
\$2.52



Risk management
and insurances
\$1.78

Our major projects

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

We delivered just over \$44 million of capital projects in 2021/22.

Below is a summary of key projects we completed:

- \$3.5 million in road resurfacing works
- \$6.4 million in building construction and renewal works
- \$3.5 million in drainage works
- \$1.5 million in footpath works
- \$8.7 million on recreational, leisure and community facilities.

Some specific projects include:

- Pettys Reserve – \$3 million
- Rieschiecks Athletic Track – \$1.4 million
- Knees Road – \$1.05 million
- Jumping Creek Road – \$0.76 million
- Tuckers Road and Footpath Reconstruction – \$0.67 million
- wonguim wilam Park Warrandyte River Reserve – \$0.67 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 and 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 from culturally diverse backgrounds, LGBTIQ+ people, and people living with disability and their carers.

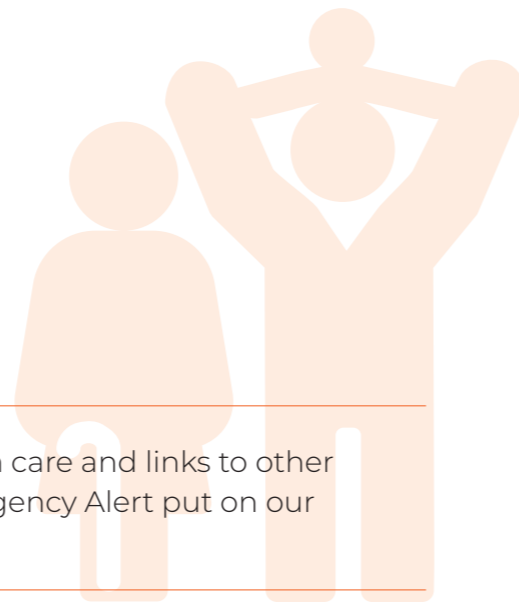
From our research and conversations with our residents, we have committed to building, sustaining and enhancing a healthy community by working towards the following goals:

- 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.





What we delivered

We provided holistic home-based Maternal and Child Health care and links to other services despite the strain the Pandemic Code Brown Emergency Alert put on our services.

Our Maternal and Child Health staff supported over 70 City of Melton families with telehealth appointments during the Pandemic Code Brown Emergency Alert.

Our Maternal and Child Health staff undertook cultural competence training to better serve our community. We are proud to have supported all young families in our First Nations community.

We ran our Sleep and Settle Program and an outreach home-based service offering sleep and settle support for families with children from newborn to toddlers.

Our Maternal and Child Health staff conducted 9228 consultations for babies and children at key ages and stages of their development.

We welcomed new members to the Manningham Local Dementia Alliance Group and the Manningham Positive Ageing Alliance Group.

We started our Manningham Supported Transport Trial to help residents get to essential shops and destinations around Manningham.

We provided 76,464 hours for in-home care and Social Support services.

We delivered meals to 208 community members with the help of 50 volunteers.

We delivered over 1600 activity packs, including puzzles, quizzes, and reading material to community members.

We distributed Rapid Antigen Tests provided by the Victorian Government to our staff and local community organisations to keep people safe and essential community services operating.

Our staff participated in regional working groups related to Public Health directions and pandemic restrictions to better support our local businesses affected by COVID-19 cases and pandemic restrictions.

We administered 8,072 vaccines to 4,822 clients.

We performed 489 food safety assessments despite lockdowns and restrictions.

We contacted all families with a COVID-19 positive child under one that we became aware of to provide advice and support.

We introduced a pram walking group and ran a Circle of Security parenting program to connect and support young families.

We ran our Preschool Field Officer (PSFO) program with additional funding from the Victorian Government to include funded three-year-old kindergarten programs and build inclusion and participation of children with additional needs.

We ran our Parenting Seminar Series to support families and young people, with a focus on COVID-19 lockdowns, homeschooling, uncertainty, anxiety and depression. The session for Parents and Carers of LGBTIQ+ young people provided Information, support and resources.

The Manningham Youth Advisory Committee (MYAC) was established for young people 16 to 25 years to give their ideas and feedback on Council's plans and policies. MYAC provided feedback to the Youth Mental Health Advocacy Campaign, the Climate Emergency Action Plan and the Sports Facility Development Plan.

We continued to provide well-maintained and renewed buildings for our Maternal and Child Health Centres, preschools, kindergartens, community centres and neighbourhood houses.

We advocated for further investment in our early years services to meet environmental and accessibility standards and be responsive to the changing community.



We provided information to help our early years services and providers respond to the Victorian Government's policy to give 3-year-olds 15 hours of kindergarten each week by 2029.

- We finalised membership for three new Advisory Committees and the Disability Advisory Committee to create a more inclusive, respectful, equitable and healthy community:
- Health and Wellbeing Advisory Committee
- Multicultural Communities Advisory Committee
- Gender Equality and LGBTQIA+ Advisory Committee

We advocated for a youth headspace in Manningham and more community legal services.

We endorsed and began implementing our Health and Wellbeing Action Plan.

Our Early Years at MC Square childcare team provided ongoing care and support throughout the COVID-19 restrictions when childcare was deemed an essential service.

Challenges

We had to adapt how we supported young families with newborns due to ongoing changes to COVIDSafe practices.

Our community of new parents struggled with isolation and a lack of support during lockdowns. We saw many mental health and relationship issues that required additional support and referrals.

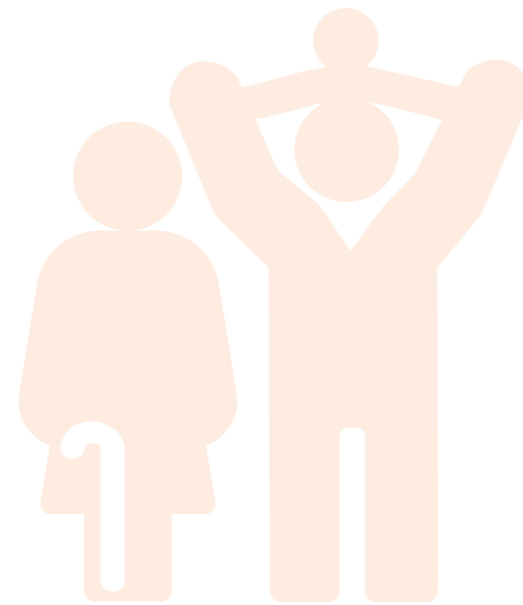
We experienced shortages in Aged and Disability Support Service staff due to COVID-19, and this required us to balance our priorities to best service our community.

COVID-19 restrictions required us to find alternative safe ways to run our social connection programs, deliver our food safety and run our immunisation program.

Our 5-Star Food Safety Awards program was delayed for a further 12 months due to COVID-19 restrictions and modified food safety assessments.

Manningham is a Welcoming City

Over many years, Multicultural Communities Advisory Committee member Saarah Ozeer, has seen how community-led committees, networks and community projects have fostered cultural diversity and provided a platform for multicultural communities to share their voices.



Together with community leaders Dilnaz Billimoria and Fareha Hafeez, Saarah has been instrumental in bringing together community leaders and members of the multicultural community to meet with Council representatives to identify how Manningham can work together with the multicultural community.

Sarah (pictured bottom right) is pleased to be part of Manningham's Multicultural Communities Advisory Committee, which helps us make decisions that reflect the diversity of our community.

"As a community we have the power to support, create and inspire positive change. Local councils and governments play an important role in our democracy and should be at the forefront of creating socially cohesive communities, supporting economic participation, respecting, increasing and retaining cultural diversity."

Our municipality is home to people from 99 countries, speaking 76 languages. We recognise that to make decisions that better serve the whole community, we need to listen to and value the voices of people from multicultural backgrounds.

We were accredited as a 'Welcoming City' in August 2021 in recognition of our ongoing work to ensure we are welcoming and inclusive to all community members.

"Welcoming Cities provides a framework for embedding social cohesion and economic participation across a raft of Council strategies that put equity and equality front and centre," Saarah said.

The accreditation will help us make sure our projects, initiatives and decisions reflect our diverse community, allow us to identify gaps in our practices and track our progress.

Council is committed to making a difference with our anti-racism projects, including joining the #RacismNOTWelcome street sign campaign and supporting our community partners with anti-racism campaigns.

"Racism is a human rights violation and as a community we need to stand up against racial prejudice and discrimination due to its long-term negative impacts especially on the most vulnerable in our community," Saarah said.

We continue our work with the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation and deeply value the ongoing contribution First Nations people make to Manningham.



How you can get involved

- Read about our ongoing initiatives to help people feel connected and included in *Manningham Matters*
- Share your ideas and provide feedback on issues and projects that matter to you at yoursay.manningham.vic.gov.au



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.

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 a key priority 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

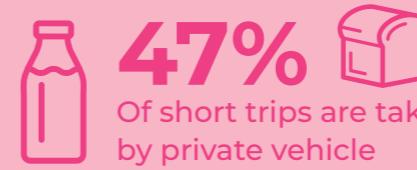
- Meeting demand and balancing city and country.
- Public spaces for people to meet and connect.
- Neighbourhood character and amenity that is welcoming and attractive.
- Valuing our parks and open spaces.
- Safe, easy and environmentally friendly travel.
- Community infrastructure that is multi-purpose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

11,761
New dwellings by 2021



Increased demand and importance on arts, community and sporting facilities

47%
Of short trips are taken by private vehicle



20%
Of residents will live alone by 2021



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

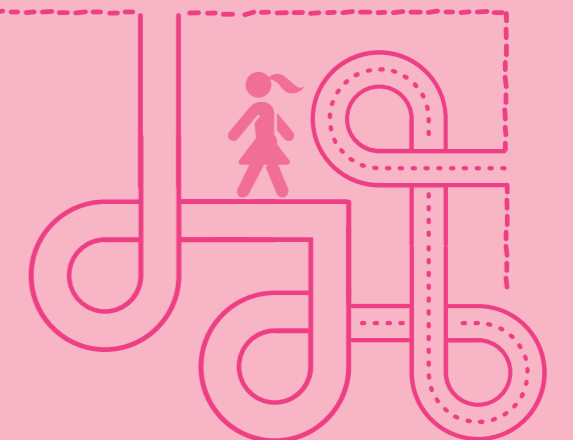


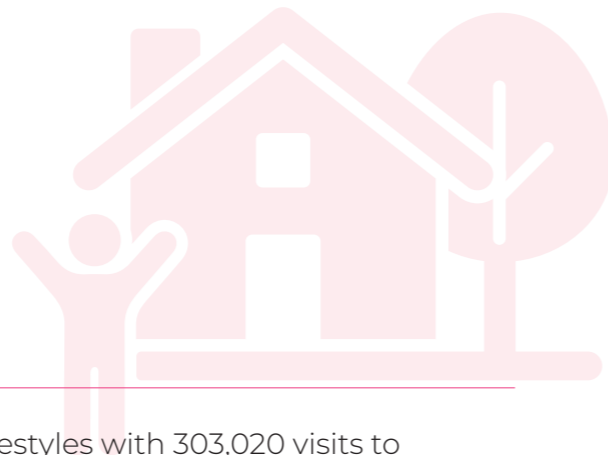
20.13km² Open space
302 Parks and reserves
151 Play spaces



WE PROVIDE

751km Roads
918km Footpaths
66km Off-road shared paths
118km Pedestrian paths in parks





What we delivered

We supported our community to live active, healthy lifestyles with 303,020 visits to Aquarena and 643,817 visits to Mullum Mullum Stadium.

Our Parks team responded to 7061 customer service requests.

We continued to make our roads safer for the community by reconstructing Knees Road and finalising our concept plans for Jumping Creek Road.

We finished our upgrade of Domeney Reserve Pavilion, Rieschieks Pavilion and Petty's Reserve sporting precinct to provide high-quality and flexible multi-use recreational facilities for the community.

We created new playspaces and park upgrades at Montgomery Reserve (Doncaster East), Morris Williams Reserve (Bulleen), Swanston Reserve (Bulleen) Hollywood playspace at Green Gully Linear Park (Templestowe), Swilk Reserve (Templestowe), and Mayfair Reserve (Lower Templestowe).

We finalised our Liveable City Strategy 2040 to improve the liveability of our local area.

We adopted our Transport Action Plan 2021, which outlines several key transport-based objectives, actions and advocacy priorities for Council.

We adopted the Ruffey Lake Park Landscape Masterplan 2021 to make the park more accessible while preserving its diverse natural environment and historic qualities.

We ran activities and upgraded several local shopping and dining precincts, including Ayr Street in Doncaster to make our villages vibrant and inviting.

We contributed to the planning and early works for the North East Link Project, including planning for the relocation of affected sporting fields and pavilions to minimise the effects on our community.

We worked collaboratively with the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation and the broader community to officially name wonguim wilam in Warrandyte.

We developed an online portal to make it easier for our residents to register the 6973 pools and spas in Manningham.

Our Buildings team received 9020 requests for service.

We were actively involved in the Victorian Building Authority's combustible cladding program to help building owners address this important safety issue.

We issued 1480 Building Permits and approved 1218 new dwellings and apartments to the total value of \$688,595,182

We continued our role to keep our community safe and amenity protected by triaging community concerns and working within changing COVID-19 restrictions.

We created a new Domestic Animal Management Plan that focuses on promoting responsible pet ownership, the welfare of our cats and dogs and the safety of our community.

We adopted our Asset Plan and 10-year Capital Works Program to guide how we manage, maintain and improve our community buildings, facilities, assets and community spaces.

We collected data on the condition of our roads and footpaths and updated Council's Road Management Plan to meet the needs of our community.

We constructed significant footpath sections linking Mullum Mullum Stadium and Trail and the bus stops along Springvale Road.

Challenges

Our building works were impacted by difficulties in accessing contractors, labour and materials, plus delays in sign-off from external agencies as a result of COVID-19.

Supply chain delays and land acquisition challenges impacted our ability to complete several park and reserve upgrades.

The progressive closure of the Bulleen Industrial Precinct to accommodate the North East Link project impacted local employment and economic development.

We worked hard to resolve an increased number of service requests from our community as COVID-19 restrictions resulted in a change in people's habits and the way we were able to serve our community.

COVID-19 impacted the delivery of our 2021/22 Capital Works Program and resulted in frequent changes to project scheduling and the delayed completion of some projects.

Several late changes to the 10-Year Capital Works Program resulted in extra work and last-minute adjustments.





Honouring our history at wonguim wilam

The Manningham community has embraced the new name of wonguim wilam for the park formerly referred to as Lions Park in Warrandyte.

“We have been really pleased to see how well the community has supported the new name,” the Warrandyte Historical Society’s Valerie Polley OAM, said.

The official Woi-wurrung name reflects the language, culture and heritage of the local Wurundjeri Woi-wurrung people and was provided by the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation.

The space has been upgraded to include new open space parklands, artwork, picnic spaces, an exercise station, renewed car park and new playspace.

“This river-side area has featured heavily in Warrandyte’s history, so it’s great to have a site-specific name for the space,” Valerie said.

Manningham received a \$300,000 grant as part of the Victorian State Government’s Local Parks Program to complete stage two of the upgrade.

Manningham consulted extensively with the community on the concept plan for the park upgrade and new playspace. wonguim wilam officially opened in September 2022.

Manningham has expressed their gratitude to the Warrandyte Lions Club for their 40-plus years maintenance of the park and the former tennis courts, as well as contributing \$45,000 towards the exercise station. They also acknowledged the Warrandyte Historical Society for their support of the project.



How you can get involved

- Visit wonguim wilam at 217-225 Yarra Street Warrandyte
- Read more about wonguim wilam at yoursay.manningham.vic.gov.au/wonguim-wilam

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.



What we delivered



We planted 2,500 advanced trees and 14,000 plants.

We continued to update Council's Vehicle Fleet to a more sustainable one, with over 40 hybrid and electric cars and trucks added in the past 3 years.

We awarded 90 LEAF (Local Environment Assistance Fund) grants worth about \$64,000 to landowners to protect biodiversity guided by our LEAF education program.

We promoted Clean Up Australia Day to inspire and empower communities to clean up, fix, and conserve our environment.

Our free Waste Drop Off Day provided a chance to remove materials that cannot go into household bins

Our bushland maintenance included annual winter revegetation with 3000 plants to increase tree and vegetation coverage.

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

We worked to minimise vegetation loss and provide alternate solutions on Jumping Creek Road and Brysons Road with inclusions on fauna crossings and vegetation works.

We successfully trialed several new and innovative asphalt mixtures in the past twelve months.

We encouraged participation in the Plastic Free July challenge.

We allocated \$2.5 million towards our aggregated waste initiatives, including preparing for Food Organics Garden Organics (FOGO), to help us work towards our climate targets.

We installed solar and battery systems at the Pines Learning Centre and the Ajani Centre.

We started our VECO contract with Red Energy for wind-powered electricity supply in January 2022 until 2030. The contract covers the Civic Centre/Office, MC2, Depot, Pines Centre, and Mullum Stadium, including all our EV charge points. This will result in a 25% Council emissions reduction.

We put out a tender for the installation of the next package of 7 Council rooftop solar and battery systems to be done during 2022/23.

We developed our new Climate Emergency Action Plan with targets:

- net zero for Council by 2028
- net zero for the community by 2035

We allocated \$1.5 million towards delivering the actions in the Plan as part of our commitment to address the growing risks and impacts of climate change.

We continued to drive sustainable outcomes through:

- Sourcing sustainable products and materials.
- Developing a Sustainable Procurement Strategy.
- Planning for the introduction of Food Organics, Green Organics in July 2023
- Discussing the introduction of glass recycling in 2023/24 with our recycling contractor.

We are working to reduce threats to biodiversity, including:

- Ongoing bushland maintenance for weed and pest animal control and revegetation.
- Awarding LEAF grants and providing education to incentivise private landholders' biodiversity protection work incorporating pest deer control.
- Reducing vegetation removal on Jumping Creek Road,.
- Supporting penalties for illegal vegetation removal on private land.

Challenges



Ongoing shared responsibility of tackling climate change and reducing greenhouse gas emissions in our community. Currently Council's emissions account for 1% of the overall Manningham community's emission footprint.

Our resources were impacted by the significant work we undertook to manage tree hazards and minimise vegetation loss.



Setting targets for our future



Manningham Youth Advisory Committee member Jessica O'Keefe is pleased Manningham Council has put forward how it plans to meet its ambitious climate mitigation targets.

"I'm proud Council is standing up and leading by example," Jessica (pictured bottom right), who is studying a Masters of Environment and Sustainability, said.

Council shares the community's passion for environmental sustainability, biodiversity and a safe climate and has committed to climate mitigation targets:

- net zero emissions by 2028 for Council operations
- net zero emissions by 2035 for the Manningham community

"It's so important we make changes to protect our climate and biodiversity," Jessica said.

Manningham Council is already making a range of changes to reach its target of net zero emissions for Council operations by 2028, including:

- a low emissions Electric Vehicle and hybrid Council fleet,
- solar power, and
- green power purchasing and a wind-powered electricity supply through the Victorian Energy Collaboration (VECO).

To reach our target of net zero community emissions by 2035, Council is encouraging residents to:

- switch to solar
- switch to government-accredited green power
- attend a climate education event

- apply for a LEAF grant to preserve your natural values on your property
- manage your waste and recycling, including using Council's Food Organics and Garden Organics (FOGO) collection service when it becomes available.

"Climate change is on the minds of young people and we are making changes in our day to day lives like using public transport, reusing items and recycling. We need to make sure everyone has access to opportunities to make a change," Jessica said.

We are committed to working proactively on environmental sustainability and protection of our biodiversity and climate. We will continue to listen and work in partnership with our community towards our climate targets.



How you can get involved

- Find out more about the actions you can take to reduce your emissions by reading our Draft Emergency Climate Action Plan at yoursay.manningham.vic.gov.au/climate-action
- Attend an environment and sustainability event, visit manningham.vic.gov.au/about-council/environment-and-sustainability



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

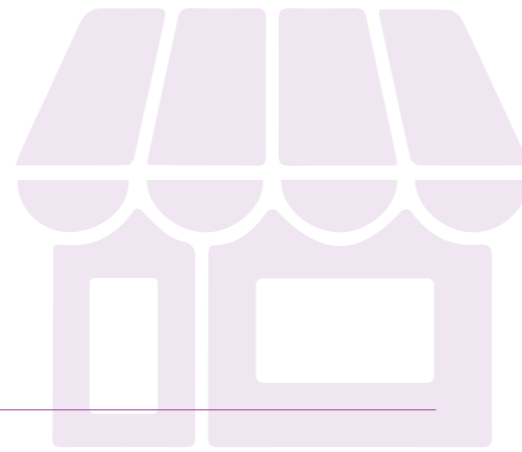


OVER
13,000
Local businesses are registered



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





What we delivered

Manningham Art Gallery hosted the photographic exhibition *Serving Country* as part of National Reconciliation Week. The exhibition recognised and acknowledged First Nations servicemen and servicewomen's valuable contribution to the Australian Defence Force.

We launched the popular Speed X Event in partnership with Gateway LLEN, where local secondary students had the opportunity to chat with people from 19 different professions to understand their work better.

We appointed three Business Liaison Officers through the Victorian Government's Working for Victoria Program to support 1,300 businesses in our activity centres navigate COVID-19 restrictions.

We delivered projects as part of the Victorian Government's Outdoor Activation Fund to help businesses operate in outdoor settings in a COVIDSafe manner. We worked with First Nations and Manningham artist Robert Young to create a vibrant mural in Templestowe Village.

We recognised the contribution of 106 volunteers as part of our Volunteer Recognition Program.

We awarded 111 Community Grants to 77 Community Associations to the total value of \$1,069,519.13.

Challenges

We continued to support local businesses navigate the challenges of COVID-19 restrictions during 2021. This included assisting local businesses to develop COVIDSafe plans and support for many operators throughout the year.





Matching students with professions

Matthew Thompson from Now and Not Yet café shared his experiences at the popular Speed X event, where local secondary students were matched with professionals from over 30 local businesses to chat about the ins and outs of their professions.

The event (pictured right) was delivered by Manningham Council in partnership with Gateway Local Learning and Employment Network.

“The event was a great way for students to talk to employers, ask questions and get prepared for job interviews,” Matthew said,

Matthew was able to talk with students about his experiences in the hospitality industry and Now and Not Yet’s not-for-profit social enterprise structure.

Over 120 students from Doncaster Secondary College, Marcellin College and Templestowe College participated in the event held in June 2022.

The students had the opportunity to sit down and conduct a series of six-minute interviews with professionals representing 19 different professions, from horticulture, plumbing, emergency services and sports to early learning and hairdressing.

“We were keen to get involved as a way of supporting local young people and giving back to the community,” Matthew said.

Supporting and promoting local businesses is critical to our vibrant and thriving community. Providing pathways for young people to local employment will support the growth of local businesses and our local economy.



How you can get involved

- Businesses can find support and events at manninghambusiness.com.au
- Young people can find programs and services at each.com.au/manninghamyouth/

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.

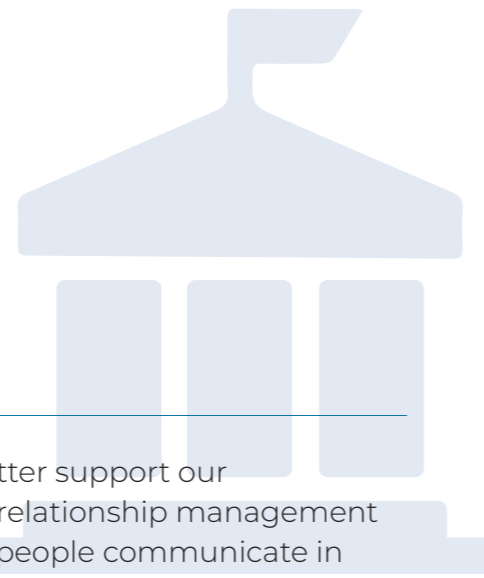
Our residents have told us they want to be kept up to date with our services, initiatives, actions and programs.

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 continued to expand our website's Live Chat feature to better support our community. We improved its connections with our customer relationship management system and the introduction of multi-lingual live chat to help people communicate in their preferred language.

We answered 98,104 incoming calls, with an average wait time 1.49 seconds and 55% of calls answered within 30 seconds.

We helped 4876 customers on live chat and 1799 chats were managed by our chatbot. Our average response time on Live Chat was 12 seconds.

We received 64,073 customer lodged requests which was an average of 256 new requests per day.

We received 3018 requests via the Snap Send Solve app.

We continued our hybrid work model, supporting over 400 Council staff working both on-premise and remotely.

Our Information Technology team supported our staff by resolving over 9,000 helpdesk incidents and requests.

We developed a new Construction Management Plan (CMP) template to help builders, developers and residents.

We processed 1071 planning applications, with 79% of standard stream applications processed within the required 60 statutory days (compared to a metro average 58%). 96% of Vic Smart planning applications were processed within 10 business days (compared to metro average 81%).

We launched our Field Service application together with 40 new iPads to help staff better manage reactive, cyclical and planned maintenance while in the field.

We launched our new corporate website and updated its content to make it easier for community members to find the information they need.

We replaced over 500 staff laptops with new and enhanced devices. In addition, we set up 800 new monitors, keyboards and mice, as part of our office workstation refurbishment.

We upgraded seven rooms across the Civic Centre and Depot to allow video conferencing to better support our work in a COVID-19 environment.

We delivered staff health assessments including lung function testing, audiometric testing and carried out worksite occupational noise assessments and COVID-19 exposure risk assessments.

We enhanced our staff's safety skills and awareness through targeted initiatives, including celebrating National Safe Work Month, emergency drills, plant and chemical risk assessments, CPR training, WHS for leaders training and RUOK day events.

We delivered improved systems, policies and practices to reinforce our commitment to workplace safety. These included regular Workplace Health and Safety (WHS) meetings, WHS training, managing WorkSafe entries and inspections, maintaining COVIDSafe Plan, WHS policy and procedures updates, electrical testing and tagging, job dictionaries for high-risk manual work, COVID-19 Vaccination Policy and support for staff returning to the workplace.

We elevated our commitment to workplace equality and inclusion through our Internal diversity and Inclusion working group and the development of our Workplace Gender Audit and Gender Equality Action Plan (GEAP).

We have celebrated excellence in our staff's service through the Directorate Excellence Awards program, endorsement of Manningham's leadership framework and employee engagement listening and impact sessions.

We implemented the Victorian Government's new Principles for Child Safety through the Child Safe Working Group, including child safety risk assessments carried out in areas of our business that offer services to children.

What we delivered



We built frameworks and structure that enable and empower us to create positive experiences and the best value for our community, including:

- Updating our Code of Conduct and Recruitment Policy.
- Updating our Workplace Health and Safety Policies.
- Updating our CEO Remuneration Policy and Workforce Plan.
- The formation of new Experience and Capability Directorate.
- Approval by the Fair Work Commission and implementation of our Enterprise Agreement.
- Approval and implementation of our Alternate Work Location policy.
- The introduction of new workforce resource management process to support sustainable and responsible management of total employee numbers and costs.
- The renewal of our human resource forms, processes and reporting to improve efficiency.

We recruited and onboarded 109 new employees.

We successfully implemented our new online Workplace Health and Safety solution to enable our staff to notify us of workplace incidents, hazards, injuries and near misses and support our teams in carrying out workplace safety inspections.

We continued our proactive management of injuries, support to staff returning to work and management of our workers' compensation scheme.

We carried out COVID-19 exposure risk assessments and distributed Rapid Antigen Tests to all staff and to vulnerable members of our community.

We reviewed and updated our emergency response procedures and practices, purchased new equipment, and conducted three emergency exercises to practice our evacuation procedures.

Our Risk Management Strategy and Policy was updated and adopted.

We reviewed our Governance Rules to ensure contemporary meeting procedures are in place.

We developed and delivered comprehensive guidance to the organisation on identifying and managing conflicts of interest.

We delivered governance training to Councillors to refresh their understanding of their obligations under the Local Government Act 2020 and other related legislation.

134 community members provided input into our 2022/23 budget development.

In collaboration with the Valuer-General Victoria, we completed and adopted the 2022 General Valuation of the municipality.

We achieved a financially sustainable operating surplus at the end of the 2021/22 financial year despite the ongoing financial impacts of COVID-19 restrictions and ongoing State of Emergency.

We identified alternative sources of income to reduce our reliance on rate revenue over time.

After engaging with our community, we adopted a financially sustainable 10-year financial plan and 2022/23 Budget.

We continued to drive improvements in our financial services, including offering a broader range of convenient options for our community to transact with us and implementing a more efficient refund process.

What we delivered

We continued to communicate with our community in several ways, including:

- Community calendar distributed
- 6 issues of Manningham Matters distributed
- 11 issues of eNews distributed
- 648,872 visits to our website
- 30,893 total followers on our social media channels
- 153,374 total engagements on our social media channels.

Challenges

COVID-19 restrictions made it challenging for us to support community members who prefer to visit us face to face.

Our customer service teams experienced periods of staff shortages, which resulted in increased wait times for some community members.

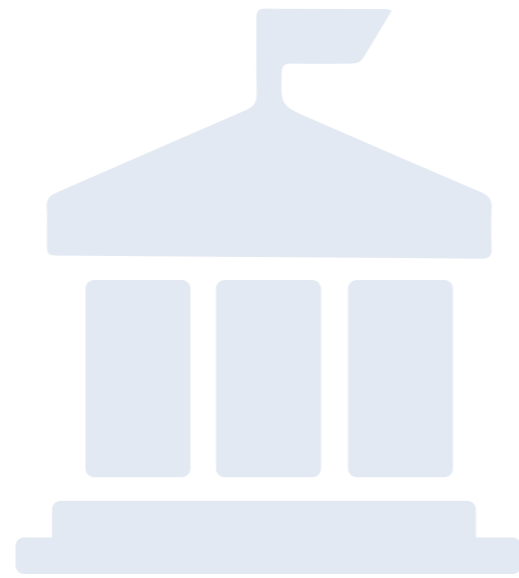
Resourcing constraints impacted our ability to deliver planned projects and initiatives. We found it challenging to recruit staff and contractors due to a competitive market environment and illness.

Supply chain disruptions impacted planned projects, including our PC Refresh Project and Audio-Visual Room Upgrade Project.

COVID-19 restrictions made it difficult for staff to pick up new devices to support their work.

A volatile insurance market continues to create 11-year high premiums and demand increased risk control mitigation plans, higher excess levels and extensive negotiation to achieve optimal renewal terms.





Helping you find what you need

We have created a new website to help our customers find the information they need quickly and easily.

“The new website has helped community members find answers to their questions without needing to call Council,” Manningham Council’s Coordinator Revenue Services, Kolina Johnson said.

Kolina assists community members with their enquiries related to their rates notices. “Since launching the new website we have experienced a reduction in the number of queries via phone and email,” Kolina said.

We understand that our customers want the option to do business with us online at a time that suits them. Our new website makes it easier to find the information you need and to contact us directly.

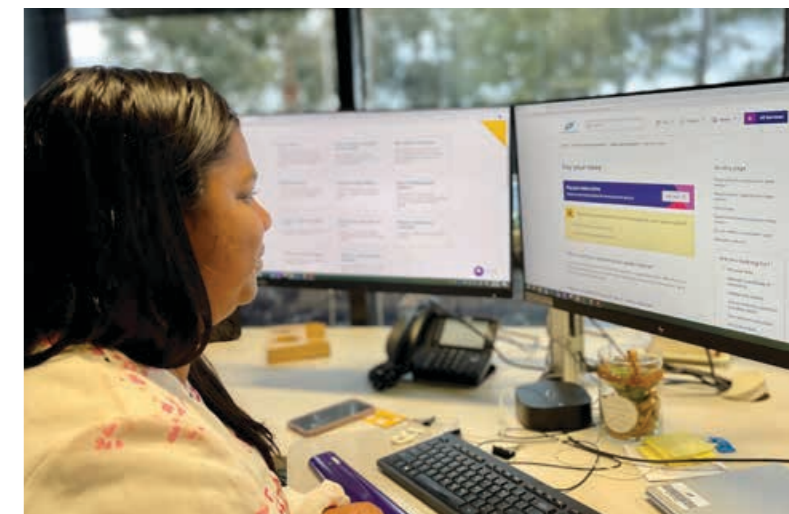
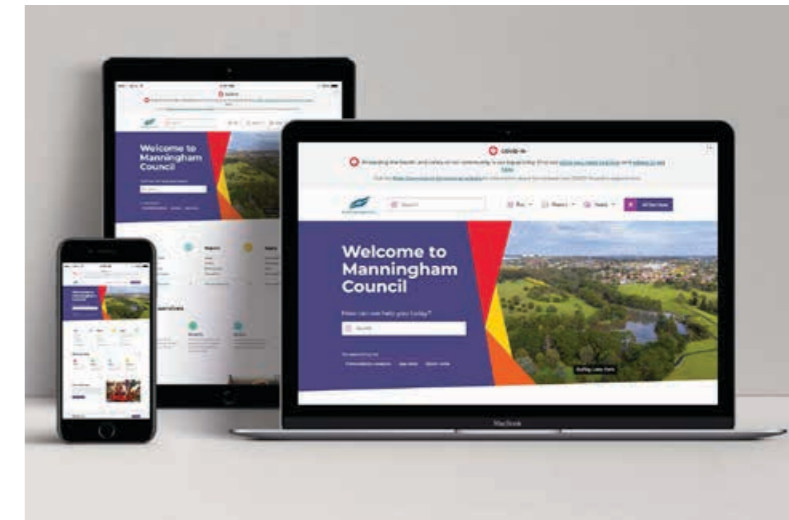
To ensure we meet our community’s needs, we researched to understand what people are looking for and where they expect to find it.

“The new website makes it easier for the community to find the information they need with clearer language and answers to common questions,” Kolina said.

To make our website easy to use, we have:

- made it easier to click through to the pages you need
- made it easier to search for up-to-date information
- made our information simple and easy to read on all devices
- created online forms to help resolve your enquiries
- pointed to additional information you might find helpful.

We will continue to improve our website to make our communications inclusive and accessible for all.



How you can get involved

- Check out our new website at manningham.vic.gov.au
- Provide your thoughts about our new website via live chat or email manningham@manningham.vic.gov.au

Our financial performance

Our financial results remain strong despite the ongoing financial impact of the Victorian Government and State of Emergency due to the COVID-19 pandemic.

These results 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 2021/22, we achieved an operating surplus of \$32.12 million which was \$11.14 million greater than the adopted budget surplus of \$20.98 million.

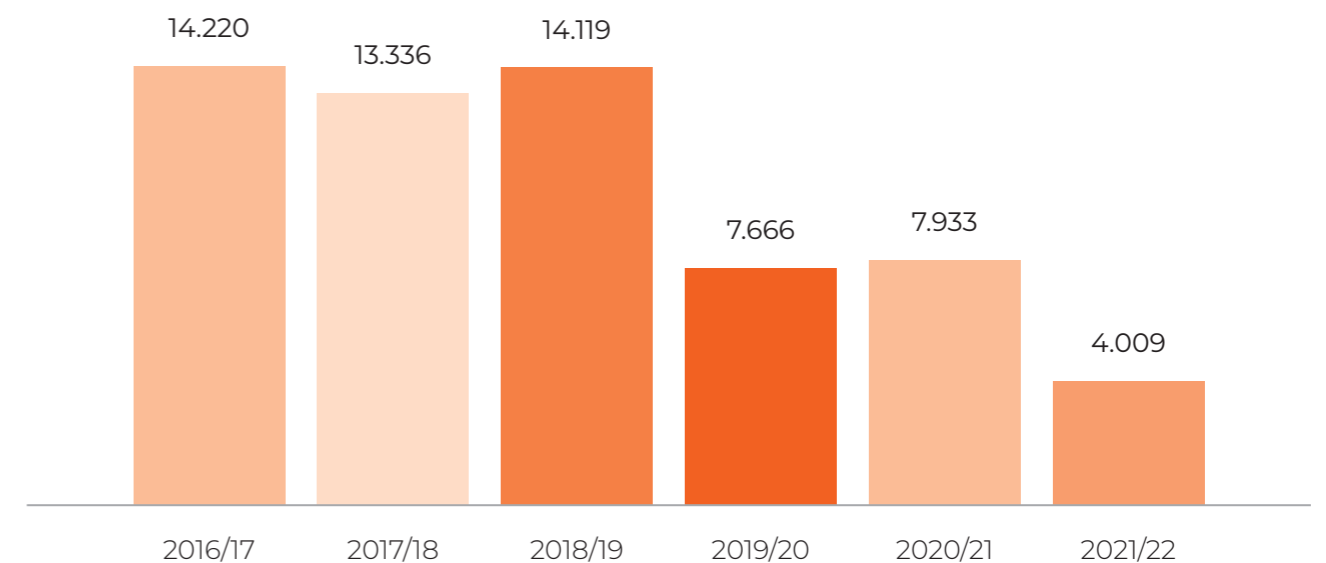
The greater than budgeted surplus is mainly attributable to \$15.4 million greater than budgeted non-monetary (asset) contributions from developers, grants (operating and capital) \$1.22 million greater than budget and other income \$1.30 million greater than budget.

Within Council's surplus, there are a number of income items that are either restricted in use or 'non-cash' in nature. The adjusted underlying surplus 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 surplus was \$4.01 million.

Sustaining an adjusted underlying surplus is a critical financial strategy that provides an important source of funding for the renewal and upgrade of over \$2 billion of community assets.

Figure 3: Adjusted underlying surplus (\$ millions)

Adjusted underlying surplus (\$ millions)



Income

We derived our income from various sources, including rates, user fees and charges, grants, interest, and other contributions. Our total income for 2021/22 was \$169.66 million, compared to a budget of \$153.95 million.

Table 4: 2021/22 Income

Income \$'000	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
General rates	82,819	85,839	88,853	92,216	95,767	98,317
Waste charges	10,201	10,830	13,126	13,737	13,916	15,998
User fees, charges and fines	14,369	14,940	14,570	12,308	9,676	10,110
Operating grants	12,366	12,229	12,173	11,842	13,641	13,292
Capital grants	3,999	3,578	2,672	1,433	3,622	6,800
Contributions (monetary and non-monetary)	22,387	14,766	13,949	18,476	18,857	23,128
Other income	1,885	138	1,276	1,325	2,444	2,014
Total	149,655	143,896	148,600	152,806	157,923	169,659

Expenditure

Our total expenditure for 2021/22 was \$137.54 million, compared to a budget of \$132.98 million. In 2021/22, the main expense was employee costs, which accounted for \$53.81 million.

Table 5: 2021/22 Expenditure

Expenditure \$'000	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Employee costs	51,099	52,505	53,326	54,120	56,221	53,813
Materials and contracts	22,115	20,961	23,446	28,469	27,853	29,029
Depreciation and amortisation	19,347	20,566	21,640	23,946	26,028	26,394
Other expenses	18,520	19,736	21,036	20,586	18,859	28,303
Total	111,081	113,768	119,448	127,121	128,961	137,539

Net worth

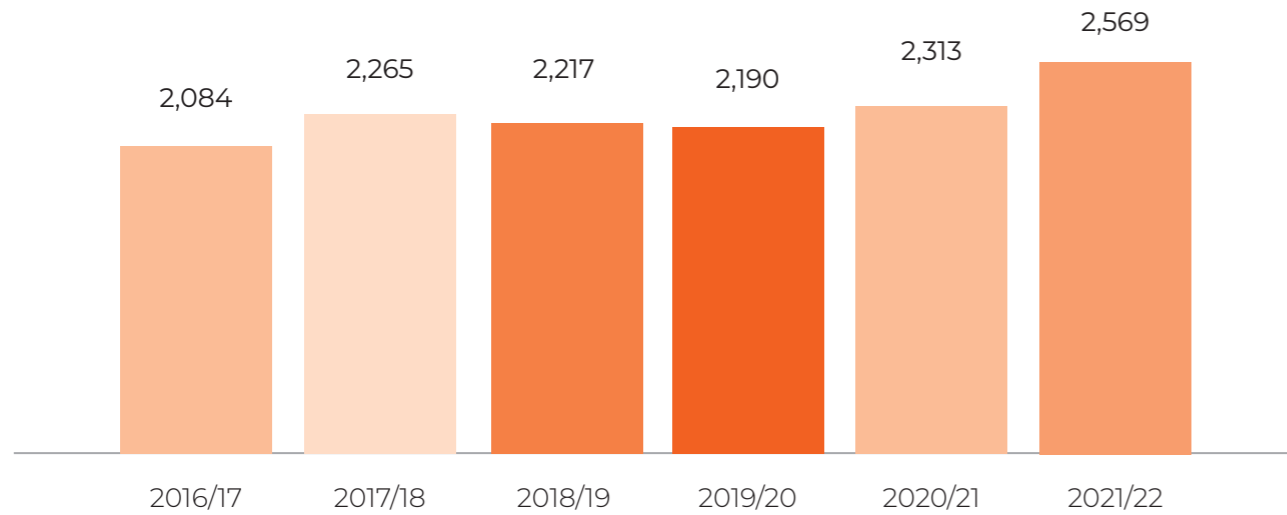
Our financial strength is indicated by net assets (what we own less what we owe). As of 30 June 2022, Council owns net assets of \$2.51 billion, including community infrastructure assets of \$2.44 billion.

Assets

Our total assets are valued at \$2.57 billion. This is an increase of \$256.30 million or 11.1% on the prior year and is primarily due to an increase in the value of land.

Figure 4: Total assets (\$millions)

Total Assets (\$ millions)



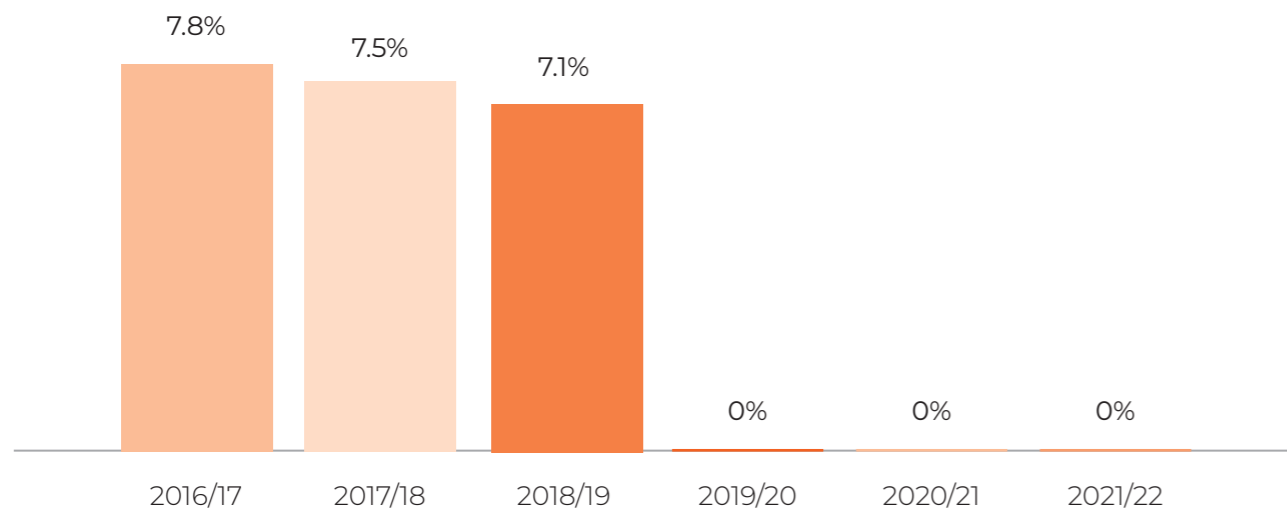
Liabilities

Our liabilities include amounts owed to suppliers and employee leave entitlements. Total liabilities at 30 June 2022 were \$56.14 million, a decrease of \$1.70 million over the previous year.

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

Figure 5: Debt to rates and charges (%)

Debt to rates and charges (%)

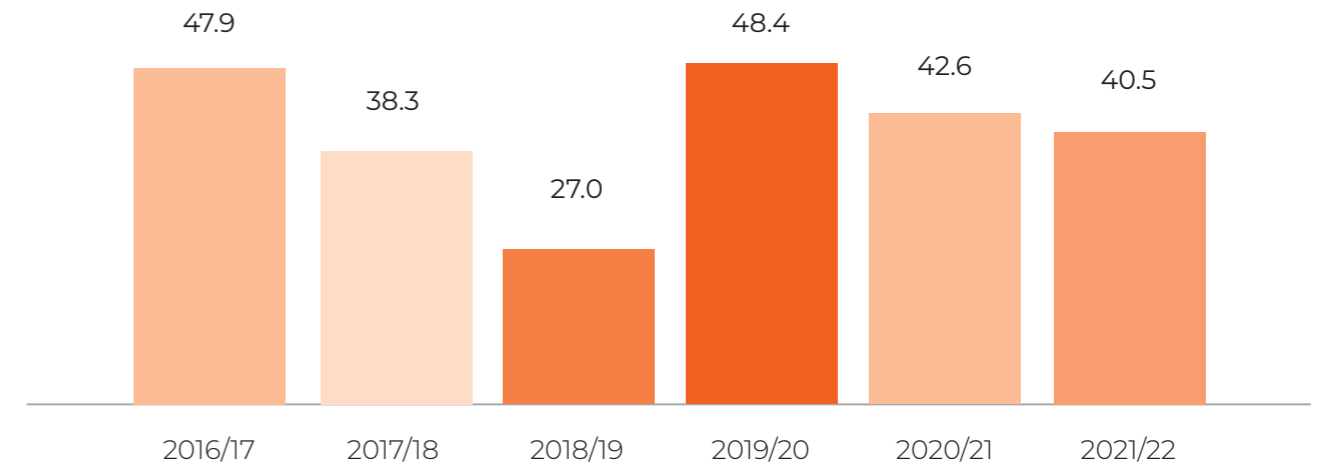


Capital investment

We invested \$40.49 million in an extensive Capital Works Program to renew and upgrade community assets throughout the municipality.

Figure 6: Capital Works Program (\$millions)

Capital works program (\$ millions)

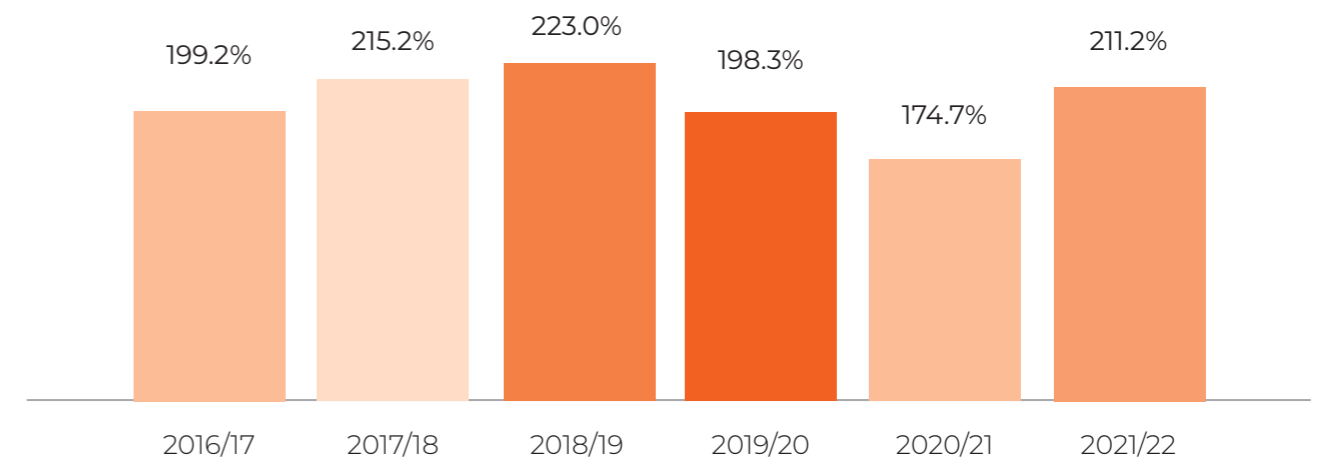


Liquidity

Cash and term deposits at 30 June 2022 were \$93.30 million, an increase of \$5.38 million from the previous year. Our working capital ratio is strong at 211.2%, which indicates that for every dollar of short-term liabilities, we have \$2.11 worth of assets.

Figure 7: Working capital ratio (%)

Working capital ratio (%)



Our year ahead

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



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.
- 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.
- Developing a collaborative forum to engage with businesses, community leaders, community groups and residents from culturally diverse backgrounds, and
- Investigating extended use of community facilities, including libraries, to address social isolation.

We will work to connect service providers, community groups, local organisations and networks to improve and profile community outcomes through forums and connections.

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

- Environmental education and waste programs
- Implementing the Reconciliation Action Plan to enhance recognition of Aboriginal and Torres Strait Islander communities, and
- 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



Major Initiatives

We will strengthen our principles to guide responsible planning for new developments by:

- Adopting key strategic documents including the Liveable City Strategy 2040 by December 2021 and the Environmental Strategy
- Reviewing of the Manningham Planning Scheme by June 2022.
- Investigating planning controls to enhance the protection of the environment.

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.
- Delivering actions in our Transport Action Plan and Bus Network Review 2017 including contributing to the planning of the Suburban Rail Loop (SRL), Doncaster Busway, Bus Rapid Transits, bus network and service improvements and enhancing our walking and cycling network.

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, and
- Improving community access to sport and recreation facilities and spaces for broad community use and benefit.

- We will continue to advocate, influence and respond to the North East Link Project (NELP) authority for improved mitigation measures and environmental outcomes, particularly around urban design outcomes and to reduce to reduce construction impact of the project on the community.

- We will continue to work to maintain to a high standard our roads, footpaths and drains including the Melbourne Hill Road Drainage Upgrade.

Other Initiatives

- We will deliver the Road Improvement Program (as scheduled) including Jumping Creek Road, Tuckers Road, Knees Road and Templestowe Village connecting roads.
- 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.
- We will deliver the Parks Improvement Program including Ruffey Lake Park Landscape Masterplan, New Open space on Hepburn Road, Victoria Street place space upgrade, wonguim Wilam (stage play space 2 upgrade).

Resilient Environment

Major Initiatives

We will deliver our Environmental Strategy and strengthen principles to protect the environment, biodiversity and wildlife by:

- Advocating to government and business on environmental issues.
- Improving management practices of bushland maintenance, pest animal and environmental weed control.
- Improving our monitoring, evaluating and improvement mechanisms.
- Exploring 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.
- Exploring protection measures in the new Community Local Law
- Improving the sustainability of Council's environmental practices

Other Initiatives

We will deliver our drainage program including the Melbourne Hill Road Drainage Upgrade.

Vibrant and Prosperous Economy

Major Initiatives

We will support local businesses through:

- 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.

Well Governed Council



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 2023.

We will maximise public value through the systematic planning and review of Council's services and effective, early and broad engagement on projects.

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

Other Initiatives

We will implement Manningham's Protective Data Security Plan Initiatives for 2022/23.

Get involved

Thank you for reading Manningham Council's Annual Report 2021/22. 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



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Welcome

Under the *Local Government Act 2020*, all Victorian local governments must present 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 2021/22 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 several health and safety assessments for our people and our worksite, including:

- unction testing
- audiometric testing
- worksite occupational noise assessments
- COVID-19 exposure risk assessments
- Child Safety risk assessments.

Empowering safety skills and awareness through targeted initiatives, including:

- celebrating National Safe Work Month
- emergency drills
- Warden training
- CPR training
- WHS for Leaders training
- R U OK? day

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

- managing WorkSafe entries and inspections
- maintaining an up to date COVIDSafe Plan
- distributing Rapid Antigen Tests
- updating WHS policy + procedures
- conducting electrical test + tagging
- compiling and maintaining job dictionaries for high-risk manual work
- implementing SPaRC safety system
- developing a COVID-19 Vaccination policy
- preparing for the implementation of the Victorian Government's new Principles for Child Safety.

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*.

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

- Directorate Excellence Awards programs to celebrate employee excellence
- endorsement of Manningham leadership framework
- employee engagement listening and impact sessions.

Delivering systems and structures that transform the how work and enable best-value community 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:

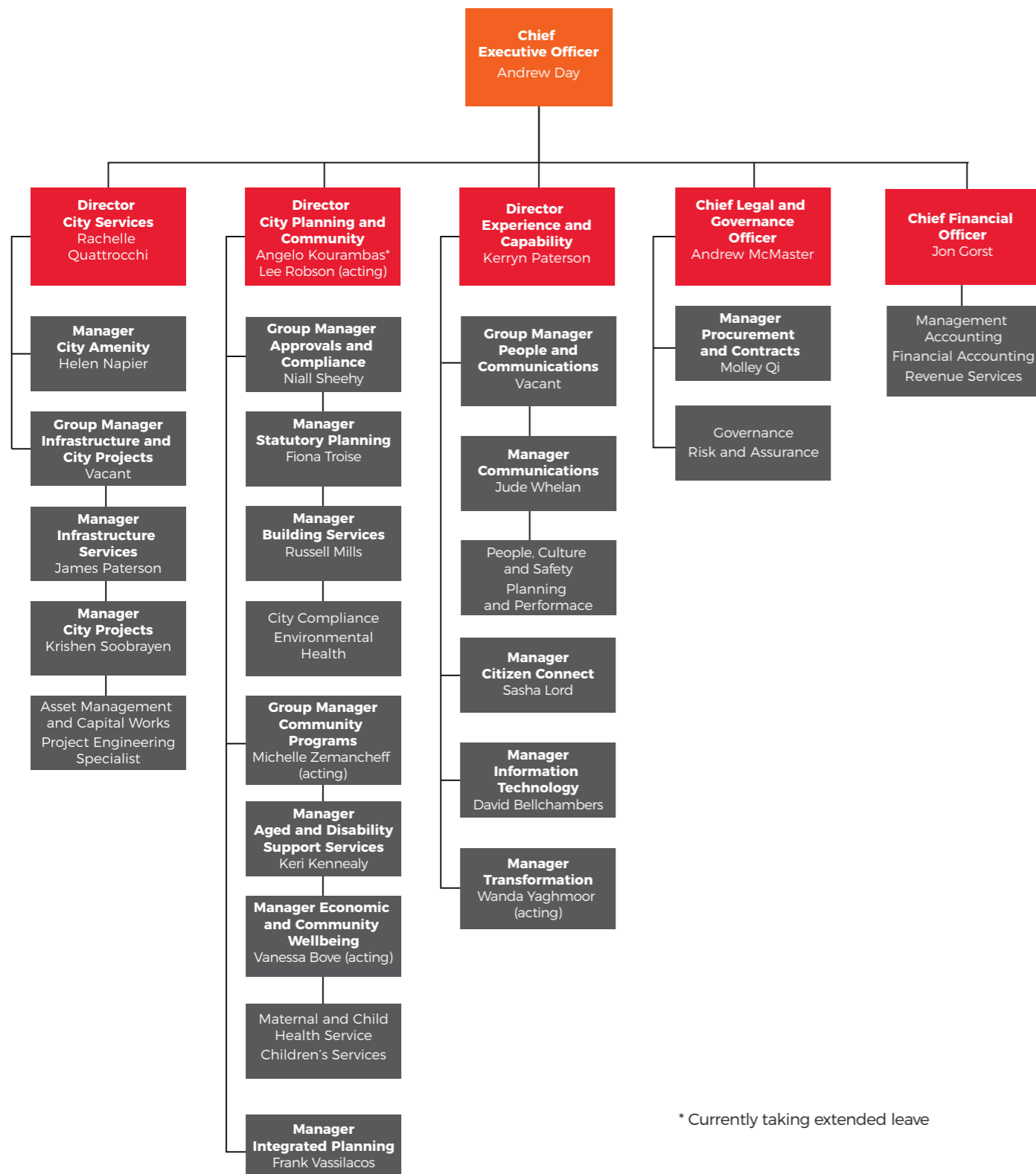
- formation of a new Experience and Capability Directorate
- Enterprise Agreement approved by the Fair Work Commission and implemented
- Alternate Work Location Policy
- introduction of a new workforce resource management process to support sustainable and responsible management of total employee numbers and costs
- renewal of human resource forms, processes and reporting to improve efficiency

Our people

As of 30 June 2022, Manningham employed 638 people full-time, part-time or casual, equating to 482.02 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 2022



* Currently taking extended leave

Staff profile

The tables below show the total number of full-time equivalent (FTE) Manningham employees as of 30 June 2022. The tables break down our workforce by directorate, employment type, employment classification and gender.

Table 1: 2021/22 Staff Profile

Employment Type/ Gender	Chief Executive Office	City Services	City Planning and Community	Experience and Capability	Total
Full Time – Female	26.00	30.00	62.00	31.00	149.00
Full Time – Male	11.00	118.00	41.00	20.00	190.00
Full Time – Self Described	-	-	-	-	-
Part Time – Female	5.86	6.43	92.18	15.40	119.86
Part Time – Male	0.63	2.30	15.43	0.95	19.31
Part Time – Self Described	-	-	-	-	-
Casual – Female	-	0.46	2.42	-	2.88
Casual – Male	0.34	-	0.62	-	0.96
Casual – Self Described	-	-	-	-	-
Total	43.84	157.19	213.65	67.34	482.02

Table 2: 2020/21 Employment Classification

Employment Classification	Female FTE	Male FTE	Self -Described FTE	Total FTE
Band 1	5.72	3.19	-	8.91
Band 2	16.53	8.82	-	25.35
Band 3	28.62	45.15	-	73.77
Band 4	23.39	22.70	-	46.09
Band 5	51.79	24.49	-	76.29
Band 6	64.83	34.60	-	99.43
Band 7	40.57	34.63	-	75.21
Band 8	15.76	23.00	-	38.76
Nurses	9.52	0.16	-	9.68
Senior officers*	15.00	13.53	-	28.53
Total	271.74	210.27	-	482.02

* 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 2022, most (87%) of our employees were over 35 years old. 27% of our employees were 46 and 65 years old and 13% less than 35 years old.

Most of our employees are at the officer level (95%), with senior officers representing 5% of the total workforce.

Our turnover of permanent staff during 2021/22 was higher than in previous years at 18%.

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

Table 3: 2021/22 Staff turnover

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

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

* 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: 2021/22 Staff Age Profile

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

Conditions of employment

Most employees at Manningham 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 \$2,693.42 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 2021/22 our staff undertook over 3000 development hours across 59 learning programs.
- A range of proactive injury prevention health and wellbeing programs such as participation in the Local Government Employees (LGE) Health Plan and access to immunisations.

Diversity and Inclusion in the workplace

We believe everyone has the right to work in an environment of mutual respect and have the opportunity to progress to the fullest extent of their capabilities.

We value diversity and act to create a safe and inclusive environment for everyone – regardless of background, ability, where we live, what we look like, what we think, who we love or what we believe.

We have designed our policies and practices to meet our employees’ and customers’ diverse needs and ensure that our workplace remains free from discrimination and harassment.

Our Gender Equality Action Plan (GEAP) holds us accountable as we continue to build positive change at Manningham.

We recognise and respect diverse gender identities and the right for individuals to self-identify, or choose not to identify gender classification. While workforce data for self-described or non-disclosed gender was unavailable available at the time of reporting, we are committed to strengthening our inclusive workforce practices through progressively matured gender identity reporting.

Table 5: Discrimination, Harassment and Bullying Policy success measurements

Indicator	Result
Percentage of new employees receiving equal opportunity training within 6 months of commencement. Target: 100%	93%
Number of contact officers available across the organisation. Target: 4	Result: 5

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 2021/22, we presented 94 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

One way we recognise long-standing employees’ contributions is by presenting awards at milestones of 10, 15, 20, 25, 30, 35, 40, 45 and 50 years of service. This year we recognised 63 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 consistently measure and report on their performance.

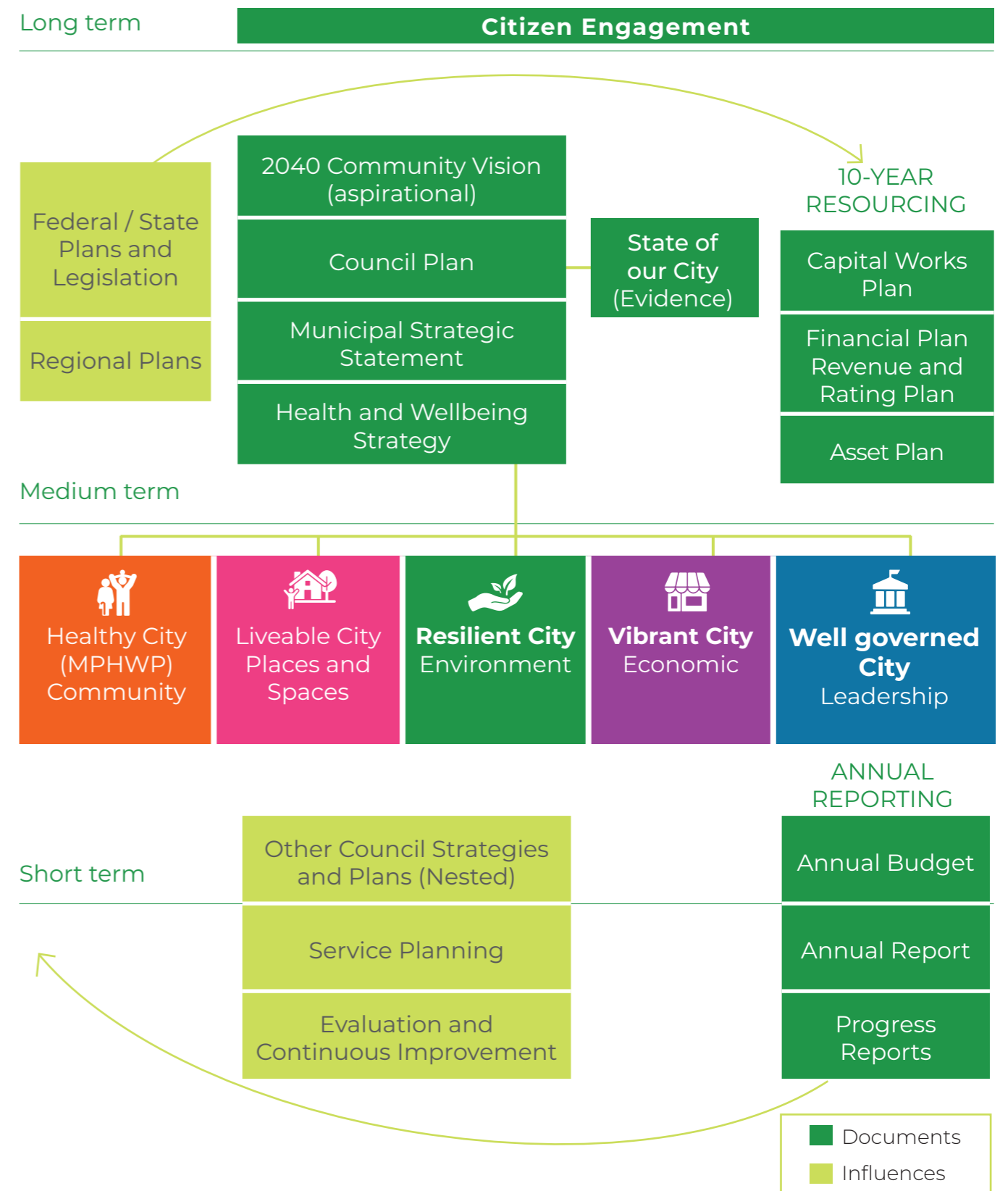
To report on our performance, we prepare:

- 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 2 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. We support our commitments through resource plans and reporting on our progress in the Annual Report, as illustrated on the following page.

Figure 2: Planning and accountability framework



Our Council Plan

How we developed our Council Plan

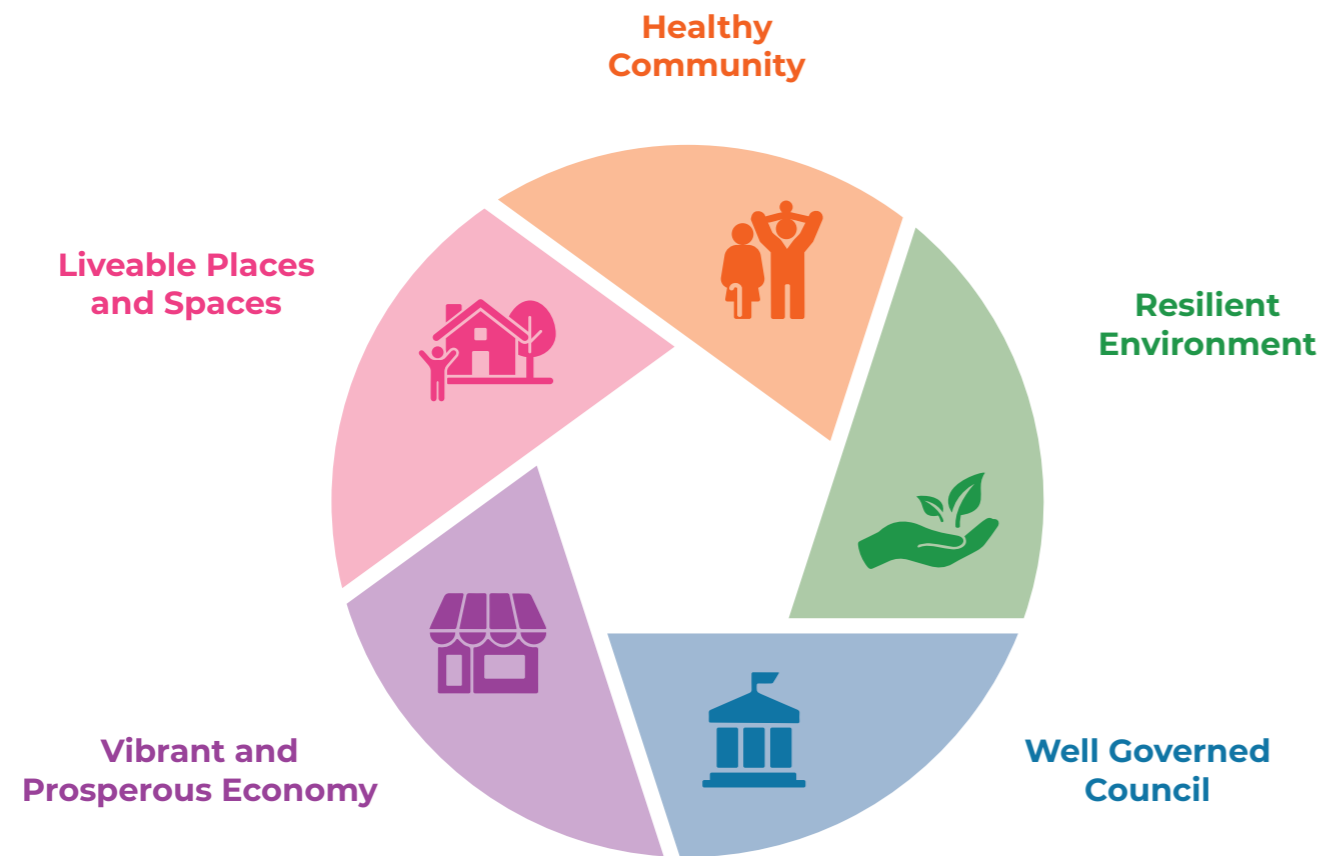
Our Council developed our Council Plan at the start of its four-year term based on recommendations from a Community Panel and extensive consultation. The Plan sets out the goals, initiatives, and actions to be delivered over the four years.

Reporting our progress

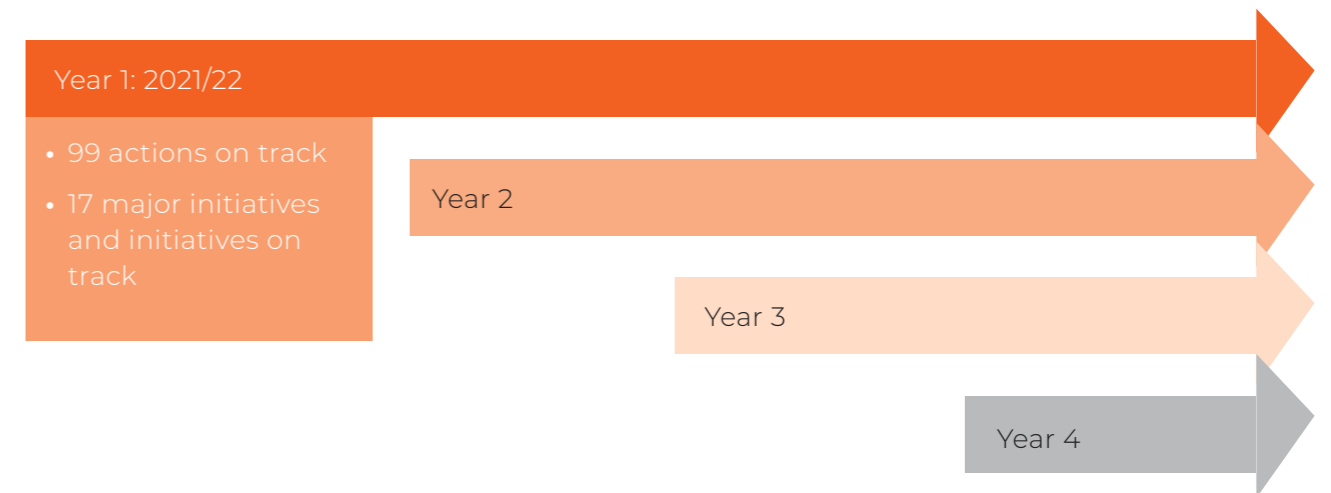
We report our performance throughout the year in the Manningham Quarterly Report, Manningham Matters and online channels.

We report on our progress of Council Plan actions for the 2021/22 year below.

Figure 3: Our Council Plan themes



THEME	GOAL
	<ul style="list-style-type: none"> • A healthy, safe and resilient community • An inclusive and connected community
	<ul style="list-style-type: none"> • Protect and enhance our environment and biodiversity • Reduce our environmental impact and adapt to climate change
	<ul style="list-style-type: none"> • A financially sustainable Council that manages resources effectively and efficiently • A Council that values our customers and community in all that we do
	<ul style="list-style-type: none"> • Grow our local business, tourism and economy
	<ul style="list-style-type: none"> • Inviting places and spaces • Enhanced parks, open space and streetscapes • Well connected, safe and accessible travel • Well utilised and maintained community infrastructure



Our performance: major initiatives and initiatives

Our major initiatives and initiatives are identified in our Annual Budget 2021/22 and Strategic Resource Plan 2021–2025.

We report on our progress of major initiatives and initiatives for the 2021/22 year below.

Our performance: LGPRF indicators

This is the eighth 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 2021/22 year on the next page.

Our performance: Healthy Community

Services funded in our Annual Budget



Activity	Description	Budget \$'000	Actual \$'000	Variance \$'000
Arts and Cultural Services	Management, coordination and delivery of arts and cultural development program including an Art Gallery, art studios and Playhouse.	327	495	(168)
Social Planning and Community Development Services	This service supports the community through activities in community inclusion, community safety, metro access, social planning and community development.	750	715	35
Library Services	This service provides public library service for visitors and residents. The service is managed by the Whitehorse Manningham Regional Library Corporation with branches at Bulleen, Doncaster, The Pines and Warrandyte.	4,540	4,354	186
Community Programs	This service provides children, family and community services, including Maternal and Children's Services (Universal and Enhanced), Child Health, Early Years@MC2, Preschool Field Officer Program and Parenting Assessment and Skill Development Service. It also includes Youth and Volunteering and Emergency Counselling grants.	3,277	3,214	63
Aged and Disability Services	In partnership with Australian and Victorian Governments, these services and activities support Manningham residents to stay active, independent and living at home for as long as possible. Services include positive ageing events and activities, assisted transport, home and personal care.	2,449	1,891	558
Approvals and Compliance Services	This service protects the community's health and wellbeing by coordinating food safety programs, immunisation, animal management, litter, building services, public health, parking and administration and enforcement of municipal local laws.	2,925	3,619	(694)

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	Recreation and leisure programs and facilities. Arts and culture. Community safety.
Resilient Environment	Prepare for and respond to emergencies. ESD Design.
Vibrant and Prosperous Economy	Diverse business community that supports local employment.
Well Governed Council	Work to connect service providers, community groups, local organisations, and networks to improve community outcomes.




Our performance — major initiatives and initiatives

Theme	Details	Result	Our progress
Major initiatives			
	<p>Improve the range of accessible support and services available to young people within Manningham,</p> <ul style="list-style-type: none"> exploring a youth hub, advocating for improved mental health resources 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"> Materials developed and young people engaged for #manninghamneedsaheadspace. Service partnerships with Access Health and Community and EACH, Access Health and Community, Eastern Metro Primary Health Network and discussions with . Eastern Melbourne Primary Health Network Holding advocacy meetings held with our Federal candidate, with commitments made for a mental health resource. Youth mental health advocacy advanced to the stage where a tender for headspace is about to be issued. Youth hub included in Community Infrastructure planning
	<p>Investigate extended use of community facilities, including libraries, through a delivery of the Community Infrastructure Plan</p>		<ul style="list-style-type: none"> We have developed a 20-year Community Infrastructure Plan to guide and maximise the use of our community facilities. We have delivered an ongoing operational budget allocation of \$154,000 per annum for increased library operating hours at Doncaster library and Sunday opening at The Pines library.

Theme	Details	Result	Our progress
	<p>Work to connect service providers, community groups, local organisations, and networks to improve and profile community outcomes through forums and connections.</p>		<ul style="list-style-type: none"> We delivered two Strength Through Connection community forums, one bringing multicultural leaders, community, and Councillors together, and a second with local first nations people on reconciliation. We delivered our Community Grants Program, Small Grants, and the Community Partnership Grant to the community to assist in progressing Council Plan goals. We held an Advisory Committee meet and greet, giving our community and Council members an excellent opportunity to share ideas. We held the LGBTIQ+ Parenting Seminar to provide a safe place for parents and families with children identifying as LGBTIQ+ to share experiences and learnings from local lived experiences.
Initiatives			
	<p>Pursue strategies to reduce the impact of gambling on the community, considering areas such as poker machines and advertising on Council buildings.</p>		<ul style="list-style-type: none"> Our strategies to reduce gambling include: Gambling Policy review to be completed in 2022/23. Renewal of Council's financial membership with the Alliance for Gambling Reform (AGR). Attendance at the Local Government Gambling Network and Local Government Working Group on Gambling. Our involvement provides significant peer support, benchmarking, contemporary research and data and best practice examples to assist in the policy review.
Actions 2021-2025			
	<p>Work with our partners and Advisory Groups to improve access to health and wellbeing services and programs for all people in our community.</p>		<ul style="list-style-type: none"> We engaged with our partners and community representatives regularly through new and refreshed Advisory Committees covering Health and Wellbeing, Multicultural and Gender Equality and LGBTIQ+, Disability Advisory Committee and Youth Advisory Committees. We met with our committees and other partners to progress priorities to improve opportunities for all community members. Promoted activities, including the Men's Table Monthly Dinners and #BeKind campaign.

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"> • Unleash - All-age concerts by and for Young Musos by Templestowe College. • Youth Speaks and Play in Wonga Park by Wonga Park Community College. • Dance workshops for people with a disability. <p>Performing arts events to celebrate International Day of Families in 2023 by SESTAA.</p>
	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. • We awarded a four-year \$200,000 Community Partnership Grant to the Eastern Community Legal Centre to promote legal and social wellbeing in Manningham. This will include a range of activities and support services for residents that address legal and social wellbeing, including a focus on legal response, early intervention, education and primary prevention.
	Provide opportunities to promote local arts and culture in the community.		<ul style="list-style-type: none"> • We enhanced our cultural venue programs and online presence with artist videos and high-quality exhibition photographs. • We improved our customer experience by making improvements to our event booking process. • We commissioned a signature piece by painter Ash Firebrace for our Civic Centre foyer as an enduring statement of Wurundjeri Woi-wurrung visual culture.

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 initiatives including:</p> <ul style="list-style-type: none"> • Partnering with Belgravia Leisure to offer free outdoor exercise sessions at the newly installed fitness station at Ruffey Lake Park. • Successfully receiving grants to undertake programs in 2021/22 and for future programs. • Working with target groups to provide program and service options. • Promoting Learn to ride a bike introductory riding program for women, female-identifying and non-binary riders, Go Soccer Mums, and free Women and Girls All Aboard Skateboarding sessions run by YMCA Action Sports.
	Review and implement the new Community Local Law to protect the amenity and safety of Manningham.		<p>We are reviewing the Community Local Law to:</p> <ul style="list-style-type: none"> • Better align with the Council Plan, particularly in community safety and amenity to improve our ability to respond to issues in the community. • Respond to changes in Victorian legislation.
	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"> • We held a community session at the Doncaster Bowling Club with mural artist Tom Civil supported by Lukas Kasper, where participants learned about the upcoming mural at the nearby Ayr Street shops, then put pen to paper and designed their own footpath murals. • We worked with local First Nations artist Robert Young at Templestowe Village Pop-Up Park to mentor emerging artists Keedan Rigney and Lukas Kasper to design and produce ground murals based on local fauna. • A mural for the wall outside Bendigo Bank in Templestowe Village was delivered by Robert Young in early June. • The Doncaster Playhouse reopened its doors with its newly refurbished foyer and saw a range of new and former theatre companies presenting shows. Work continues to improve the hirer and patron experience of the venue with upgrades to audio-visual equipment and furnishings.

Theme	Details	Result	Our progress
	Improve access to active, leisure and recreation destinations across the municipality by embracing the 20-minute neighbourhood.		<ul style="list-style-type: none"> We embedded the 20-minute neighbourhood plans by adopting the Liveable City Strategy 2040, and Vibrant Villages Plan to link activity centres to walking and cycling networks and the public transport system. We improved walking and cycling access to local destinations, including the delivery of: <ul style="list-style-type: none"> – 368 Yarra Rd to Homestead (new footpath) – Church Rd, north of George St (shared path) – James Street, Templestowe (local footpath) – Manningham Rd (Hazel Drv to Marcus Rd) (shared path) – Porter Street (Green Gully Linear Park) – Porter Street (Newmans Road to 326 Porter St), Templestowe (local footpath) – Webb St (David St to shops).
	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"> Installing QR code smart signage with community information on fire risk, fire preparedness, property maintenance in our 4 top bushfire risk reserves. Celebrating Ramadan with over 100 people at a Muslim iftar event in partnership with the United Muslim Migrant Association (UMMA) and Fire Rescue Victoria. Continuing to build partnerships with community and emergency services organisations, including the Eastern Metropolitan Council Emergency Management Partnership where we chaired a Training and Exercising Working Group and led the development of a 3 Year Strategic Plan for Partnership. Updating our Neighbourhood Safer Places (also known as a 'Bushfire Place of Last Resort') with new outdoor Places.
	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 of our community in Council buildings and facilities through:</p> <ul style="list-style-type: none"> Using Environmentally Sustainable Design (ESD) principles and materials to strengthen our building specifications to improve and reduce impacts on the environment. Incorporating Environmentally Sustainable Design (ESD) at Petty's Reserve, solar panels and storage at the Pines Learning Centre and the Ajani Centre Investing into 7 more facilities for 2022/23.

Theme	Details	Result	Our progress
	Develop an Economic Development Strategy to ensure we plan for a diverse business community that supports local employment.		<ul style="list-style-type: none"> We started planning our new Economic Development Strategy and will appoint a consultant to start the consultation and development of the Strategy in the new financial year.

Our performance: LGPRF indicators

LGPRF Indicators	2019	2020	2021	2022	
Aquatics Management					
Health inspections of aquatic facilities	4.00	2.00	2.00	1.00	We prioritise public health and undertake health inspections/water sampling as required in the Public Health and Wellbeing Act 2008. Over the year, Aquarena was closed periodically under the Victorian Government's COVID-19 restrictions. When restrictions lifted and opening periods allowed, one inspection was done.
Utilisation of aquatic facilities	5.27	3.97	1.66	2.39	We have seen our members and visitors decrease compared to the previous year, continuing to reflect the impact from several closures, patron caps and density quotients, as a result of the Victorian Government COVID-19 pandemic restrictions and lockdowns during the year.
Cost of aquatic facilities		\$0.25	\$3.62	\$2.62	We uphold community safety at our aquatic facility Aquarena and only opened when safe to do so under the Victorian Government's COVID-19 restrictions. We have seen the cost per visit return to more normal levels due to low visitor numbers and income impacted by several closures, patron caps and density quotients. Aquarena provides great value with a variety of programs and activities.

LGPRF Indicators	2019	2020	2021	2022	
Animal Management					
Time taken to action animal management requests	1.00	1.00	1.00	1.00	We place a high priority on animal management and requests are triaged based on risk and acted upon promptly to protect the safety of the community.
Animals reclaimed	65.77%	27.72%	36.44%	50.00%	We saw an increase in the percentage of animals reclaimed compared to last year. During the year, animals collected and processed through the pound decreased, with more animals returned home.
Animals rehomed		28.53%	48.89%	33.77%	We saw a decrease in the number of animals collected and processed through the pound dropped.
Cost of animal management service per population	\$3.80	\$3.27	\$3.03	\$3.21	We saw costs decrease due to staff vacancies over much of the financial year. Included this year are costs associated with developing our Domestic Animal Management Plan as per our legislative requirements.
Animal management prosecutions		100%	100%	100%	We work to ensure responsible pet ownership and community safety, only prosecuting where appropriate and as a last resort. We continue to be 100% successful in animal management prosecutions.
Food Safety					
Time taken to action food complaints	1.31	1.65	1.95	2.20	We continue to work hard so Manningham food premises are safe. We triage all complaints according to risk, with the number of complaints received on Friday not requiring action until the following week resulting in an increase in response times.
Food safety assessments	99.44%	97.31%	73.88%	83.16%	We saw food safety assessments begin to return to normal; however, a large proportion of food premises remain closed for extended periods because of COVID-19 restrictions.

LGPRF Indicators	2019	2020	2021	2022	
Cost of food safety service	\$493.87	\$437.56	\$417.83	\$400.44	We work hard to provide a cost-efficient food safety service. The cost of service decreased this year, as the increase in premises was greater than the total costs.
Critical and major non-compliance outcome notifications	98.40%	97.48%	93.38%	96.10%	We have 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.
Maternal and Child Health (MCH)					
Infant enrolments in the MCH service	102.80%	101.66%	101.19%	101.54%	We have seen an increase in in-fant enrolments in the Maternal Child Health service compared to last year.
Cost of the MCH service	\$67.93	\$74.47	\$70.11	\$74.85	We saw the cost of the Maternal and Child Health Service increase slightly as we return to normal service delivery after COVID-19 impacted service.
Participation in the MCH service	79.67%	76.42%	77.44%	77.86%	We have seen participation rates in our Maternal Child Health service increase for the third consecutive year. This was achieved despite the 4-week Victorian Government's 'Code Brown' COVID-19 restrictions, which limited services to 0-8 weeks infants, children with additional concerns and vulnerable families. Following this period, our service team managed the surge response resuming our service support to our Manningham community.
Participation in the MCH service by Aboriginal children	70.97%	82.14%	73.53%	100%	We are very pleased to see the 100% participation rate achieved. We have worked over the years on service improvements to engage and support Aboriginal families, including offering the enhanced MCH service.


LGPRF Indicators	2019	2020	2021	2022	
Participation in 4-week Key Age and Stage visit	97.69%	96.84%	99.39%		We have seen participation in the 4-week Key Age and Stage Visit remain high. We are seeing a new trend of some families using a private midwife and not wanting to engage with MCH until their baby is older than 6 weeks. This impacts 4-week participation rates.
Council Plan (in addition to the above)					
People using library services and facilities		252,217			Including library visits to learn, read and participate in programs and events through a range of different formats, including hybrid events and outdoor events in the summer

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"> Redevelopment and refresh of Manningham’s Acknowledgement of Country in conjunction with the Wurundjeri woi-wurrung Corporation. Running a cultural Immersion Program that provided workshop opportunities for young First Nations people to reconnect with culture within their schools. Holding the Strength Through Connection Reconciliation Event, designed to enhance the understanding of multicultural communities of First Nations history and living culture. Renaming the reserve formerly colloquially known as ‘Lion’s Park’ to wonguim wilam, (Boomerang Place), resulting in being awarded the ‘Inclusive Process’ award at the Asia-Pacific Spatial Excellence Awards in March 2022. Redesigning our front counter redesign and installing artwork created by local First Nations artist Ash Firebrace. Implementing funding initiatives, including Hearts in Hands in Manningham, Family Violence Free for Women by the Chinese Health Foundation of Australia and Level Playgroup for Multicultural Families in Manningham by the Eastern Domestic Violence Service. Developing an Innovate Reconciliation Action Plan (RAP) for formal endorsement by Reconciliation Australia. The RAP outlines the shared approach we will take to work alongside First Nations peoples to advance reconciliation in our workplace and across the Manningham municipality. Becoming accredited by the Welcoming Cities organisation with the ‘Established’ level of accreditation. The accreditation is a recognition of our work to ensure we are welcoming and inclusive. It is also based on commitments to build on inclusivity over the next three years. 16 Days of Activism against Gender-Based Violence campaign, including social media posts and partnership with story times at Whitehorse Manningham Libraries.

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"> • Anti-Racism project, with community consultation to install new street signs across 30 locations that will share the message, 'Racism, NOT Welcome'. • Engaging new advisory committee members with an intersectional lens, so each can consider diverse topics. • Holding Strength Through Connections forums to meet with representatives and leaders from diverse community groups.
	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"> • Our IT Skills development program. • 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. • Opened the new, all-in-one, multidisciplinary health clinic Soaring Health at Aquarena with specialist divisions catering to disability and aged care, sports, fitness, and wellness.
	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"> • Increased art studios enrolments in Term 2. • Developing a mural project to coincide with Youth Fest in partnership with Manningham Youth Services. • Engaging a local artist to work on a community garden placemaking project. • Displaying works by a local origami group in the MC Square foyer and will extend these opportunities in the future. • Facilitating a Robert Young mural and other placemaking activities at Templestowe and Ayr St, Doncaster.

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"> • Regular Reconciliation Action Plan Working Group meetings and monthly Wurundjeri Woi wurrung Cultural consultations. • Our commitment to the delivery of the Reconciliation Action Plan. • The inclusive naming process used to name wonguim wilam park to acknowledge the meaningful relationships between Manningham and the Wurundjeri, resulting in winning the 2022 Asia-Pacific Spatial Excellence Awards.
	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		<ul style="list-style-type: none"> • We endorsed and promoted the Tackling Ageism Together: EveryAGE Counts, Melbourne's East campaign. The campaign challenges the stereotypes of older people and encourages people to speak up and act. • We delivered activities in the Manningham Positive Ageing Alliance Group Action Plan 2020 – 2022 to learn together, actively participate and advocate for change.
	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 - Ian Goldsmith, Young Citizen of the Year - Sulaymann Hafeez, Volunteer of the Year - Patricia Wheeler, Community Group Achievement Award - Manningham State of Emergency Services and Sports Achiever of the Year - Roland Frasca. • Organising a recognition night for volunteers throughout the pandemic. Nominations were called from all organisations with volunteers and the Mayor presented these volunteers with a \$50 voucher from local businesses. • Holding an event in June that recognised 59 volunteers.

Theme	Details	Result	Our progress
	Improve housing choice to meet community needs by reviewing the Affordable Housing Policy and Manningham Planning Scheme.		<ul style="list-style-type: none"> We have reviewed the Affordable Housing Policy 2010 - 2020 and are preparing a new affordable housing policy and action plan. The Manningham Planning Scheme is currently under review.
	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"> Main Yarra Trail: Fitzsimons Reserve Mullum Mullum Trail: Manna Gum Playspace Koonung Creek Trail: 6 locations St Clems Reserve King Street Shared Path: 5 locations Ruffey Creek Trail: 3 locations Warrandyte River Reserve Shared Trail: 2 locations Wonga Park Reserve: 2 seats and 1 table
	Deliver a 10-year Public Toilet Plan to ensure a network of safe, accessible, well maintained, and sustainable toilet facilities.		<p>Our Public Toilet Plan has delivered:</p> <ul style="list-style-type: none"> Completed the Changing Places toilet at Ruffey Lake Park (The Boulevarde). Changing Places advocates for fully accessible public toilets with change tables and hoists for people with severe or profound disabilities across Australia. Consultation on the proposed facilities at Jenkins Park and Cat Jump Park. Plans for facilities at Ruffey Lake Park (Church Street north) and for the upgrade of toilets at Tunstall Square. Installing a new toilet at Sheahans Reserve.
	Increase activities to improve community understanding and conservation of areas of significance		<ul style="list-style-type: none"> We held the Manningham Heritage Festival to celebrate our local history. Manningham's local historical societies ran events to connect our community with the past. Our new Manningham signage now includes 'Wurundjeri Woi-wurrung Country'.

Theme	Details	Result	Our progress
	Improve energy efficient lighting in public places for community safety and activity		<p>We delivered the Energy Efficient Public Lighting Program and are developing a brief for Public Lighting Guidelines to be informed through community consultation and prepared next year.</p> <p>Our major projects included:</p> <ul style="list-style-type: none"> Domeney Reserve – we commenced installing 3 new light poles to improve upon existing light conditions to encourage further use of the reserve at night. Frogmore Crescent – we installed 5 new streetlights to provide pedestrian safety for users after dark. Lilian Reserve – we installed new bollard lighting for residents using the shared path between Lincoln drive and Pinnacle Crescent. <p>New Street Lights</p> <ul style="list-style-type: none"> We installed new street lights in 33 different locations, using new energy efficient LED's and solar energy, achieving a more environmentally friendly use of power for street lighting. <p>On-going Maintenance</p> <ul style="list-style-type: none"> We regularly maintained Council-owned lights within reserves and car parks to enhance community safety. Maintenance expenditure for 2021/22 financial year was approximately \$37,000. <p>Sustainability Efforts and Initiatives</p> <ul style="list-style-type: none"> We undertook an audit for all Category V lights (main roads) to understand the typology of existing lighting infrastructure and how to prioritise upgrading non-efficient high-pressure sodium lights to energy-efficient LEDs. We commenced investigations into the feasibility and the benefit/cost implications to Council for a project of this nature.
	Support and promote local businesses through the Manningham Business Network.		<p>Manningham Business Network could not operate to full capacity for most of 2021/22 due to the impacts of COVID-19 on the network. We met with the new committee in April 2022 and assisted in holding breakfast networking meetings in April and June.</p>

Theme	Details	Result	Our progress
	Work with Manningham Youth Services and other partners to support young people to engage in education, employment and community life.		We have worked closely with Manningham Youth Services, EACH, to establish the Manningham Youth Advisory Committee, and to develop the School Principal's Breakfast and mental health advocacy.
	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"> • A new website that provides a greater reach and tools to inform and connect with our diverse community. • Improving the use and range of engagement and communications channels to meet the needs of our community. • Working closely with subject matter experts to reach a wide audience in formats that they are familiar with. • Improving our online portal Your Say to translate and promote information via a single page of in-language information sheets that can be sent to residents.

Our performance: Liveable Places and Spaces

Services funded in our Annual Budget

Activity	Description	Budget \$'000	Actual \$'000	Variance \$'000
City Amenity, Parks and Recreation Services	This service provides the management, administration and maintenance activities for parks and recreation; sports reserves, aquatic facilities, reserves, sportsground maintenance, landscaping, tree maintenance, grass cutting, bushland management, open space, parks and playground maintenance and supervision of capital works projects.	11,141	12,662	(1,521)
Roads and Infrastructure Services	This service provides the day-to-day maintenance of Council roads, bridges and footpaths and includes both sealed and unsealed road maintenance such as repairs to potholes, line marking, patching, resheeting and minor works.	4,769	4,245	524
Integrated Planning and City Design Services	These services include city planning, landscape architecture, strategic land use and development planning and urban design, recreation planning and open space planning.	(2,171)	(2,340)	169
Building Maintenance Services	Keeping Council owned buildings and community facilities (including public toilets, heritage buildings, libraries, sporting facilities) clean and well maintained.	2,608	4,068	(1,460)
Civil Project Services	With responsibility for the capital works program, services include construction and design of civil projects and strategic projects relating to Council buildings, community facilities, recreation facilities and sustainability projects.	2,120	887	1,233
Traffic and Development Services	This service provides the day-to-day maintenance to support the road network. Including driver safety education programs, street lighting, traffic management, traffic engineering, bus shelters and road safety.	1,765	2,014	(249)
Statutory Planning Services	This service is responsible for the administration and enforcement of the Manningham Planning Scheme and coordination of statutory planning permits including pre-application and application service.	1,762	1,480	282
Maintenance services for signs and street furniture	This service maintains and repairs all traffic signals and roadside signs and furniture including guard rails on Council roads.	560	487	73




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 2050 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 received a Victorian Government 'Out-door Activation Fund' to improve our community places and spaces, including:</p> <ul style="list-style-type: none"> Arts projects at Ayr Street South. Pop up parks in Tunstall Square, Templestowe Village and Jackson Court. Templestowe Village Mural and Space Activation. Warrandyte Community Centre Pic-nic Area and Mini Amphitheatre. Solar Table and outdoor furniture installation at MC2 and school holi-day Entertainment Program at our key Activity 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"> Renaming the park formerly known as the Lion's Park in Warrandyte to <i>Wonguim wilam</i> - a Woi-wurrung name. A comprehensive education campaign supported this on the rationale and pronunciation. Including 'Wurundjeri Woi-wurrung Country' on our new signs. Broadening the participation in 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. Work is underway on a new Housing Strategy.</p>

Theme	Details	Result	Our progress
	Improve our streetscapes with increased vegetation and water sensitive design to cool the landscape and bolster biodiversity.		<p>We have worked to improve our streetscapes, including:</p> <ul style="list-style-type: none"> • Coordinating significant tree planting at Petty's Reserve, Ruffy Lake Park and roadsides as part of our tree planting program. • Developing our updated Street Tree Planting Action Plan and tree planting throughout the municipality. • Endorsing the Tree Amenity Value Policy and Tree Management Plan to support the Melbourne Urban Forest Strategy. • Preparing our draft Urban Forest Action Plan for internal and external consultation.
	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.		<ul style="list-style-type: none"> • We have coordinated an initial inspection of Manningham streets and are analysing GIS data. • We have progressed our Nature Strip Policy and will present a final draft in early 2022-23. • We have prepared our Draft Urban Forest Action Plan for internal and external consultation, noting feedback will inform a more successful Plan.
	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, which includes:</p> <ul style="list-style-type: none"> • Confirming from our community consultation that our greenways are a key priority • Proposing actions, including the creation of greenways to link key destinations, parks, and regional 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>We have assessed the existing Doncaster Hill Strategy Review and developed the new Doncaster Hill Framework Plan (renamed). The Plan encourages and facilitates economic development and tourism opportunities within Doncaster Hill. We have also started planning for a new Economic Development Strategy.</p>

Our performance: LGPRF indicators

LGPRF Indicators	2019	2020	2021	2022	
Physical library collection usage	7.34	5.32	4.08	4.92	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	77.58%	74.48%	72.79%	72.28%	Our library collection at branches in Manningham continue to be maintained to a high standard.
Active library borrowers in municipality	14.74%	14.30%	12.32%	10.90%	We operated our libraries under the Victorian Government's COVID-19 restrictions to keep the community safe. We have seen a decrease in library participation compared to the previous year.
Cost of library service per population	\$28.63	\$25.65	\$27.19	\$28.13	We have seen the cost of providing the library service increase slightly this year.
Statutory Planning					
Time taken to decide planning applications	74	53	58	67	We continued to process planning applications promptly. Due to COVID-19, higher duties, and the inability to backfill positions, there has been an increase from 58 median days in 20/21 to 67 median days in 2021/22.
Planning applications decided within required time frames	81.08%	95.68%	87.29%	78.99%	We continued to process a high percentage of all applications within statutory time frames. Due to COVID-19, there have been temporary staffing vacancies and limited backfill opportunities, and this has caused a slight decrease in the overall processing timeframes from last year.
Cost of statutory planning service	\$2,007,09	\$2,733,30	\$2,787,18	\$2,685,23	We have seen a decrease in the cost of the service, due to a reduction in employee costs as a result of staff vacancies.

LGPRF Indicators	2019	2020	2021	2022	
Council planning decisions upheld at VCAT	52.46%	51.35%	63.33%	57.14%	We have seen a slight decrease in the overall percentage of decisions that were not set aside at the tribunal from 63% in 2020/2021 to 57% in 2021/22. The variance is due to the result of one VCAT decision.
Council Plan (in addition to the above)				Source	
Satisfaction with our local area			66		Community Satisfaction Survey (Overall performance)
Local Gross Domestic Product		\$4,989.40			Remplan
Maintain the balance of city and country by limiting two-thirds of medium and high-density development to our growth area			Met		Council Data
90% of capital works pro-grams delivered			88% achieved		Council Data


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			
	<ul style="list-style-type: none"> Deliver upgrades to our parks and recreation facilities (as scheduled) including Petty’s Reserve Sporting Development (Stage 2), Rieschiecks Reserve Pavilion Redevelopment, and Deep Creek Reserve (initiative) Implement our Parks Improvement Program including: creating a new open space on Hepburn Road, Ruffey Lake Landscape Masterplan, Waldau Precinct Plan and naming of Warrandyte riverside park (initiative) 	<p>We delivered upgrades to our parks and recreation facilities, including progressing the Petty’s Reserve Sporting Development (Stage 2), Rieschiecks Reserve Pavilion Re-development, and Deep Creek Reserve.</p> <p>We implemented our Parks Improvement Program including:</p> <ul style="list-style-type: none"> Renaming the park along the Yarra River in Warrandyte, wonguim wilam. The park has an official opening planned for September 2022. Progressing the creation of a new open space on Hepburn Road and the demolition of the houses is complete. The sculptural art piece commission has been awarded, and the detailed design is progressing. Implementing Ruffey Lake Park Landscape Masterplan and the Waldau Precinct Masterplan continues with the following projects underway with several actions completed: <ul style="list-style-type: none"> – new signage strategy for the park – two new fitness stations installed – new trees installed – path and surface treatment up-grades near The Boulevard completed – planning for Victoria Street playspace upgrade with a community reference group and brief for consultant completed. 	
Actions			
	<p>Make improvements to our open space facilities to increase safety and use of our parks and open spaces to facilitate activity, recreation, and relaxation</p>		<p>We delivered our capital Works program and are preparing for the delivery of projects for 2022/23.</p>

Theme	Details	Result	Our progress
	<p>Actively support new and existing local community environmental groups, including Landcare, ‘friends of’, and other environmental sustainability stewardship groups.</p>		<p>We actively worked with environmental groups through:</p> <ul style="list-style-type: none"> Supporting over 5,000 volunteer work hours annually across Landcare and environmental friends’ groups to protect biodiversity and enhance our natural environment. Establishing and continuing our support of the Doncaster Hill Community Food Garden, where local volunteers grow fresh produce donated to local charities. Coordinating community education programs, workshops, and events to engage locals to participate in the care, restoration, and protection of the local environment.
	<p>Protect and enhance the sustainability of parks and reserves using environmentally sustainable materials to build paths, trails, and more street furniture.</p>		<p>To improve the environmental sustainability of our materials, we have repurposed:</p> <ul style="list-style-type: none"> Reclaimed material in trials for profiling under new footpaths in parks and reserves. Recycled composite materials on pedestrian bridges and boardwalks. Granitic sand reclaimed from the old Rieschiecks Reserves car park in parks and reserves avoiding the use of virgin material.
	<p>Facilitate an increase in tree canopy across our parks as part of the Resilient Melbourne - Metropolitan Urban Forest Strategy.</p>		<ul style="list-style-type: none"> We have made significant progress with the development of our updated Street Tree Planting Action Plan and tree planting throughout the municipality. We have coordinated significant tree planting in Petty’s Reserve, Ruffey Lake Park and roadsides.


Theme	Details	Result	Our progress
	Deliver sustainability initiatives throughout the green wedge to preserve and protect our local environment.		<p>We have made significant investments and activities to preserve and protect our local environment, including:</p> <ul style="list-style-type: none"> Investing \$250,000 over 2 years to update and review Manningham's biological sites of significance. Proactively upgrading and screening revegetation on capital works projects, including Jumping Creek Road. Removing significant illegal vegetation. Promoting Local Environment Assistance Fund (LEAF) grants to support private landowners undertaking weed and pest animal control and revegetation. Investing in bushland maintenance improvements.
	Acquire and develop new or expanded parks, open spaces, and pedestrian links to support our growing population.		<p>We have grown our open and active spaces by:</p> <ul style="list-style-type: none"> Acquiring a portion of land at 4 Gambier Avenue, Lower Templestowe, for a path to improve access to Ironbark Reserve. Acquiring and demolishing dwellings at 9, 11, 13, 15 Hepburn Road for new open space. Acquiring 28 Carawatha Road, Doncaster to expand the neighbouring Reserve Planning for the demolition of the house at 14 Roseville Avenue, Doncaster, to expand and upgrade ahead of our park upgrade JW Thomson Reserve.
	Implement a responsive and customer-focused approach to the maintenance and management of streetscape matters including nature strips and trees reported by the community		<p>We are integrating our customer feedback system and the 'Tree Plotter' program to improve our customer experience for tree-related enquiries.</p>




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>Some scheduled works were delayed due to the COVID-19 restrictions and the shut-down of construction, impacting supply and resources. We expect that correct over the coming 6 months. Despite these challenges, we delivered:</p> <ul style="list-style-type: none"> Detailed design for Tuckers Road, Jumping Creek Road, Porter/Anderson/James/Swilk/Union Street in Templestowe Stage 2 improvements to Knees Road, Park Orchards Secured \$1 million for works on Brysons Road from the Australian Government as part of the Local Road and Community Infrastructure (LRCI) Program. We are planning for delivery by June 2022 to improve road safety and road condition. Improved how we respond to our customers with our new Customer Relationship Management (CRM) system. A tender to improve record keeping and programming works across roads, footpaths, and drains. Additional funding for the 2022/23 capital works budget to expand works on the three assets.

Theme	Details	Result	Our progress
	<p>Provide ways for people to connect by:</p> <ul style="list-style-type: none"> • Prioritising grant funding to support community inclusion and connections • deliver actions in our Transport Action Plan and Bus Network Review 2017 including contributing to the planning of the Suburban Rail Loop, Doncaster Busway, Bus Rapid Transits, bus network and service improvements • enhancing our walking and cycling network (major initiative) 		<p>We have:</p> <ul style="list-style-type: none"> • Updated the criteria to align with the Council Plan and allocated the Annual Grants Program. The Community Grant Program Recipients for 2021/22 can be found at: manningham.vic.gov.au/assistance-and-support-services/grants-funding-and-hardship-assistance/community-grant-program • Made submissions to the Suburban Rail Loop Stage 1 Environmental Effects Statement process and hearings in 2022. This includes the Suburban Rail Loop planning framework, which was passed by Parliament. • Met with the Department of Transport on the bus networks review in November 2021 to discuss various bus matters and improvements in Manningham. • Advocated for walking and cycling improvements through the Eastern Transport Coalition.
Actions			
	<p>Make improvements to our open space facilities to increase safety and use of our parks and open spaces to facilitate activity, recreation, and relaxation</p>		<p>We delivered our capital Works program and are preparing for the delivery of projects for 2022/23.</p>
	<p>Expand and upgrade our shared trail network to improve connectivity.</p>		<p>Our local trail network has improved through:</p> <ul style="list-style-type: none"> • Projects delivered at Montgomery Reserve, Ruffey Lake Park and many smaller parks and reserves. • Ongoing delivery of the Bicycle Strategy and investigation into completing the Main Yarra Trail through Warrandyte. • We explored further investigations of greenways through our Liveable City Strategy 2040.

Theme	Details	Result	Our progress
	<p>Deliver new footpaths to improve people's active transport options and ability to walk or wheel safely and easily to local shops, community facilities and schools, including</p> <ol style="list-style-type: none"> 1. Porter Street Templestowe to allow safer walking along a steep road 2. Eastern side of Smiths Road Templestowe to connect to Pettys Reserve and nearby bus stops 3. The Western side of Springvale Road Donvale to connect bus stops, school, Mullum Mullum Stadium and Mullum Trail 4. Heidelberg - Warrandyte Road Templestowe to link to the Newmans Road Shops 		<p>We improved active transport options with:</p> <ul style="list-style-type: none"> • Our commencement of Porter Street footpaths, with contractors appointed for 2 stages. Works between the road closure and Templemore Drive are almost completed except for areas where services are involved. • Completed design of the Smith Road footpath and have put the works out for tender. • Closure of Newmans Road in January 2022. <p>Our planned Springvale Road footpath works were delayed as we waited for approval from the Department of Transport for works along the arterial road.</p>
	<p>Deliver our Road Improvement Program including Jumping Creek Road, Tuckers Road, Knees Road and Templestowe Village connecting roads as scheduled</p>		<p>Our Road Improvements Programs progressed as scheduled, including:</p> <ul style="list-style-type: none"> • Completing the Jumping Creek Road design. • Commencing the Templestowe Route with the design complete and works underway for stage 1 and the contract for stage 2 awarded. • Stage 2 improvements to Knees Road, Park Orchards.

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"> We have planned for a trial to be completed by November 2022 following the support of the discussion paper on the Future Directions of Community Transport. We met with the Department of Transport to discuss the need for on-demand bus services within Manningham and potential trials. We are developing advocacy for Flexi Ride as part of the Eastern Transport Coalition. We developed a brief for Public Lighting Guidelines to be informed through community consultation and prepared next year.
	<p>Deliver activities to encourage people to use public and environmentally friendly transport.</p>		<p>We encouraged the use of public and environmentally friendly transport through:</p> <ul style="list-style-type: none"> Promotion of our walking and cycling initiatives as part of Victoria Walks- Victoria Walks to consider including our items as part of the Victorian Government. Advocacy to the Department of Transport for on-demand bus services (FlexiRide) trial in Manningham. Delivering trails in our Bicycle Strategy and Principal Pedestrian Network Participation in the Eastern Transport Coalition and Metropolitan Transport Forum (MTF).
	<p>Engage with private car and rideshare companies to encourage an establishment of a car share program in Doncaster Hill</p>		<p>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-a car share network, with 8 car share spaces to be installed in Doncaster Hill.</p>

Theme	Details	Result	Our progress
	<p>Investigate options for land for employment use to reduce Council's reliance on rate revenue.</p>		<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. Developing Precinct and Master Plans for the Civic Precinct and Websters Road. Identifying several key sites for potential development to support Manningham's local economy/employment options.

Our performance: LGPRF indicators

LGPRF Indicators	2019	2020	2021	2022	
Roads					
Sealed local road requests	56.35	80.60	73.95	71.54	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 slightly decreased from the previous period, indicating the community is returning to normal activities.
Sealed local roads maintained to condition standards	99.40%	99.65%	99.55%	98.91%	We maintain local roads according to our Road Management Plan. The intervention level is the condition standard to determine whether a sealed local road requires renewal. The high standard remains consistent with previous results.
Cost of sealed local road reconstruction	\$91.63	\$55.20	\$28.13	\$112.77	We saw the cost of road reconstruction returning to a more standard average per square metre as we undertook heavier and extensive traditional rehabilitation works on 4200m ² of local roads.




LGPRF Indicators	2019	2020	2021	2022	
Cost of sealed local road resealing	\$23.00	\$23.72	\$19.35	\$7.30	We have seen a slight decrease in resealing costs due to the different combinations of roads requiring resurfacing, with a large proportion receiving a spray seal treatment.
Satisfaction with sealed local roads	66.00	66.00	64.00	66.00	We work hard to maintain our local roads and are pleased to see increased community satisfaction. This data is collected annually in a Community Satisfaction Survey by an independent research company on behalf of the Victorian Government.

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>Investigate the current use of our facilities and identify opportunities to develop or repurpose existing facilities and the 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 and implementing the 20-year Action Plan assessing and improving the way our stadiums are used in conjunction with Stadium Managers improving our community's 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 Reviewing management contracts for our leisure facilities to identify the best management model for future management contracts through benchmarking and stakeholder workshops. This will ensure that our major leisure facilities provide inclusive and innovative programs and services to the Manningham community. 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 are developing 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 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.		<p>We have started community consultation for Masterplans for Wonga Park and Manningham Templestowe Leisure Centre (MTLC).</p> <p>We completed our community consultation to inform our Anderson Park Masterplan.</p>
	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 focused on flood prevention following the impact of recent hailstorms. Our drainage works included:</p> <ul style="list-style-type: none"> • Moresby Child Care • Taroon Av Kindergarten • Toy Library Swanston Street: analysis underway • Warrandyte Child Care: works have started • Donvale Tennis: we have awarded the tender for works • Ted Ajani: we have awarded the tender for works • Wonga Park Hall: we have upgraded the car park to prevent overland flow into the building.
	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"> • Completing a master plan for Anderson Park. • Developing masterplans for the Donvale Indoor Sports Centre, Aquarena Outdoor Areas, Manningham Templestowe Leisure Centre, and Wonga Park Reserve.

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. • We have appointed consultants to review and develop a new work program and tender specification to guide our next bushland maintenance contract. • A commitment has been made for the bushland maintenance budget to be increased by \$76,000 annually.
	Explore the need for a broad heritage review and assessment to protect and promote the cultural and historical significance of Council's assets.		<ul style="list-style-type: none"> • We are 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"> • We developed a Draft Integrated Water Management Strategy Implementation Plan. • We developed the Manningham Flood Mapping Project Plan. This was supported by Melbourne Water. This includes flood mapping and developing an Integrated Water Management Strategy. • We established Manningham Flooding and Stormwater Management Community Reference Panel to help us deliver expert advice and consultation on the impact of flood and stormwater management to contribute to Manningham's long-term sustainability, resilience, and liveability. • Following field inspections at 140 sites, we updated our underground drainage data to improve local catchment flood mapping.

Our performance: Resilient Environment

Services funded in our Annual Budget

Activity	Description	Budget \$'000	Actual \$'000	Variance \$'000
Waste Services	Providing kerbside rubbish collections of garbage, hard waste and green waste from all households and some commercial properties in Council. Services also include a waste call centre, education services and the strategic planning of waste services.	(1,566)	(2,291)	725
Assets and Environment	Services design to protect the environment including underground drain and pit maintenance, street cleaning and sweeping, roadside litter pickup, tipping costs.	3,554	3,332	222
Environmental	This service provides environmental education, public land management, stewardship and fosters biodiversity as well as protecting the land through pest control.	1,670	1,717	(47)
Drains and Technical Services	This service performs the inspection, maintenance and cleaning of underground drains to ensure correct operation.	515	457	58





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>Delivery of our Environmental Strategy to:</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. 		<ul style="list-style-type: none"> We have 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 cats and dogs. It also includes a pilot 24-hour cat confinement order to benefit cats, cat owners and the community. We protect the environment, biodiversity and wildlife through ongoing maintenance of Council's bushland reserves by contractors. A new bushland maintenance work program has been developed and forms the core of a tender for contract renewal which is underway. This new work program and contract renewal will result in improved on-ground biodiversity outcomes. We 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. We continue to collaborate with a range of government organisations and local community environment groups to deliver biodiversity improvement programs.

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 2021/22.</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>
	Empower the community with education, awareness and skill sharing programs and communications to support environmental sustainability.		<ul style="list-style-type: none"> We promoted Clean Up Australia Day to inspire and empower communities to clean up, fix, and conserve our environment. This year, there were registered sites around Manningham, including Zerbes Reserve, Ruffey Lake, Doncaster Hill and Koonung Creek Trail. We ran How to transition from gas to an all-electric home education. Our free Waste Drop Off Day provided a chance to remove materials that cannot go into household bins.
	Collaborate with community environment groups and other public land managers to protect biodiversity		<p>To protect biodiversity, we are collaborating with:</p> <ul style="list-style-type: none"> Melbourne Water, the Middle Yarra Landcare Network, the Friends of Warrandyte State Park, Andersons Creek Landcare Group, the Jumping Creek Landcare Group and other groups. The Jumping Creek Landcare Group, Brushy Creek Deer Control Group, and other landholders through the LEAF program and grants. We applied for a Victorian Government grant to assist in pest deer control, including a potential expansion of the programs to more landowners.
	Increase tree and vegetation coverage to bolster biodiversity.		Our bushland maintenance included annual winter revegetation with 3000 plants to increase tree and vegetation coverage. Other revegetation occurred in parks and streetscapes.

Theme	Details	Result	Our progress
	Continue maintaining and improving Council bushland areas		We invested in improving care for our bushland through a new contract tender. Meanwhile, our maintenance works were completed to schedule.
	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"> Ongoing bushland maintenance for weed and pest animal control and revegetation. Awarding LEAF grants and providing education to incentivise private landholder biodiversity protection work incorporating pest deer control. Reducing vegetation removal on Jumping Creek Road, where screen planting for private properties impacted by the road upgrade project has been completed. Supporting penalties for the illegal vegetation removal on private land.
	Help grow the market for recycled and sustainable products and materials through sustainable procurement.		<p>We continued to drive sustainable outcomes through:</p> <ul style="list-style-type: none"> Sourcing sustainable products and materials, through our Sourcing Plan and Request for Quote and Tender Award documents. Developing a Sustainable Procurement Strategy with targets and measures included. Planning for the introduction of Food Organics, Green Organics in July 2023, which involves changing the garbage collection frequency to fortnightly and FOGO to weekly.
	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.		<ul style="list-style-type: none"> We formed the Biodiversity Impact Assessment Committee to proactively minimise the environmental impact of our planned capital works program. We have worked to minimise vegetation loss and provide alternate solutions on Jumping Creek Road and Brysons Road with inclusions on fauna crossings and vegetation works.


Theme	Details	Result	Our progress
	Deliver our drainage program (as scheduled), including the Melbourne Hill Road Drainage Upgrade.		<p>Our drainage program included:</p> <ul style="list-style-type: none"> • Moresby Child Care: planning is underway • Taroon Avenue Kindergarten: planned is underway • Toy Library Swanston Street: analysis is underway • Warrandyte Child Care: works have started • Donvale Tennis: tender awarded for works • Ted Ajani: tender awarded for works • Wonga Park Hall: we have upgraded the car park to prevent overland flow into the building.
	Explore with other Councils, garden and food waste processing and separated glass collection service to reduce waste to landfill		<p>To reduce waste to landfill we are:</p> <ul style="list-style-type: none"> • Introducing Food Organics, Green Organics in July 2023, which involves changing the garbage collection frequency to fortnightly and FOGO to weekly. • Investing in education and consulting with our community to engage and promote effective service delivery. • Discussing with our recycling contractor Visy to introduce the glass service in Manningham in 2023/24.






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		<p>We have delivered almost 100 events to support sustainable innovation with about 2600 participants, including:</p> <ul style="list-style-type: none"> • World Environment Day • Earth Hour climate change campaign • Clean Up Australia Day • National Ride2School Day • Doncaster Hill and Warrandyte Community Garden working bees and food swaps • Energy efficiency, solar and electric vehicle webinars by the Australian Energy Foundation • The Global City Nature Challenge • Bushfire Zone garden waste disposal days • Queensland fruit fly control training, • Food swaps • Sustainable gardens events and webinar • Biodiversity seminars • Landcare and environment group working bees • Heidi Museum events • Volunteer expo. • About 90 landowners have benefited from LEAF (Local Environment Assistance Fund) grants worth about \$64,000 for work to protect biodiversity guided by our LEAF education program. • We continued our community environmental education programs and promoted them along with other organisations' programs in a monthly 'Environment Events – What's On' email newsletter with over 1300 subscribers. • We have run or supported waste programs, including Clean Up Australia Day, Plastic Free July, free Waste Drop Off Day and preparing for the FOGO service coming in July 2023.

Theme	Details	Result	Our progress
Actions			
	Encourage solar uptake in the community and explore other energy sustainability innovation.		<ul style="list-style-type: none"> We are investigating how a neighbourhood battery could work in the Tullamore estate in Doncaster in collaboration with a group of residents, Monash University, electricity distributor United Energy, and developer Mirvac with the support of a \$137,000 Victorian Government grant. The recent round of our Community Grants Program incorporated environmental objectives. We partnered with the Australian Energy Foundation to provide a residential energy saving advice service including several informative webinars. This partnership has continued for several years and about 750 kilowatts of solar installations across almost 200 Manningham households have been facilitated.
	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.		We are looking to install bin sensors and retarding basins to support water and waste management and reduce flood risk to local homes and businesses in key locations over the coming years.
	Trial new recycled material on our roads to minimise the use of new materials and emissions to reduce our environmental impact.		We have successfully trialled several new and innovative asphalt mixtures. Innovative asphalt products, incorporate 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.		<ul style="list-style-type: none"> We encouraged participation in the Plastic Free July challenge to support residents in preparing for the state-wide single-use plastics ban from 2023 under Recycling Victoria's Circular Economy Policy.
	Investigate the provision of e-waste drop off hub(s) to collect small e-waste items.		<ul style="list-style-type: none"> 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%.

Theme	Details	Result	Our progress
	Reduce emissions with improved garden and food waste processing.		<ul style="list-style-type: none"> We allocated \$2.5 million towards our aggregated waste initiatives, including preparing for Food Organics Garden Organics (FOGO), to act on climate change and achieve our climate targets. The introduction of FOGO and the change in garbage collection frequency will greatly assist us in achieving the interim Victorian Government targets of diverting 72% of waste from landfill by 2025.
	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"> Putting out a tender for the installation of the next package of 7 Council rooftop solar and battery systems to be done during 2022/23. Installing solar and battery systems at 2 community facilities – Pines Learning Centre and the Ajani Centre. Starting our VECO contract with Red Energy for wind-powered electricity supply in January 2022 until 2030. The contract covers the Civic Centre/Office, MC2, Depot, Pines Centre, and Mullum Mullum Stadium, including all our EV charge points. This will result in a 25% Council emissions reduction.
	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"> Membership with the Northern Alliance for Greenhouse Action and various subgroups to collaborate and advocate on climate change and emission reduction initiatives across all levels of government and with private sector partners. Work with the Northern Councils Alliance which is currently investigating and developing an Electric Vehicle (EV) feasibility assessment and infrastructure plan for local government and its role in the provision of public EV charge points. Undertaking waste stream material analysis and links to circular economy outcomes, end market needs of recycled materials and investigation into options for resource recovery network opportunities.

Theme	Details	Result	Our progress
	Demonstrate stewardship in developing and implementing our Climate Emergency Plan actions.		<ul style="list-style-type: none"> We developed our 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 have 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 Garden Organics (FOGO).
	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.

Our performance: LGPRF indicators

LGPRF Indicators	2019	2020	2021	2022	
Waste					
Kerbside bin collection requests	94.02	100.52	118.14	135.48	We continue to monitor our waste services closely and improve practices and systems with contractors where possible. The increase in requests is related to an issue with our old bin supplier and the quality of the bins. The bin supplier has now been changed.
Kerbside collection bins missed	3.67	2.76	4.45	3.80	The number of missed bins has reduced compared to last year as fewer cars were parked in streets obstructing bins.
Cost of kerbside garbage bin collection service	\$105.96	\$108.38	\$109.37	\$131.62	We saw an increase in costs due to the increase in Victorian Government landfill levy from \$65.90 in 20/21 per tonne to \$105.90 per tonne in 21/22. The increase is related to the increase in fuel and transportation costs across Victoria.
Cost of kerbside recyclables collection service	\$45.47	\$42.10	\$45.97	\$54.61	We saw increased costs due to the rise in fuel and transportation costs across Victoria.
Kerbside collection waste diverted from landfill	53.24%	56.40%	55.21%	53.60%	We have seen a slight decrease in waste diverted from landfill due to La Niña weather conditions (extreme rainfall) over the last year and less dry garden waste generated. Also recycling tonnages were lower with more people opting for bulk purchasing and reduced direct mail. We are working to introduce the food organic garden organic service in July 2023 to improve our diversion rate.

Our performance: Vibrant and Prosperous Economy

Services funded in our Annual Budget

Activity	Description	Budget \$'000	Actual \$'000	Variance \$'000
Business, Events and Grants	This service develops programs, events and support services to support the local economy in relation to business, sponsorship, commercial investment, business support, employment and tourism.	2,031	1,809	222
Community Venues and Functions	This service provides for the management and hire of the Manningham Function Centre and hire of halls and other venues to community and commercial hirers.	1,005	1,419	(414)

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. 		<p>We supported local business through initiatives including:</p> <ul style="list-style-type: none"> Launching the Local Business Database. Organising a local supplier forum for catering and hospitality businesses to connect with local businesses and present on how to tender with our Council. Continuing to drive the strategic approach to engaging local businesses in the Sourcing Plan process. Working with neighbouring councils on more local business connection forums. Conducting workshops to raise staff awareness and roll out the guidelines on supporting local businesses and achieving sustainable procurement outcomes. Working with Eastern Innovation Business Centre and Flexible Working Australia to take part in a regional Boosting Co-working program. We successfully obtained a \$3,000 grant to support co-working, and local businesses could access a voucher of \$100 to be used at a local co-working location. Undertaking a benchmarking exercise and held discussions with Manningham Uniting Church to investigate opportunities for co-working spaces. Participating in the Victorian Government-funded Business Concierge and Hospitality program provided two Business Liaison Officers who engaged directly with our local businesses on COVID-19 regulations, business permits and the business development program. Developing an increased understanding of the immediate needs of business and created a support program by using the engagement app on our Customer Relationship Management System. Conducting education programs on marketing and SEO in response to feedback from our business community. Delivering business mentoring and development programs.

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"> • Our inaugural Arts Manningham Salon to connect local arts and creative practitioners and audiences. We plan to hold events regularly, with our first attracting both established and new artists • Delivering the 'Serving Country' exhibition for National Reconciliation Week 2022, following exhibitions by Rhys Cousins and Anni Hagberg in April. • Raising awareness of how to incorporate art and design elements into capital projects, flagging future projects for potential art commissions. • Liaising with artists whose works needed to be relocated due to the North East Link Project. • Hepburn artwork commission with artists liaising with landscape architects. Final specifications for artwork scheduled in early 22/23. • Liaising with artist, Wurundjeri Woi-wurrung elders and other stakeholders for wonguim wilam public artwork. • Two Arts Manningham FAIR recipients could not undertake programs due to COVID-19, which we will revisit in 2022.
	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 have collaborated successfully through</p> <ul style="list-style-type: none"> • Ongoing engagement with the North East Link Project authority to assist with the transition of businesses from the Bulleen Industrial Precinct to other parts of Melbourne. • Developing an Economic Strategy and worked in close collaboration with neighbouring Councils. • Advocating for ongoing improvements to the transport network to improve access to and from Manningham to enable travel to jobs within the region, including to the La Trobe Employment Cluster.

Theme	Details	Result	Our progress
	Develop a '10-Year Vibrant Villages Plan' to prioritise future upgrades or precinct master planning of all major and local neighbourhood activity centres.		<ul style="list-style-type: none"> • We have prepared the Draft 10-Year Vibrant Villages Plan. We are now developing prioritisation criteria to inform the delivery program. • We delivered works at key activity centres to improve amenity at Templestowe Village, Tunstall Square and Warrandyte Library.
	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 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
Governance, legal and risk	This service supports the organisation to meet its regulatory requirements through strong governance, risk management and tendering and contract administration.	2,215	2,865	(650)
Councillors and Executives	This area includes the Mayor, Councillors, Executive Management Team and associated support.	2,720	2,938	(218)
Communications	This service leads the delivery of clear, consistent and inclusive communication and engagement with the community.	2,134	1,908	226
Citizen Connect	This service leads as the main customer interface to create and maintain systems and processes to connect with our citizens.	2,190	1,928	262
Transformation and Information Technology	This service includes maintaining information and information systems as well as advancing new solutions for the organisation and community interaction.	7,749	13,495	(5,746)
Emergency Management	Services to support community preparedness, response and recovery in an emergency.	404	811	(407)
Organisational Development	Provides organisation development and human resource management services including staff recruitment, corporate training and development, employee and industrial relations and workplace health and safety. Also includes business planning services.	2,001	1,725	276
Property Services	This service manages Council property investment portfolio and MC ² facility.	1,231	1,192	39
Financial Services	Services lead Council's financial management, payroll, accounts payable and receivable, valuation, utilities management, revenue and rating services.	4,286	4,228	58

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			
	<p>Maximise public value through the systematic planning and review of our services and effective, early and broad engagement on our projects</p> <ul style="list-style-type: none"> Explore ways to enhance performance reporting across social, environment and economic outcomes against community need 	<p>We have:</p> <ul style="list-style-type: none"> Embedded a service view into our annual budget cycle to maximise value for our community by better aligning our resources with identified priorities. Started three service reviews on top of the continued focus on continuous improvement and commitment in our planning across all services. Strengthened our focus on early and broad engagement with our community with enhancements to our project management system to capture and report communication and engagement. Enhanced our reporting through the Manningham Quarterly Report to include our customer experience, advocacy, and community engagement performance. We are looking at opportunities to include partners, customers and community voices in the progress and outcomes of projects. Improved our website to include stronger links to the Council Plan themes, our performance and updating the community on progress and outcomes. 	

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.		<p>Our review of community engagement practices has resulted in the delay in the completion of projects. The improvement to community engagement of the Capital Program will result in a significant improvement in engagement with the Manningham Community over time.</p> <ul style="list-style-type: none"> The total expenditure for the FY is \$43m of the \$53m adopted budget, which equates to 82% expenditure. We completed 179 projects, and 25 projects were delayed. This corresponds to a project completion percentage of 88%. \$7.6m of funding is recommended to be carried forward to 2022/23, which will increase next year's budget to circa \$65 million. <p>COVID-19 has impacted Council's ability to deliver its Capital Works Program with megatrends experienced across the economy, sector and industry. Despite the challenges from COVID-19, we have continued to perform well in delivering the capital works program over the last 3 years.</p>
	Ensure that future land use planning balances amenity and economic pressures		We have pursued future land planning through the Liveable City Strategy, which identifies a range of planning actions. These actions will inform the review of planning controls as part of the 2022 – 2026 Manningham Planning Scheme review.
	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 with:</p> <ul style="list-style-type: none"> Installing almost 600 kilowatts of Council rooftop solar and battery installations across 4 buildings. Adding 6 electric vehicles (EVs), 40 hybrid cars, 6 small hybrid trucks to our fleet Installing of 14 EV charge points. Starting our VECO contract for wind-powered electricity supply with expansion of the contract underway soon.

Theme	Details	Result	Our progress
	Identify initiatives that save money and deliver stronger return on investment in Council owned and managed places and spaces		<p>We developed a Strategic Property Investment Portfolio, which identified initiatives to explore, including the precinct and master plans for the Civic Precinct and Websters Road.</p> <p>An additional funding source to enhance services and associated infrastructure to benefit the community and to provide an alternate income stream to achieve Council's mission to be financially sustainable.</p>
	Deliver initiatives to optimise the value we contribute to the community and return on Council owned land and building holdings.		
	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.		<p>We successfully delivered our federal election advocacy campaign. Our focus is now on the Victorian election in November 2022.</p> <p>We advocated to the Victorian and Australian Governments through:</p> <ul style="list-style-type: none"> A regional advocacy agenda for the federal election with a focus on Housing, Mental Health, Employment Opportunities, Public Transport, particularly buses, Improved pathways and trails across the East, Road Congestion, Environment, and renewable energy. This was developed as a part of the Eastern Region Group of Councils. Our Mayor met with local community organisations and government representatives. Participation in the Municipal Association of Victoria/Australian Local Governments Association peak bodies for local government advocacy campaign. Improved online information and engagement with an advocacy webpage and regular social media and press releases throughout the federal election campaign.
	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).		We adopted a financially sustainable 2022/23 Budget and 10-year financial plan, which were finalised and endorsed by Council on 28 June 2022. The budget and 10-year financial plan were informed by community engagement in November, December 2021 and May, and June 2022.




Theme	Details	Result	Our progress
	Take a proactive and motivated approach to be an open and transparent Council (initiative).		<p>Our improvements included:</p> <ul style="list-style-type: none"> Quarterly reporting broadened to include regular performance in customer experience, community engagement and governance. Reviewing and updated our key policies and procedures on our website. Improving access to information with our new website.
	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"> The Eastern Groups of Councils and the Eastern Metropolitan Partnership. The most recent round focused on social recovery projects and economic development projects. Manningham developed a mental health funding initiative with Eastern Health via the Metropolitan Partnership Program. The program has been funded and will be delivered by EACH.




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			
	<ul style="list-style-type: none"> Improve our customer experience to better understand and meet their specific needs (major initiative). Explore different ways to improve community satisfaction with our communications on local community issues, services, and activities (major initiative). 		<p>To improve our customers' experience, we worked on</p> <ul style="list-style-type: none"> An advocacy campaign to be published at the beginning of the next quarter. Developing a process to track engagement with social media content so conversations can continue online. Redeveloping our website to improve our online customer experience by increasing self-service options and improving accessibility, accuracy and relevance of content. Rolling out proactive communications early in project planning and progress monitoring.
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. Preparing a Gender Equality Action Plan which was endorsed by the Commission for Young People. Advocating for a youth headspace in Manningham.
	Work with our partners and advisory networks to advocate and raise awareness of inclusive practices for key priority areas - considering people from First Nations, LGBTQIA+ 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"> Endorsing Advisory committee membership nominations for the Health and Wellbeing, Multicultural Communities and Gender Equality and LGBTQIA+ Advisory Committees and the three vacant positions for the recently established Disability Advisory Committee. Holding a meet and greet dinner and workshop for all existing and new Advisory committee members to exchange ideas and provide a mechanism to collaborate across advisory committees. Facilitating the Disability Advisory Committee and Youth Advisory Committees contributed to enabling better opportunities for all community members. Celebrating International Day Against Homophobia, Biphobia, Intersexism, and Transphobia (IDAHOBIT). We raised the Pride Progress flag in front of the Civic Centre to display our support for our LGBTQIA+ community in Manningham. Celebrating International Womens Day by featuring women from First Nations, LGBTQIA+, multicultural, and living with disability communities.

Theme	Details	Result	Our progress
	Commence gender equality impact assessments on significant Council policies, services, and programs for equitable, inclusive, and accessible improvements for prominent issues (major initiative).		<ul style="list-style-type: none"> We have developed a Gender Equality Action Plan (GEAP) as a requirement under Victoria's new <i>Gender Equality Act 2020</i>. While our commitment to this work goes far beyond a legal mandate, the development of our GEAP is grounded in following gender equality principles outlined in the legislation. We have incorporated the assessment as part of the review of policies, services, and programs. This includes the Asset Plan and the Community Infrastructure Plan.
	Continue to advocate, influence, and respond to the North East Link Project (NELP) authority for improved mitigation measures and environmental outcomes, particularly around urban design outcomes and to reduce the construction impact of the project on the community (major initiative).		<ul style="list-style-type: none"> We met with relevant North East Link Project (NELP) teams to discuss the commencement of work on the primary package (tunnel package). We reiterated our key objective to retain as much open space along the project corridor with the southern package that we presented to the Environmental Effects Statement hearings and in the judicial review. We continued to review the design packages for various aspects of the project and have made submissions to PSA for the Bulleen Park masterplan. North East Link Tunnels Urban Design and Landscape Plan public exhibition process and designs, Bulleen Park precinct, Bulleen Park and Ride, early works and the central package.
	Empower the community with education, awareness and skill sharing programs to support waste management, water sustainability, climate change action, biodiversity protection and sustainable living.		<ul style="list-style-type: none"> We have delivered almost 100 events with about 2600 participants. About 90 landowners have benefited from LEAF (Local Environment Assistance Fund) grants worth about \$64,000 for work to protect biodiversity guided by our LEAF education program. We continued our community environmental education programs and promoted them along with other organisations' programs in a monthly 'Environment Events – What's On' email newsletter with over 1300 subscribers. We have run or supported waste programs including Clean Up Australia Day, Plastic Free July, free Waste Drop Off Day and preparing for the FOGO service coming in July 2023.

Theme	Details	Result	Our progress
	Attract and support young people through jobs and career development opportunities, both at Council and within the community.		<ul style="list-style-type: none"> We have kept our existing positions targeted at youth employment. We started our planning for 'Youth Fest' in September as an opportunity to celebrate young people in Victoria. We held the popular Speed X Event in partnership with Gateway LLEN. The event provided students from Doncaster Secondary College, Marcellin College and Templestowe College an opportunity to have six-minute interviews with a diverse variety of professionals representing 19 professions from horticulture, emergency services, sports and many more. We started planning for the Manningham Youth Employment Pathways, hosted in partnership with Manningham Volunteer Support Services (Eastern Volunteers).
	Implement Manningham's Protective Data Security Plan initiatives.		We continued to implement our Protective Data Security Plan and have awarded a tender for a new system with enhanced 24/7 oversight, alerting and automated threat response capability.
	Pursue transparency, innovation and efficiencies through the use and sharing of open data sources		We continued to pursue transparency, innovation, and efficiencies, updating the 24 data sets published to the Commonwealth Government open data portal: data.gov.au
	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.
	Implement initiatives that demonstrate greater transparency and accountability in decision making.		One of our key initiatives we have implemented is a service model. This will support us to better identify priorities, data and performance of our services to enable greater transparency and accountability and inform evidence based decision making.

Our performance: LGPRF indicators

LGPRF Indicators	2019	2020	2021	2022	
Governance					
Council decisions made at meetings closed to the public	9.21%	8.03%	1.79%	2.67%	Our Council continues to demonstrate its commitment to transparency with the low number of resolutions made at closed Council meetings. 4 out of 106 decisions were made confidential as they confidential items related predominantly to personnel, legal and contractual matters.
Satisfaction with community consultation and engagement	59.00	56.00	56.00	56	We continue to work to improve community satisfaction with engagement and consultation. This result remains on trend from the sample of residents participating in the annual Community Satisfaction Survey. This survey is conducted by an independent research company on behalf of the Victorian Government.
Councillor attendance at council meetings	95.06%	94.81%	99.26%	98.41%	Our Councillors' attendance at ordinary and special council meetings remained high with almost 100% attendance for the period.
Cost of elected representation	\$42,612.22	\$40,436.11	\$47,890.78	\$51,057.78	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	57.00	57.00	58.00	58.00	Our Council continues to work to improve community satisfaction with council decisions. We have seen a positive increase in the result for this year from the annual Community Satisfaction Survey. This survey is conducted by an independent research company on behalf of the Victorian Government.

An overview of our financial performance

Our financial performance

Our financial results remain strong despite the ongoing financial impact of the Victorian Government and State of Emergency due to the COVID-19 pandemic.

These results 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 below. More detailed information can be found in the Financial Report section.

Financial summary

Our financial results for 2021/22 were better than budgeted. These results 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.

The 2021/22 Financial Statements show that the organisation remains in a sound financial position despite the financial impact of the COVID-19 pandemic and continues to be financially sustainable to be able to respond to financial challenges now and into the future.

This result was also achieved within the Victorian Government's 'Fair Go Rates' legislation. The legislation requires a cap on the average increase in Council rates. The rate cap set by the Victorian Government was 1.50% for 2021/22. Manningham achieved the Victorian Government rate cap for 2021/22.

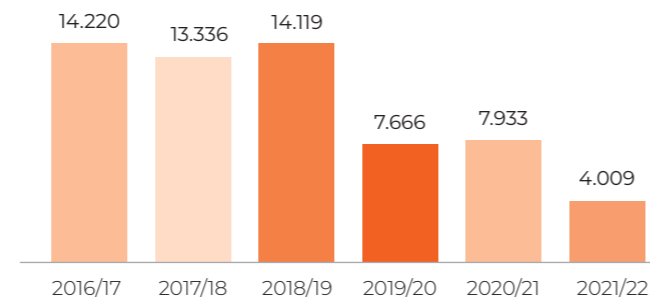
Operating position

In 2021/22, we achieved an operating surplus of \$32.12 million which was \$11.14 million greater than the adopted budget surplus of \$20.98 million. The greater than budgeted surplus is mainly attributable to \$15.4 million greater than budgeted non-monetary (asset) contributions from developers, grants (operating and capital) \$1.22 million greater than budget and other income \$1.3 million greater than budget.

Within Council's surplus, there are several income items that are either restricted in use or 'non-cash' in nature. The adjusted underlying surplus 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 surplus was \$4.01 million.

Sustaining an adjusted underlying surplus is a critical financial strategy that provides an important source of funding for the renewal and upgrade of over \$2 billion of community assets.

Figure 4: Adjusted underlying surplus (\$ millions)



Income

We derived our income from various sources, including rates, user fees and charges, grants, interest, and other contributions. Our total income for 2021/22 was \$169.66 million, compared to a budget of \$153.95 million. The additional revenue was mainly due to greater than budgeted monetary and non-monetary contributions from developers.

Table 6: 2021/22 Income

Income \$'000	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
General rates	82,819	85,839	88,853	92,216	95,767	98,317
Waste charges	10,201	10,830	13,126	13,737	13,916	15,998
User fees, charges and fines	14,369	14,940	14,570	12,308	9,676	10,110
Operating grants	12,366	12,229	12,173	11,842	13,641	13,292
Capital grants	3,999	3,578	2,672	1,433	3,622	6,800
Contributions (monetary and non-monetary)	22,387	14,766	13,949	18,476	18,857	23,128
Other income	1,885	138	1,276	1,325	2,444	2,014
Total	149,655	143,896	148,600	152,806	157,923	169,659

Expenditure

Our total expenditure for 2021/22 was \$137.54 million, compared to a budget of \$132.98 million. In 2021/22, the main expense was employee costs, which accounted for \$53.81 million. We provide services to our community through a combination of contractors and employees.

Table 7: 2021/22 Expenditure

Expenditure \$'000	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Employee costs	51,099	52,505	53,326	54,120	56,221	53,813
Materials and contracts	22,115	20,961	23,446	28,469	27,853	29,029
Depreciation and amortisation	19,347	20,566	21,640	23,946	26,028	26,394
Other expenses	18,520	19,736	21,036	20,586	18,859	28,303
Total	111,081	113,768	119,448	127,121	128,961	137,539

Net worth

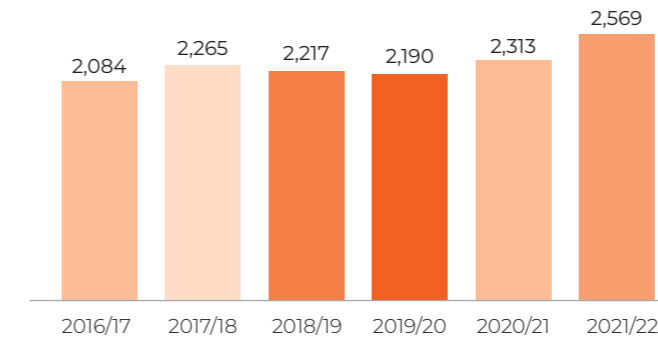
Our financial strength is indicated by net assets (what we own less what we owe). As of 30 June 2022, Council owns net assets of \$2.51 billion, including community infrastructure assets of \$2.44 billion.

Assets

Our total assets are valued at \$2.57 billion. This is an increase of \$256.30 million or 11.1% on the prior year and is primarily due to an increase in the value of land.

- The major components of our assets include:
- Infrastructure, property, plant and equipment valued at \$2.44 billion.
- Cash and investments of \$93.30 million.
- Debtors of \$16.30 million.

Figure 5: Total assets (\$millions)

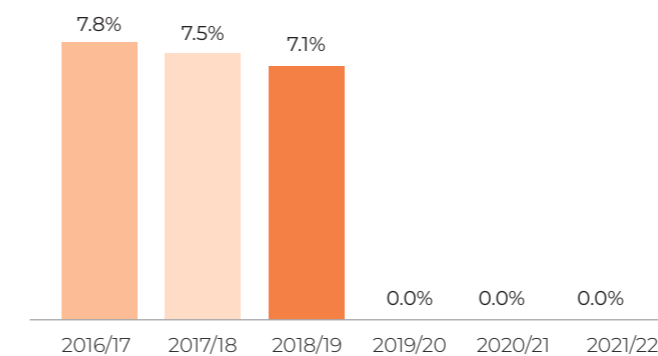


Liabilities

Our liabilities include amounts owed to suppliers and employee leave entitlements. Total liabilities at 30 June 2022 were \$56.14 million, a decrease of \$1.70 million over the previous year.

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

Figure 6: Debt to rates and charges (%)



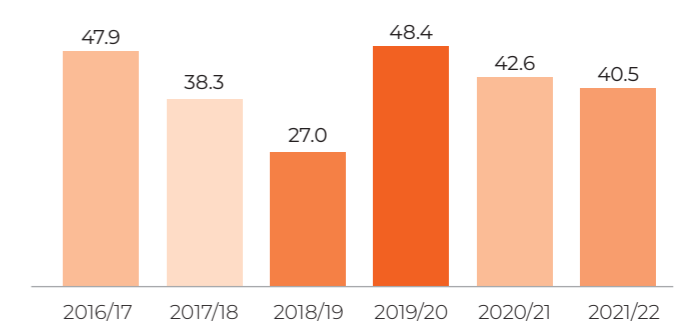
Capital investment

Council aims to maintain its infrastructure assets at expected levels while continuing to deliver services needed by our community. During 2021/22, we invested \$40.49 million in an extensive Capital Works Program to renew and upgrade community assets throughout the municipality.

This program was funded primarily through rates, with additional funds provided through grants and contributions. The major categories of capital works included:

- land and community buildings: \$10.29 million
- plant, equipment and other assets (including software): \$4.0 million
- infrastructure assets (such as roads, drainage, footpaths and cycleways, recreation, leisure, parks, open space and streetscapes): \$26.20 million.

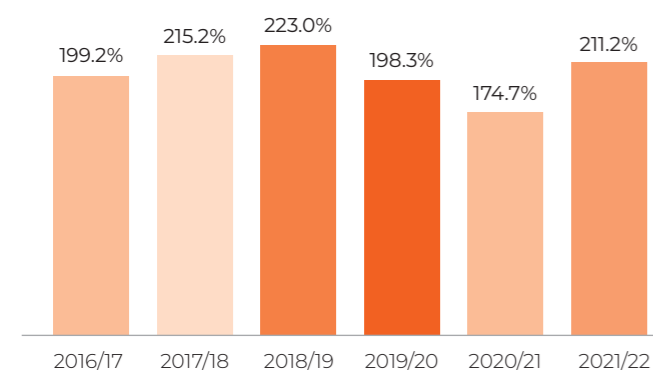
Figure 7: Capital Works Program (\$millions)



Liquidity

Cash and term deposits at 30 June 2022 were \$93.30 million, an increase of \$5.38 million from the previous year. The working capital ratio, which assesses our ability to meet current commitments, is calculated by measuring our current assets as a percentage of current liabilities. Our result of 211.2% indicates that for every dollar of short-term liabilities, we have \$2.11 worth of assets. This is a strong result.

Figure 8: Working capital ratio (%)



Our Governance System

Governance framework

We value good governance as it ensures 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; and
- our officers implement decisions appropriately and in good time.

There are two types of governance in our operations:

- democratic: elected Councillors and the authority they have to make decisions
- corporate: the way the organisation is run and the framework its systems and processes operate within.

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 Act. Our community has many opportunities to have a say in our decision-making processes, including:

- voting for Councillors every four years
- writing to, emailing or calling Councillors
- 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:

yoursay.manningham.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; and
- ensuring the organisation implements Council decisions without delay.

Councillors review the CEO's performance annually. Although the Mayor has no more authority than other Councillors, 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 encouraged 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* to allow Councils to conduct their meetings remotely for a limited time. This change was made in response to the physical distancing restrictions imposed to combat the spread of COVID-19 and to ensure the safety of Councillors, staff and the community. These changes have now been enshrined in the Act and meetings are conducted remotely as required and live-streamed on the internet. The community can participate in the meetings during the 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. The schedule of meetings, agendas and minutes are available at manningham.vic.gov.au.

In 2021/22, there were 13 Ordinary Meetings of Council and two Special Meetings. The table below provides a summary of Councillor attendance at these meetings.

Table 8: Council meetings held 1 July 2021 – 30 June 2022

Councillor	Ordinary	Special
Cr Anna Chen	12 out of 12	2 out of 2
Cr Andrew Conlon	12 out of 12	2 out of 2
Cr Geoff Gough	11 out of 12	2 out of 2
Cr Michelle Kleinert (Mayor from 4 Nov 2021)	12 out of 12	2 out of 2
Cr Carli Lange	12 out of 12	2 out of 2
Cr Deirdre Diamante (Deputy Mayor from 4 Nov 2021)	11 out of 12	2 out of 2
Cr Laura Mayne	12 out of 12	2 out of 2
Cr Stephen Mayne	12 out of 12	2 out of 2
Cr Tomas Lightbody	12 out of 12	2 out of 2

Strategic briefing sessions (SBS)

In these sessions, we provide informal briefings to Councillors 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.

During this year, Council undertook a strategic review of committees in the City Planning and Community area and established three new advisory committees.

The new committees will start meeting from July 2022 and include a:

- Gender Equality and LGBTIQ+ Advisory Committee
- Health and Wellbeing Advisory Committee
- Multicultural Communities Advisory Committee.

The table below shows the committee appointments made by the Council on 23 November 2021. These appointments are reviewed on an annual basis.

Table 9: 2021/22 Councillor Internal Committee Appointees

Committee	Appointees 1 Jul 21 – 30 Dec 21	Appointees 1 Jan 22 – 30 Jun 22
Access and Equity Advisory Committee	Cr Lightbody	
Audit and Risk Committee	Cr Chen Cr Gough	Cr Chen Cr L Mayne
CEO Performance Review Committee	All Councillors	All Councillors
Disability Advisory Committee	Cr Kleinert	Cr Kleinert
Healthy City Advisory Committee	Mayor	Mayor
Heritage Advisory Committee	Cr Diamante	Cr Diamante
Liveability, Innovation and Technology Committee	Cr Diamante Cr Kleinert Cr Lightbody	Cr Diamante Cr Conlon Cr Lightbody
Manningham Arts Advisory Committee	Cr L Mayne	
Manningham Charitable Fund Grants Assessment Panel	Mayor Cr L Mayne	Mayor Cr Lange
Municipal Emergency Management Planning Committee	Cr Lange	Cr Lange
Municipal Fire Management Planning Committee	Cr Lange	Cr Lange
Manningham Youth Advisory Committee		Cr Chen Cr L Mayne Cr Lange
Open Space and Streetscape Advisory Committee	Cr Chen Cr Gough Cr Lange	Cr Lange Cr Lightbody Cr Gough

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

Table 10: 2021/22 Councillor External Committee Appointees

External Committee	Appointees 1 Jul 21 – 30 Dec 21	Appointees 1 Jan 22 – 30 Jun 22
Australian Local Government Women's Association Victoria (ALGWA - Vic)	Cr Chen	Cr L Mayne
Eastern Affordable Housing Alliance	Cr L Mayne	Cr L Mayne
Eastern Region Group of Councils (ERG)	Mayor Cr Chen	Mayor Cr Diamante
Eastern Transport Coalition	Cr Chen	Cr Chen
Metropolitan Transport Forum	Cr Chen	Cr Chen
Metropolitan Waste and Resource Recovery Group	Cr Kleinert	Cr Kleinert
Municipal Association of Victoria	Cr S Mayne Cr Diamante — Substitute	Cr S Mayne Cr Conlon - Substitute
Northern Alliance for Greenhouse Action Executive Committee	Cr Lightbody	Cr Lightbody
Victorian Local Governance Association	All Councillors	All 9 Councillors
Whitehorse Manningham Regional Library Corporation	Cr Kleinert Cr S Mayne	Cr Kleinert Cr S Mayne

Code of conduct

Our Councillors are bound by a code of conduct that describes the ethical and moral behaviour standards expected of them. It covers relationships between Councillors and staff, using Council resources, and 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 that 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 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 2021/22, 5 conflicts of interest were declared at Council meetings. These are listed below.

- **22 February 2022:** Cr Deirdre Diamante declared a general conflict of interest in item 9.1 concerning Planning Application PLN20/0544 at 15 Glendale Avenue, Templestowe, the interest being that she lives in close proximity to 15 Glendale Avenue.
- **22 February 2022:** Cr Carli Lange declared a conflict of interest in item 10.2 concerning the endorsement of nominations for the Manningham Youth Advisory Committee, the interests being both a material and a general conflict of interest due to a family member applying to join the committee.
- **22 February 2022:** Director of City Services, Rachelle Quattrocchi declared a general conflict of interest in item 17.1 concerning the South East Metropolitan Advanced Waste Processing Project, the interest being due to her role as an interim Board member of South East Metropolitan Advanced Waste Processing Pty Ltd.

- **28 June 2022:** Cr Andrew Conlon declared a general conflict of interest in item 14.1 concerning the Yarra Valley Country Club (YVCC), the interest being that Cr Conlon is trying to organise a private/community proposal to save the 9-hole golf course at YVCC.
- **28 June 2022:** Cr Geoff Gough declared a general conflict of interest in item 14.1 as a former Councillor colleague is involved in the proposed development of the Yarra Valley Country Club site.

Councillor allowances

Victorian Councils may set annual allowances for their Mayor and Councillors according to their predetermined category, based on criteria such as the Council's size and revenue base.

Manningham is a Category 3 Council. Following the Council elections, Manningham undertook a statutory review of Mayoral and Councillor allowances.

Current allowances for Mayors and Councillors across Victoria have remained unchanged since 1 December 2019.

In 2021/22, the allowances, were set at:

- Mayor, \$100,434 plus a \$9,541 equivalent superannuation contribution.
- Councillors, \$31,444 plus a \$2,987 equivalent superannuation contribution.

Councillor expenses

There is an annual Councillor expenses budget of \$14,870 for the Mayor and \$13,091 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 2021/22. Council also publishes its travel register on its website in July each year showing interstate and overseas travel by Councillors and Council officers.

Table 11: 2021/22 Councillor Expenses

Cr	Travel	Car mileage	Childcare	Information and communication	Conferences and training	Formal attendance	Meeting expenses	Other	Total
Cr Anna Chen	\$938.75	\$598.95	\$0	\$0	\$899.09	\$59.95	\$0	\$2500	\$4,876.84
Cr Andrew Conlon	\$212.73	\$836.22	\$0	\$744.67	\$0	\$33.63	\$0	\$0	\$1,401.79
Cr Deirdre Diamante	\$1418.96	\$0	\$0	\$0	\$1058.18	\$55.00	\$0	\$85	\$2,617.14
Cr Geoff Gough	\$1,781.46	\$537.29	\$0	733.14	\$1,058.18	\$0	\$0	\$0	\$4,110.07
Cr Michelle Kleinert	\$1923.59	\$355.00	\$0	\$578.65	\$1058.18	\$412.86	\$189.29	\$106.82	\$4,624.39
Cr Carli Lange	\$1144.68	\$1732.81	\$0	\$892.86	\$1058.18	\$0	\$76.91	\$0	\$4,905.44
Cr Tomas Lightbody	\$865.29	\$47.65	\$0	\$0	\$1163.08	\$0	\$0	\$95.98	\$2,172.00
Cr Laura Mayne	\$1456.03	\$0	\$0	\$849.98	\$1058.18	\$0	\$0	\$0	\$3,364.19
Cr Stephen Mayne	\$771.86	\$0	\$0	\$599.09	\$899.09	\$0	\$0	\$0	\$2,270.04

CEO expenditure 2021/22

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 12: CEO expenditure

Travel	Food and Beverage	Conferences and seminars	Gifts declared*	Miscellaneous	Total Expenses 2021/22
\$1272.11	\$470.70	\$1058.18	\$0	\$0	\$2,800.99

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 Councillors. Our CEO implements decisions made by our Councillors, ensures the organisation achieves its Council Plan objectives, and manages its day-to-day operations. Our CEO's performance is reviewed annually by the Councillors.

Councillors 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 2022, we had 29 senior officers, with a total remuneration of \$5.48 million.

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.

Table 13: Executive Management Team Total Annual Remuneration

Name and Position	Date commenced position	Current contract expires	Total remuneration
Andrew Day CEO	17 September 2018	16 September 2023	\$334,312
Angelo Kourambas Director City Planning and Community	19 February 2018	N/A (last date of service 18/7/22)	\$299,736
Rachelle Quattrocchi Director City Services	30 March 2020	29 March 2025	\$284,045
Kerryn Paterson Director Experience and Capability	25 February 2019	15 August 2026	\$271,227
Lee Robson Director City Planning and Community (Acting)	14 March 2022	23 July 2023	\$259,588

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 pages 183 – 187.

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

The Committee assists Council in fulfilling their responsibilities by overseeing: financial and performance reporting, risk management, monitoring effective systems of internal controls and regulatory compliance.

The principal assurance activities of external and internal audits are overseen and evaluated by the Committee.

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

The Committee met five times to cover all elements of the Charter, with the fifth meeting dedicated to reviewing the annual financial and performance statements. The Victorian Auditor-General's agent (external auditor) attends several of the meetings to report on any matters of significance in relation to the financial and performance statements, progress and observations of external audits and accounting standard changes.

Regular meeting attendees include the internal auditors and management, including the CEO, the Chief Legal and Governance Officer, the CFO and the Strategic Risk and Assurance Advisor.

As part of our commitment to propriety and good governance, the chair of the Audit and Risk Committee may meet privately with Councillors, External and Internal Auditor, without members of management being present.

Table 14: Audit and Risk Committee members

Independent	Councillors
Mr Andrew Dix (Chair)	Cr Anna Chen
Ms Theresa Glab	Cr Geoff Gough (Until 19 Nov 2021)
Ms Evy Papadopoulos	Cr Laura Mayne (commenced 19 Nov 2021)

Internal audit

The function of the internal audit is to provide independent assurance that Council's risk management, governance and internal control processes are operating effectively to support the business delivery of Council services and ensure compliance with the *Local Government Act 2020* and other statutory obligations.

Pitcher Partners conducted our internal audit services, engaged under contract to provide independent and expert services. The internal audit process is a systematic, disciplined approach that supports us in improving our risk management, control and governance processes.

The Executive Risk Committee works with our Audit and Risk Committee and internal auditor to develop and review the three-year rolling audit plan. The plan must reflect our strategic and operational risk exposure and reference the compliance audits we do throughout the year. Recommendations arising from the audits are monitored routinely to ensure management's timely and full completion of the committed actions. In 2021/22, the program of six audits was maintained through the COVID-19 operating environment. The audits were:

1. IT Governance, Strategy and Environment
2. Property Management
3. Drainage Management
4. Building Services and Approvals
5. Risk Framework Management
6. Procurement (Inc. Data Analysis)

External audit

Each year we are externally audited by the Victorian Auditor-General's Office (VAGO). For the 2021/22 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 215.

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 includes elements of risk management, management and commitment, deterrent, 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 Plan, 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 2019.

Business Continuity Management – COVID-19 crisis response and recovery

Activation of the Crisis Management Team (CMT) continued seamlessly for part of the 2021/22 year in response to the impacts of COVID-19 and the necessary alignment of services to the changing government health directions. Prior to its deactivation in November 2021, the CMT leader's focus had been on the recovery to normal operations.

Council's crisis response followed the established Business Continuity Management Policy and Crisis Management Plan, which had been routinely practised through scenario incidents and training.

The purpose of CMT is to maintain the delivery of critical services in response to a critical business interruption event.

The Committee also oversees the delivery of the Manningham Pandemic Plan and Regional Pandemic Plan, which partners with all levels of government to protect the community and staff, respond to the provision of essential services and support the wellbeing of the Manningham community.

Risk management

Risk management is the identification, assessment, evaluation and treatment of unwanted risk. Our risk management framework combines organisational systems, procedures, culture and assurance activities to improve organisational resilience and protect value as we pursue the successful delivery of Council's strategies and objectives.

The risk management strategy and policy were comprehensively reviewed and adopted by Council in March 2022 to provide a contemporary approach to value protection and value creation.

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

- Risk Management Strategy
- Risk Management Policy
- Second line of defence compliance procedure and annual program
- Risk Assessment Tool
- Risk Register (strategic and operational)

- risk reporting (Risk Management Committee, independent Audit and Risk Committee and Council)
- risk management incident and near-miss procedure
- Fraud and Corruption Control Plan and Assurance Map
- Executive Risk Management Committee
- Audit and Risk Committee
- Assurance Map – strategic risks.

The role of the Executive Risk Committee is vital to advance our cultural maturity to reach a risk organisation. The CEO chairs this executive 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 9: 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 2021/22, six reviews were conducted and addressed operational business risks.

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.

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.

Figure 10: Assurance: Three Lines of Defence

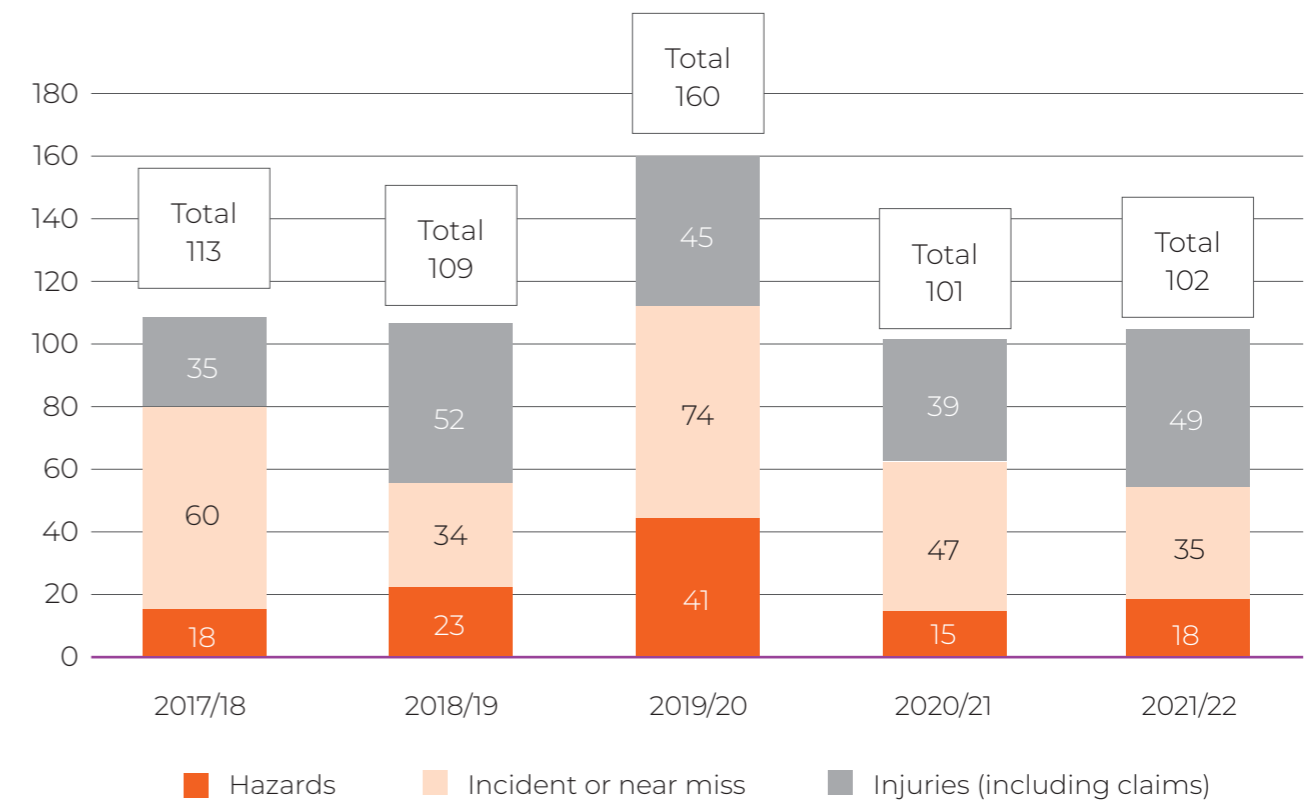


Workplace health and safety

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

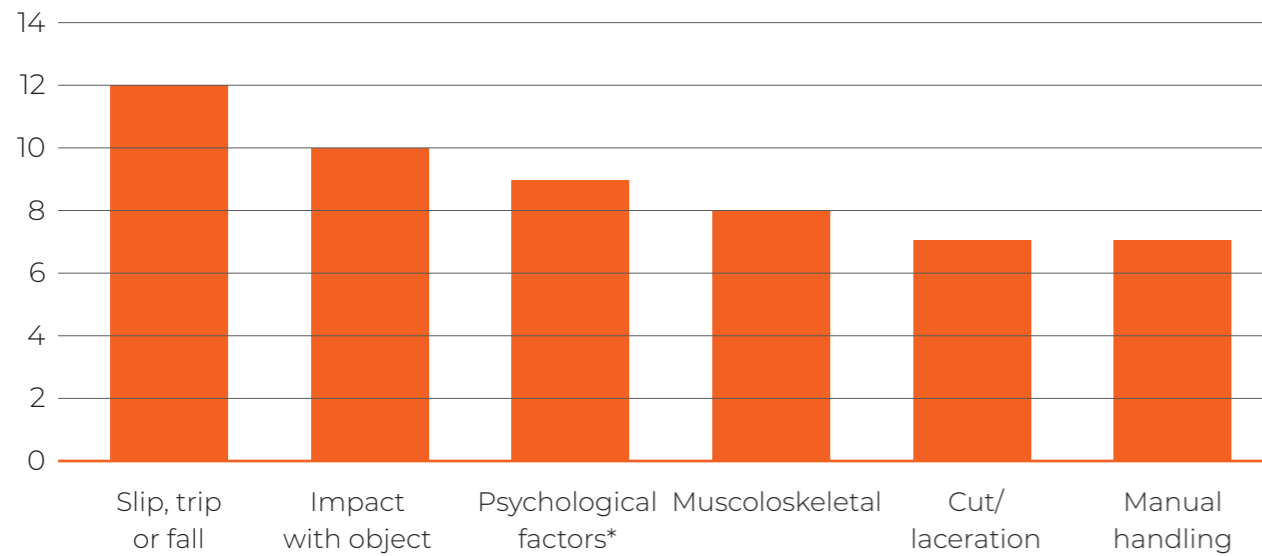
Each year we provide regular updated information for our employees covering a range of key safety topics as well as the importance of reporting of incidents and hazards.

Figure 11: Total Reports of Hazards, Incidents, and Injuries in the last five years



The total number of recorded incidents and injuries has increased by one this financial year. Recorded injuries have increased, while the incidents without injuries have reduced. Recorded hazards and near misses have increased.

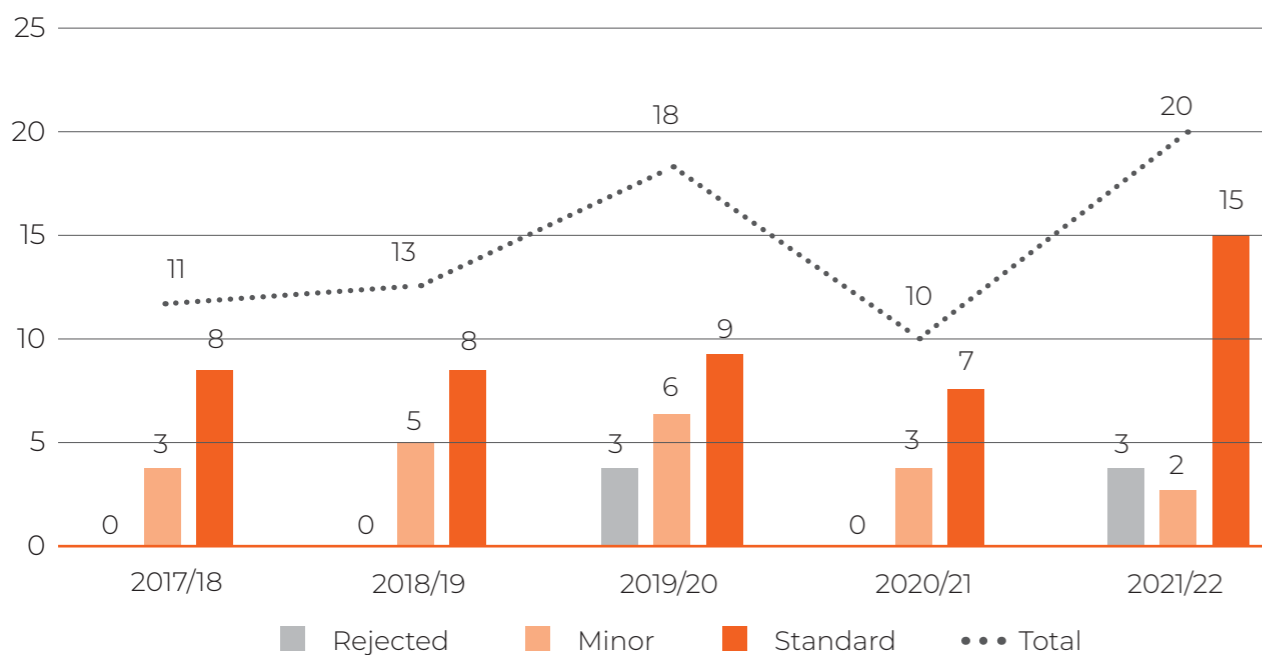
Figure 12: Top 6 mechanisms of reported injuries and incidents in last financial year.



This figure sets out the top six mechanisms of incidents and injuries in the overall occurrences recorded in 2021/22. The top three mechanisms include incidents that resulted with no injuries, displaying higher figures than the next three mechanisms.

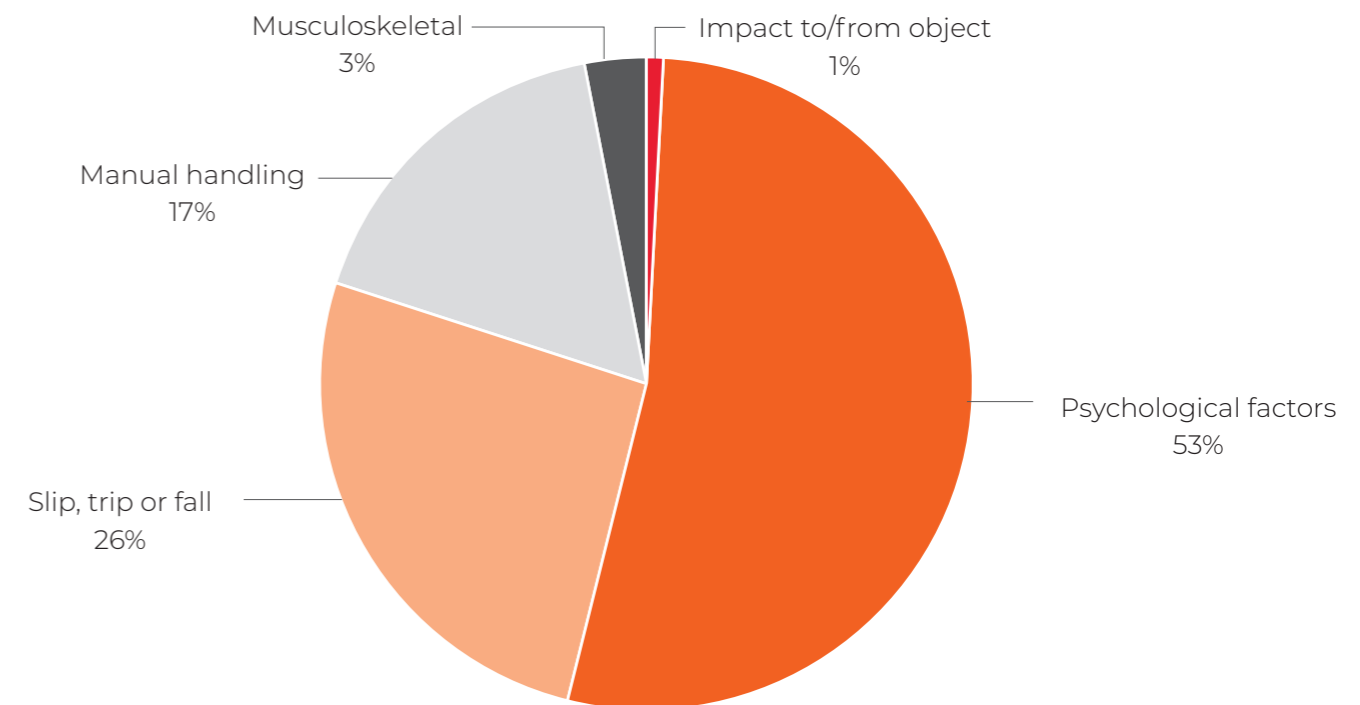
* Psychological factors include verbal abuse and occupational violence.

Figure 13: Number of WorkCover claims over the last five years



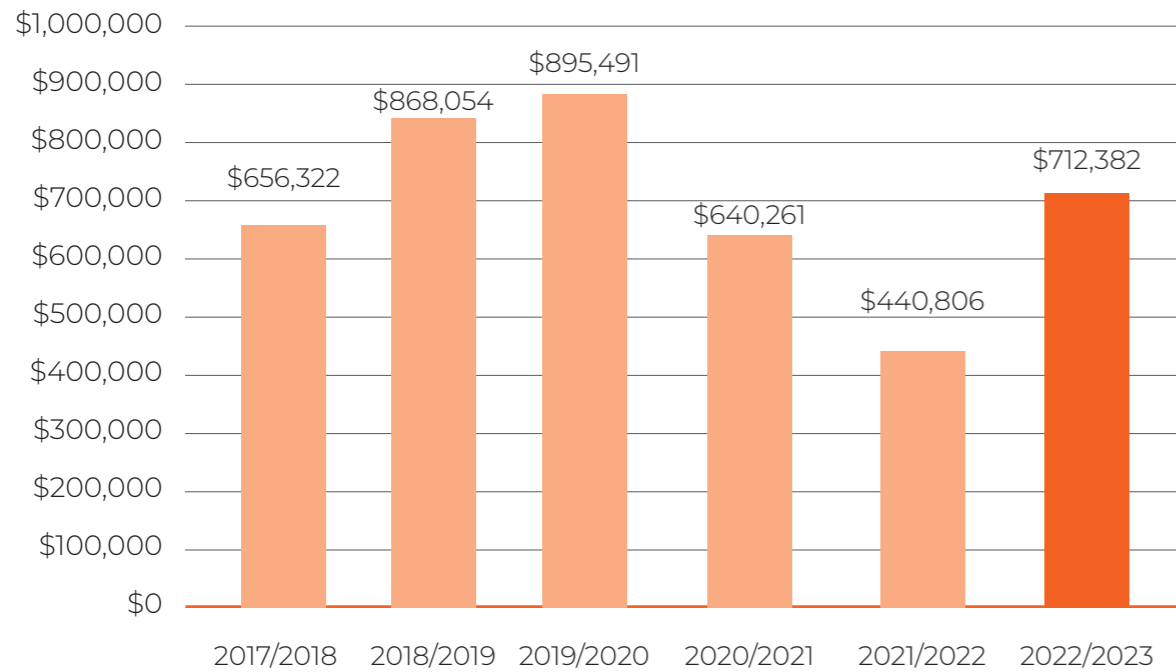
The claims shown as **pending** in the previous reports have been adjusted in this graph. Three pending claims in 2020/21 were accepted in 2021/22, increasing the total number of claims last year. The increase in the number of claims is consistent with the increase in injuries. The standard claims figure for last year also includes one Impairment Benefit (hearing) claim from a former employee.

Figure 14: Distribution of lost days against mechanisms of injuries



This figure shows the distribution of total lost days against the relevant mechanisms of injuries. Though mental injury claims constitute 25% of the claims with lost days, they cause more than half of the total number of days lost in the last financial year.

Figure 15 WorkCover premium costs trend



This figure displays the WorkCover premium rate in the last five years and the WorkCover premium rate calculated for 2022/23. The premium calculations are based on various factors, including 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.

Asset management

We are responsible for infrastructure assets, such as buildings, roads, bridges, drainage, parks and recreational facilities. They represent a significant investment made over many generations to ensure that we manage our assets and the services we deliver economically and sustainably.

The replacement value of these assets (including land and fixed assets) is well in excess of \$2 billion, including \$1.55 billion worth of infrastructure assets. We spend, on average, around \$26 million per year on refurbishing and renewing infrastructure assets.

Sound and sustainable asset management is essential to provide necessary services and facilities, manage and maintain community assets, and meet legislative, regulatory and reporting requirements.

Our approach to asset management forms part of a framework. This framework includes best practice asset management, the implementation of corporate information systems for data management, reporting and works planning, a planned and fully-funded approach to timely infrastructure renewal, and the consideration of lifecycle costing for capital investment decisions for new or enhanced infrastructure.

Several key documents form part of this framework. These include our Asset Management Policy and Asset Management Strategy, which provide direction and guidance for the ongoing management of our assets. The framework also defines the principles and methodology on which our long-term Capital Works Program is developed.

Our Capital Works Program prioritises funding for the renewal and refurbishment of existing assets over the creation of new assets. This approach ensures that Manningham’s existing infrastructure facilitates affordable service levels and continue to meet community expectations, changes in standards and growth of the city.

Governance and Management Checklist

Below are the results of Manningham’s assessment against the governance and management checklist as prescribed in the *Local Government Act 2020* and Planning and Reporting Regulations 2020.

Governance and Management Checklist	Assessment
1. Community engagement policy (policy under section 55 of the Act outlining Council's commitment to engaging with the community on matters of public interest)	Adopted in accordance with section 55 of the Act Date of adoption: 26 February 2021
2. Community engagement guidelines (guidelines to assist staff to determine when and how to engage with the community)	Guidelines Date of adoption: 26 February 2021
3. Financial Plan (plan under section 91 of the Act outlining the financial and non-financial resources required for at least the next 10 financial years)	Adopted in accordance with section 91 of the Act Date of adoption: 28 June 2022
4. Asset Plan (plan under section 92 of the Act setting out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)	Adopted in accordance with section 92 of the Act. Date of adoption: 28 June 2022
5. Revenue and Rating Plan (plan under section 93 of the Act setting out the rating structure of Council to levy rates and charges)	Adopted in accordance with section 93 of the Act Date of adoption: 29 June 2021
6. Annual budget (plan under section 94 of the Act setting out the services to be provided and initiatives to be undertaken during the budget year and the funding and other resources required)	Adopted in accordance with section 94 of the Act Date of adoption: 28 June 2022
7. Risk policy (policy outlining council's commitment and approach to minimising the risks to council's operations)	Policy Date of commencement: 25 July 2017

8. Fraud policy (policy outlining council's commitment and approach to minimising the risk of fraud)	Policy Date of commencement: 10 December 2019
9. Municipal emergency management plan (plan under section 20 of the Emergency Management Act 1986 for emergency mitigation, response and recovery)	Prepared and maintained in accordance with section 20 of the Emergency Management Act 1986 Date of preparation: 1 July 2019
10. Procurement policy (policy under section 108 of the Act outlining the principles, processes and procedures that will apply to the purchase of goods and services by the Council)	Adopted in accordance with section 108 of the Act Date of adoption: 24 August 2021
11. Business continuity plan (plan setting out the actions that will be undertaken to ensure that key services continue to operate in the event of a disaster)	Plan Date of adoption: 13 March 2020
12. Disaster recovery plan (plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)	Plan Date of adoption: 14 December 2020
13. Risk management framework (framework outlining Council's approach to managing risks to the Council's operations)	Framework Date of commencement: 25 July 2017
14. Audit and Risk Committee (see sections 53 and 54 of the Act)	Established in accordance with section 53 of the Act Date of establishment: 13 January 1998
15. Internal audit (independent accounting professionals engaged by the council to provide analysis and recommendations aimed at improving council's governance, risk and management controls)	Engaged Date of engagement: 20 September 2019

<p>16. Performance reporting framework (a set of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 131 of the <i>Local Government Act 1989</i>)</p>	<p>Framework Date of adoption: 24 August 2021</p>
<p>17. 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)</p>	<p>Report Date of Report: 28 June 2022</p>
<p>18. Financial reporting (quarterly statements to the Council under section 138(1) of the <i>Local Government Act 1989</i>, comparing actual and budgeted results and an explanation of any material variations)</p>	<p>Reports presented to the Council in accordance with section 138(1) of the <i>Local Government Act 1989</i> Date reports presented: 23 November 2021, 22 February 2022, 24 May 2022 and 23 August 2022</p>
<p>19. Risk reporting (six-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies)</p>	<p>Reports Date of reports: 24 August 2021, 22 March 2022</p>
<p>20. Performance reporting (six-monthly reports of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 131 of the <i>Local Government Act 1989</i>)</p>	<p>Reports Date of reports: 23 November 2021, 22 February 2022, 24 May 2022, 23 August 2022</p>
<p>21. Annual Report (Annual Report under sections 131, 132 and 133 of the <i>Local Government Act 1989</i> containing a report of operations and audited financial and performance statements)</p>	<p>Presented at a meeting of the Council in accordance with section 134 of the Act Date statements presented: 25 October 2022</p>

<p>22. Councillor Code of Conduct (Code under section 139 of the Act setting out the standards of conduct to be followed by Councillors and other matters)</p>	<p>Reviewed and adopted in accordance with section 139 of the Act Date reviewed: 23 February 2021</p>
<p>23. Delegations (documents setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff, in accordance with sections 11 and 47 of the Act)</p>	<p>Reviewed in accordance with section 11(7) of the Act and a register kept in accordance with sections 11(8) and 47(7) of the Act Date of review: 8 June 2021</p>
<p>24. Meeting procedures (Governance Rules under section 60 of the Act governing the conduct of meetings of Council and delegated committees)</p>	<p>Governance Rules adopted in accordance with section 60 of the Act Date Governance Rules adopted: 24 August 2020</p>

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



Andrew Day

Chief Executive Officer
Dated: 12 October 2022



Cr Michelle Kleinert

Mayor
Dated: 12 October 2022

Statutory information

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

Documents available for public inspection

Below is a list of the documents that you can request to inspect at the Manningham Civic Centre at 699 Doncaster Road, Doncaster, from 8am to 5pm, Monday to Friday.

- 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 Ordinary and Special Council Meetings held in the previous 12 months, excluding confidential information considered at a meeting closed to the public.
- Minutes of meetings of any Special Committees established under section 66 of the *Local Government Act 2020*, excluding confidential information considered at a meeting closed to the public.

- Register of delegations kept in accordance with the *Local Government Act 2020*.
- Register of all leases involving land that Manningham entered into as lessor.
- Register of Authorised Officers.
- 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.

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 2021/22, Manningham did not refer any public interest disclosures 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.
- 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 supports available to them.
- We continue to offer our bimonthly e-newsletter Manningham Inclusive, which is 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.

Disability Action Plan

Our Disability Action Plan is integrated into our Health and Wellbeing Action Plan and Council Plan. In accordance with section 38 of the Disability Act 2006, Manningham has met its legislative requirements through the following actions:

- In March 2021, the Manningham Disability Advisory Committee (MDAC) had its first meeting. This Committee is made up of 70% of people with lived experience of disability and 30% carers. The Committee's purpose is to provide advice to Council on how to understand and respond to the needs of people with disability in Manningham. By providing advice pertaining to Council policies and practices, MDAC will strengthen the voice of people with disability, build their capacity, and support the community to be accessible and inclusive for all Manningham residents. Two areas of need identified by the Committee during the establishment period are a celebration for International Day of People with Disability around 3 December and benchmarking inclusive opportunities for people with disability in the areas of sport, leisure and arts, and building the capacity of the community to offer genuine inclusive 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 audits of Aquarena and Donvale Indoor Sports Centre (DISC) have been conducted (August 2021) after having been slightly delayed by the lockdowns.
- 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.

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 2021/22, we received 22 valid FOI requests, as well as two requests carrying over from 2020/21. The outcomes for those requests were as follows:

- full access was granted for seven requests
- partial access was granted for five requests
- refused access in full for two requests
- documents were provided outside the FOI Act for five requests
- one request was withdrawn by the applicant.
- one request was not proceeded with.
- three requests were not yet finalised as of 30 June 2021.

An additional 11 FOI applications were received in 2021/22 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 2021/22. There were no applications for review lodged with VCAT relating to requests we processed in 2021/22. 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*. The complaints we received under these Acts in 2021/22 are outlined below.

- Privacy and Data Protection Act 2014: two complaints were received.
- Health Records Act 2001: no complaints were received.

Both privacy complaints received in 2021/2022 were resolved by Council. There were no complaints referred to the Office of Victorian Information Commissioner for external review in 2021/22.

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 Victoria 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 2021/2022 were:

- Regular Strength Through Connection forums to develop relationships between Council and multicultural communities.
- Establishment of four new and refreshed Advisory Committees covering Health and Wellbeing, Multicultural Communities, Gender Equality and LGBTQIA+ and Disability and Youth Advisory Committees.
- Making a difference with our anti-racism projects, including joining the #RacismNOTWelcome street sign campaign and supporting our community partners with anti-racism campaigns.
- Becoming accredited by the Welcoming Cities organisation with the 'Established' level of accreditation. The accreditation is a recognition of our work to ensure we are welcoming and inclusive. It is also based on commitments to build our inclusivity over the next three years.

- Developing an Innovate Reconciliation Action Plan (RAP) for formal endorsement by Reconciliation Australia. The RAP outlines the shared approach we will take to work alongside First Nations peoples to advance reconciliation in our workplace and across our municipality.
- Continued response by the Manningham Food Relief Network to food insecurity issues experienced by our community. This demand has continued to grow during the COVID-19 pandemic and after lockdowns.

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 was endorsed by Council in May 2022. This strategic document 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. 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 2021/22 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 2021/22.

Development Contributions Plan (DCP)

Table 15: Total DCP levies received in 2021/22

DCP name (year approved)	Levies received in 2021/22 financial year \$
Doncaster Hill Development Contributions Plan 2005	NIL
Total	NIL

Table 16: DCP land, works, services or facilities accepted in-kind in 2021/22

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

Table 17: Land, works, services or facilities delivered in 2021/22 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	\$262,255.63	-	\$48,232.37	-	\$310,488.00	90%
TTram / Merlin Intersection	DL_TO8	2005	\$64,754.47	-	\$278,956.53	-	\$343,711	50%

Local Law

Work has commenced developing a new Community Local Law for the next 10 years. Council will shortly begin consultation with the community on this important document.

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 18: Land, works, services or facilities delivered in 2021/22 from DCP levies collected

Address	30 June 2022 consolidated value \$million
Civic Centre and associated car parks / sports fields / reserve 699 Doncaster Road DONCASTER	\$93.24
Ruffey Lake Park 8-50 The Boulevard DONCASTER	\$88.69
Rieschiecks Reserve 125-149 George Street DONCASTER EAST	\$41.91
Donvale Reserve 36-82 Mitcham Road DONVALE	\$40.69
MC ² 687 Doncaster Road DONCASTER	\$36.65
Manningham Council Depot 620-628 Blackburn Road DONCASTER EAST	\$32.02
Mullum Mullum Reserve 1-41 Springvale Road DONVALE	\$30.29
Aquarena 139-153 Williamsons Road TEMPLESTOWE LOWER	\$27.48
Ted Ajani Reserve 284 Thompsons Road TEMPLESTOWE LOWER	\$26.16
Landscape Reserve 114-118 Landscape Drive DONCASTER EAST	\$25.53
Templestowe Reserve 94-140 Porter Street TEMP:LESTOWE	\$23.56
Zerbes Reserve 293 Blackburn Road DONCASTER EAST	\$22.40
Manningham Templestown Leisure Centre 1-9 Anderson Street TEMPLESTOWE	\$19.86
Jenkins Park 18-22 Shakespeare Drive TEMPLESTOWE	\$19.04

Address	30 June 2022 consolidated value \$million
Serpell Community Reserve 7 Burleigh Drive TEMPLESTOWE	\$18.10
The Pines Community Centre 522 Blackburn Road DONCASTER EAST	\$17.98
St Clems Reserve 80-82 St Clems Road DONCASTER EAST	\$16.99
Petty's Reserve 61-77 Reynolds Road TEMPLESTOWE	\$15.95
Doncaster Reserve 918 Doncaster Road DONCASTER EAST	\$15.40
Timber Ridge Reserve 6-20 Anthony Avenue DONCASTER	\$14.64

- 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 19: Contracts Council entered into with a value above Procurement Policy contract value (threshold) for invitation to tender or expression of interest

Contract Title	Cost Actual (Inc GST)
Maintenance of Boom Gates and Associated Systems	\$5,600.00
Bus Shelter Advertising Services	Revenue only
CCTV and Access Control Supply, Install and Maintain	\$331,336.00
Provision of Meals for Food Services	\$299,310.00
Essential Safety Measures	\$16,159.00
Cleaning and Maintenance of Exeloo Toilets	\$264,864.60
Maintenance and Operation of Stintons Reserve Leachate Management System	\$376,632.32
Consultancy for Solar Photovoltaic, Storage and Energy Efficiency Investigations in 18 Council Facilities	\$72,107.75
Catering Services Panel (Function Centre)	SOR
Drainage Works at Alva Avenue, Park Orchards	\$368,713.16
Design and construction of Rieschiecks Reserve Athletics track resurfacing and rehabilitation	\$1,164,157.50
Roadside Grass Cutting and Weed Control	\$1,038,411.00
Hepburn Road housing demolition	\$194,194.00

Contract Title	Cost Actual (Inc GST)
wonguim wilam playspace - landscape construction	\$327,723.97
Fire Protection Systems - Manningham Civic Centre, Depot and MC2	\$979,242.00
Timber Reserve floodlight upgrade	\$275,242.00
Design and Construction of Modular Sports Pavilion at Schramms Reserve Oval 2	\$1,959,074.70
Technology One Consultancy Services Panel	\$800,000.00
Panel for the Supply, Delivery and Installation of Commercial Furniture	SOR
Design and construction of Public Toilet facilities across various locations within Manningham	SOR
Manufacture and Installation of Outdoor Signage	SOR
Yarra Street and Everard Drive drainage construction, Warrandyte	\$2,102,161.60
Footpath Construction at McGowans Road, Donvale	\$472,697.00
Warrandyte Playspace - main play structure - design and construct	\$382,068.22
Consultancy for Mitchell Avenue, Warrandyte - Drainage Improvement Project	\$191,612.30
Consultancy for Corriedale Crescent, Park Orchards - Drainage Improvement Project	\$159,940.00
Templestowe RSL Refurbishment	\$719,988.50
Deep Creek Reserve Pavilion Redevelopment	\$3,441,275.56
Tuckers Road/Serpells Road Reconstruction Stage 1	\$1,307,662.95

Contract Title	Cost Actual (Inc GST)
Tuckers Road/Serpells Road Reconstruction Stage 2	\$1,662,225.00
Road and Pathway Asset Condition Assessment	\$136,413.99
Multidisciplinary Design Consultant for Yarra River shared path bridge	\$1,283,756.10
Design and Construction of a Modular Building with ancillary works at Stintons Reserve, Park Orchards BMX Club	\$496,266.40
Doncaster Tennis Club - Lighting Installation	\$238,906.80

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 Plan is 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 value, cost to maintain and operate, condition, performance, risk, and utilisation.

We then use this information to make asset management decisions about how and when to invest in new assets and about maintenance, replacement, upgrades, and disposal.

The following outlines how our infrastructure assets are managed, the current condition and value of these assets including our buildings, roads, footpaths and more in Manningham.

Our infrastructure assets

During 2021/22, we have been responsible for over \$1.55 billion of building and infrastructure assets. The depreciated value of these assets is \$871 million, equating to an average asset consumption ratio of 56 per cent.

Asset Class	Description
Roads	Road pavement, road surface and kerb and channel
Footpath	Street footpaths on local roads, arterial roads and state highways
Bridges	The pedestrian footbridge, road bridge and culvert
Drainage	Drainage pipes and pits, including gross pollutant traps
Off-street Carparks	An off-road car park is an open space car park located on the Council-managed land where cars or other vehicles may be left temporarily.
Buildings	Municipal offices, aquatic centres, pavilions, libraries, community facilities, childcare centres, maternal and child health and toilets (excluding investment property)

These infrastructure assets include:

The following tables provides an overview of the replacement cost of our current infrastructure assets.

Figure 16: Manningham's infrastructure assets by percentage of overall replacement cost

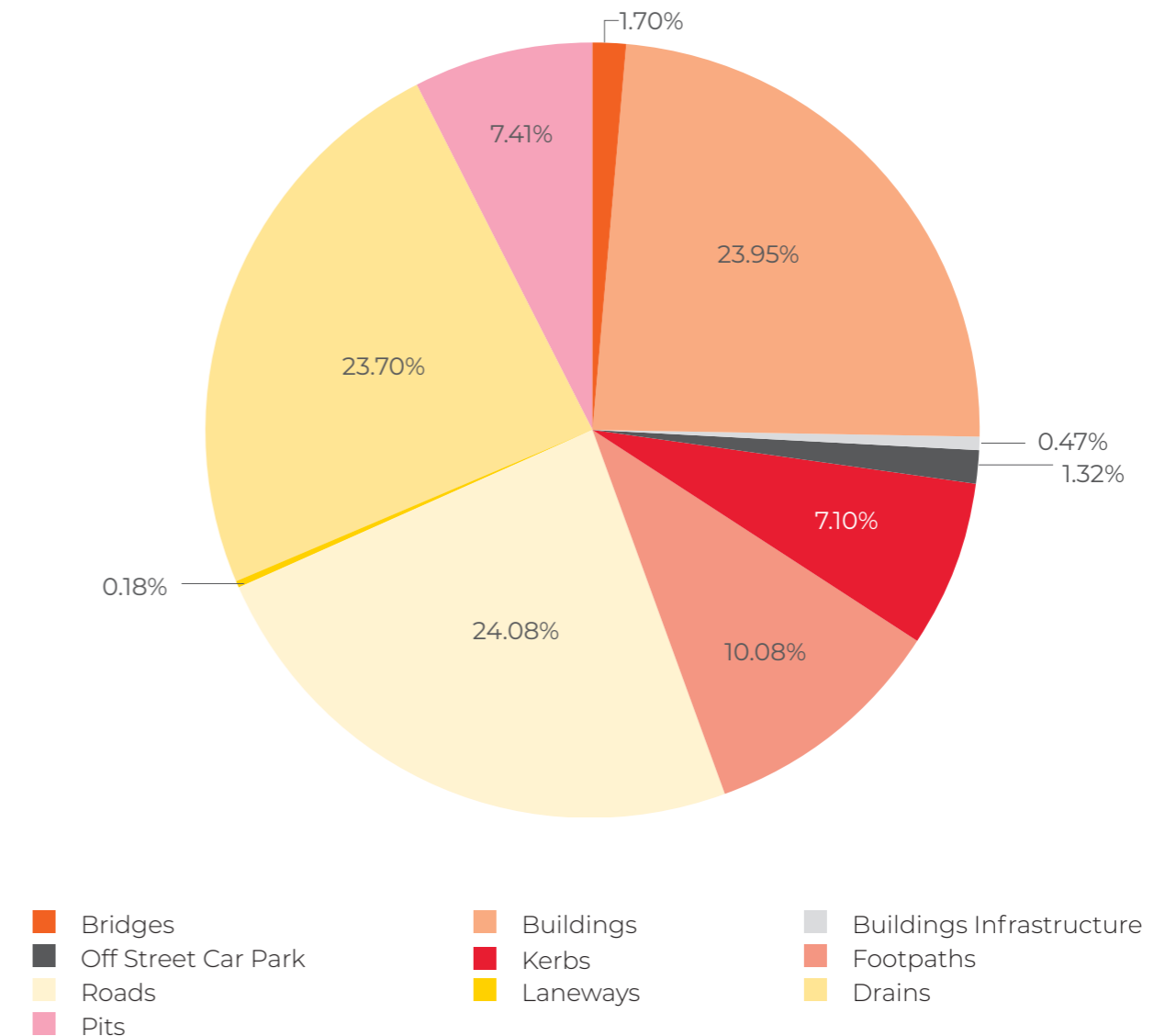
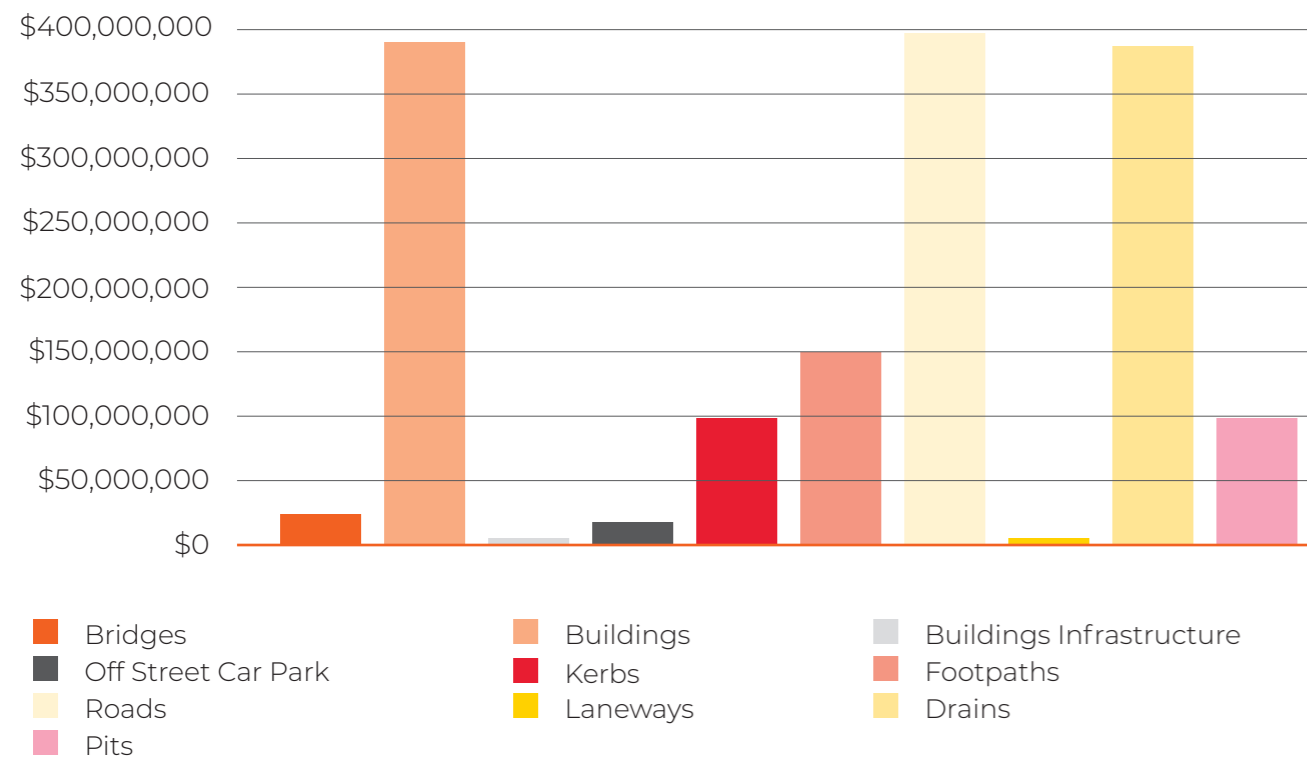


Figure 17: Manningham's infrastructure assets replacement costs



Information on our infrastructure assets is held within our asset management system. To maintain the accuracy, information is recorded from asset inspections, customer service request responses, maintenance works on assets, new assets installations and assets modifications or removal.



Roads

Manningham Council manages local roads (including pavement and wearing surface), kerb and channel, and roadside assets. This includes parking bays, roundabouts, median strips, splitter islands, speed humps, crash barriers, slow point and traffic control devices. VicRoads is responsible for arterial roads and highways.

Component	Length (km)	Replacement Value
Road (including pavement and surface and laneways)	618 km	\$367,537,297
Kerb and Channel	963 km	\$107,635,864
Total		\$475,173,161

Condition of Manningham's assets

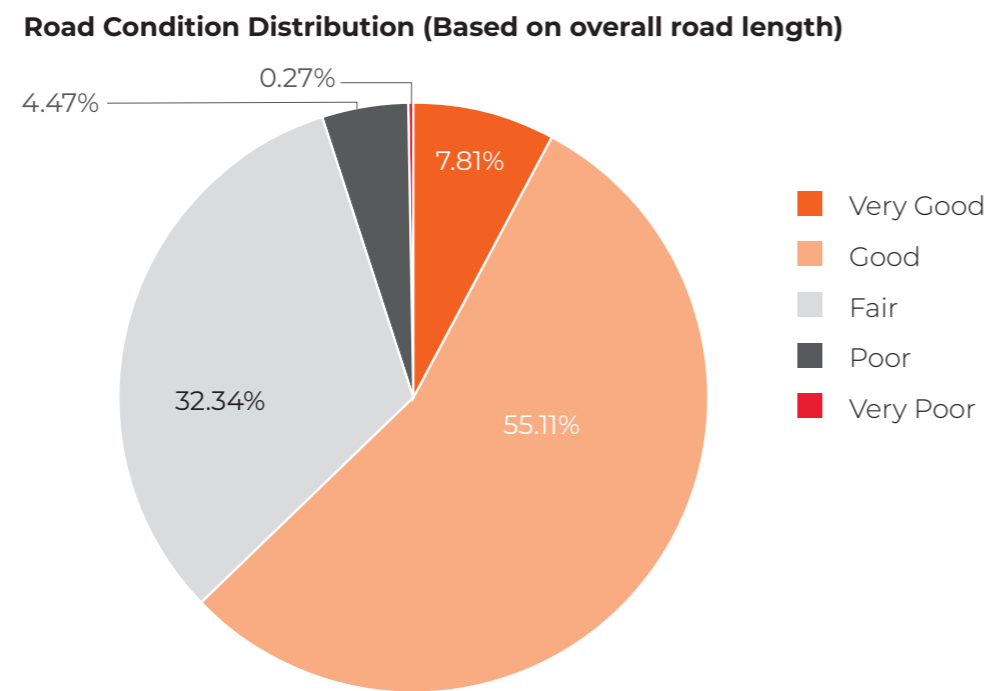
We use a five-point grading system to assess the condition of the Manningham Council's assets.

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

We undertake a condition audit of our road network every three years. The latest condition audit was completed in June 2022. This project involved a visual survey and condition assessment of roads and road-related infrastructure, including laneways, kerb and channels, footpaths, pathways in parks, off-road car parks and off-road car park kerb and channels.

The overall condition of the local roads is good. The following shows the condition of the local road network base on the 2022 road condition assessment survey.

Figure 18 Road Condition distribution based on the length



The following image taken during the recent road condition assessment is an example of a very poor road surface that requires a priority maintenance plan.

Figure 19 Snapshot of a very poor road surface (Wallmah Close in Templestowe)



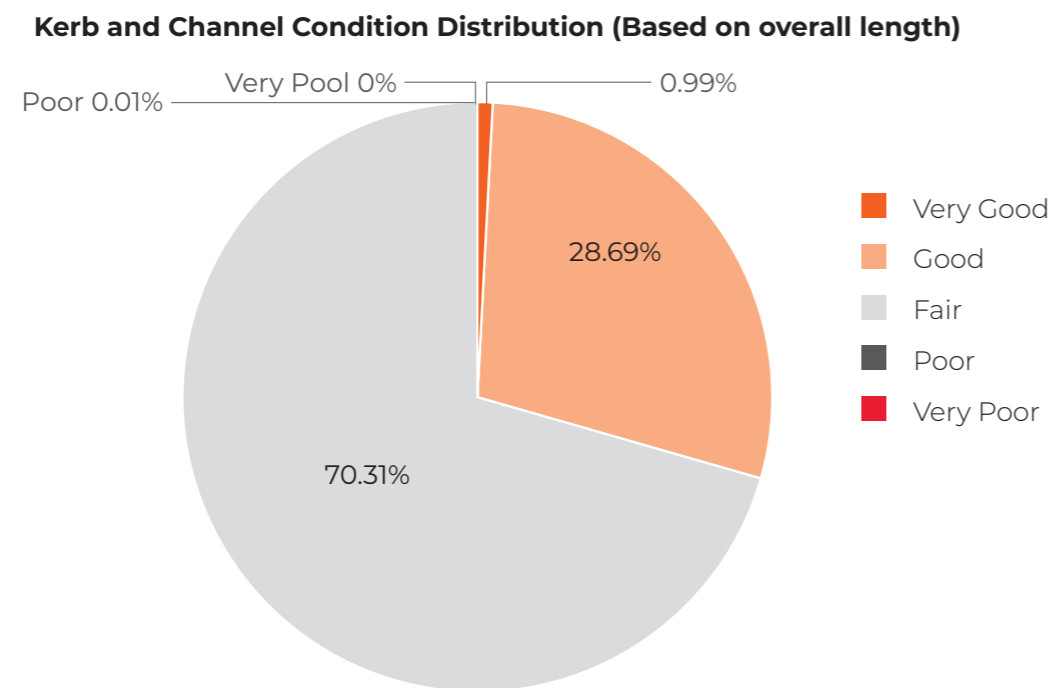
During condition assessment, we identified some segments of our local that need to be maintained as a priority. This data informs what local roads are included within the forward capital program.

Kerb and Channel

The functional level of service for kerb and channel is to provide a practical network that compliments the road pavement and provides adequate stormwater runoff.

The total length of the kerb and channel is approximately 963km and is predominately concrete material. In June 2022, 55km of kerb line was identified during condition assessment and asset data validation.

Figure 20 Kerb & Channel Condition distribution based on the length



The following image taken during the recent road condition assessment is an example of a poor kerb and channel requiring a priority maintenance plan.

Figure 21 Snapshot of a very poor Kerb and channel in Anderson Park off-street carpark



During kerb and channel condition assessment, we identified some segments of the roads that need to be maintained as a priority and included within a program of works.

Recommended improvements:

- Ensure maintenance funding keeps pace with growth.
- Kerb and channel gets maintained when its condition drops below agreed technical levels of service.
- Sealed carpark surface and kerb get maintained in a proactive manner.

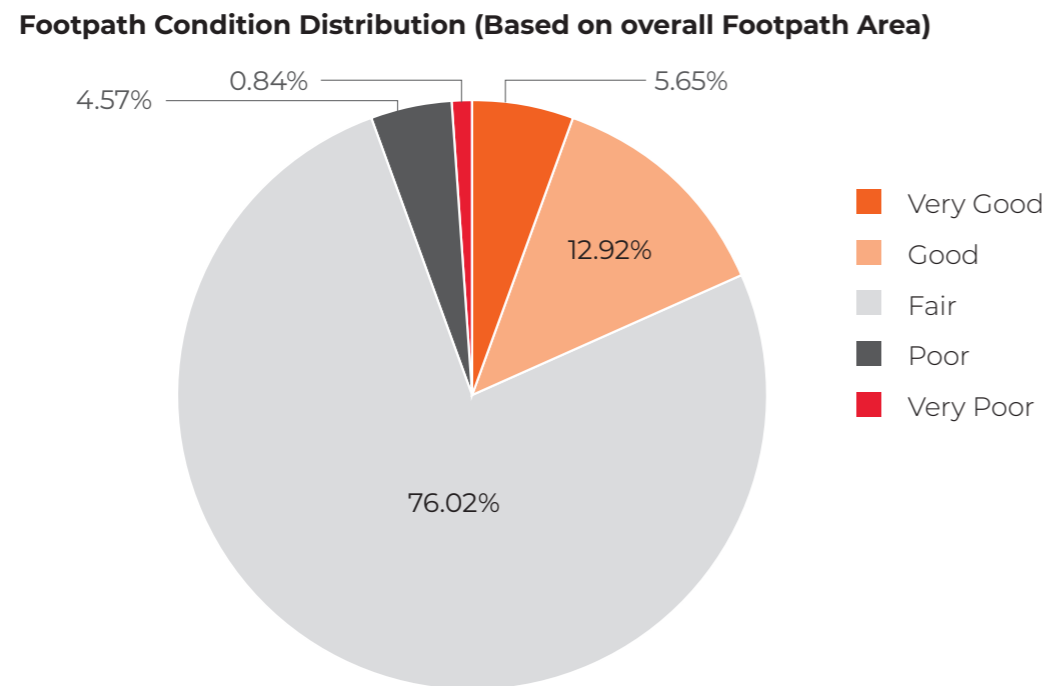


Footpaths

Manningham’s footpaths allow safe movement for pedestrians and provide community linkages to shops, schools, neighbours, and friends as well as recreation, wellbeing and fitness opportunities.

We are responsible for approximately 900 kilometres of footpath network in Manningham.

Figure 22 Footpath Condition distribution based on the footpath Area



During the recent comprehensive footpath network condition assessment, approximately 67 segments of the footpath equating to 42km were listed to be included in the future maintenance program (mainly asphalt material) across the Manningham footpath network.

Figure 23 Footpath segment Domeney Reserve, Park Orchards



Recommended Improvements:

- conducting regular condition assessments at regular intervals (according to Road Management Plan); and
- developing a footpath and Pedestrian Access Strategy to create a safe, accessible, and connected Network.



Carparks

We are responsible for managing 191 off-street car parks (equating to 253,717m²) located within the municipality. These car park assets support the use of a variety of community services and several major shopping precincts.

In June 2022, a carpark condition audit was undertaken for the first time for this asset category.

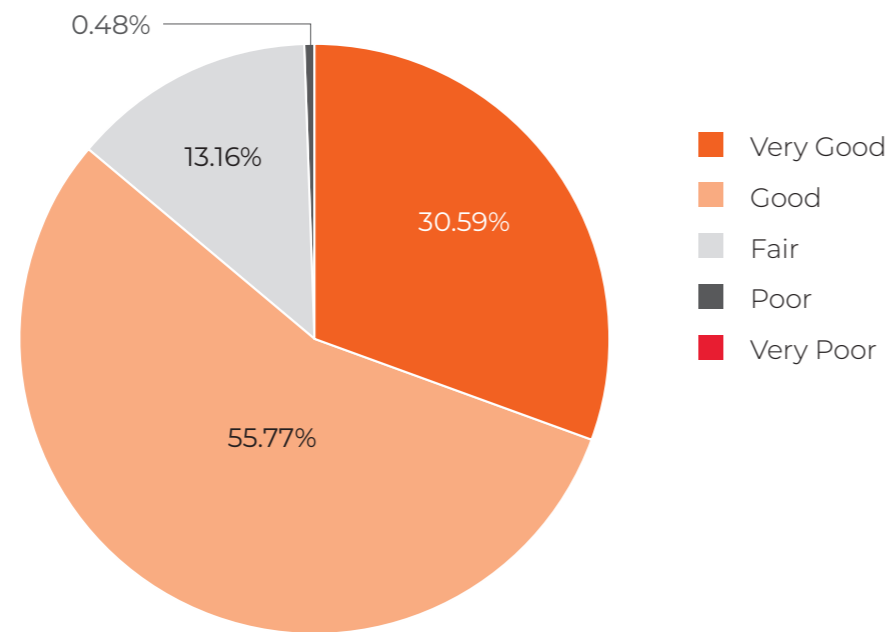
The audit confirmed the asset inventory data and collected condition and defect data for the carpark surface, pavement, kerb and channel of off-street car parks.

Recommended improvements for 2022/23:

- Reseal 19 car parks that were reported as unsealed.
- Introduce crack sealing to address identified defects before renewal.
- Develop routine and reactive carpark maintenance activities.
- Overall conditions of our carpark are good. However, we identified one car park with overall poor condition. 250-282 Blackburn Road shops – Off Street Car Park was identified as having the poor surface condition and needs to be maintained as a priority.

Figure 24 Carpark Condition distribution based on the area size

Off-street Carpark Condition Distribution (Based on overall Carpark Area)



Drainage

We are responsible for a drainage network, listed in Table 4, which comprises over 1035km of pipes and 47,577 pits. The replacement value of the pipes and pits is \$458.6 million. Open drain assets are not included in this list.

Table 20

Asset Class	Quantity	Replacement Value (\$M)
Pipes and Culverts	1036 km	361 M
Pits and Structures	47,577 No.	97.6 M
Total		458.6 M

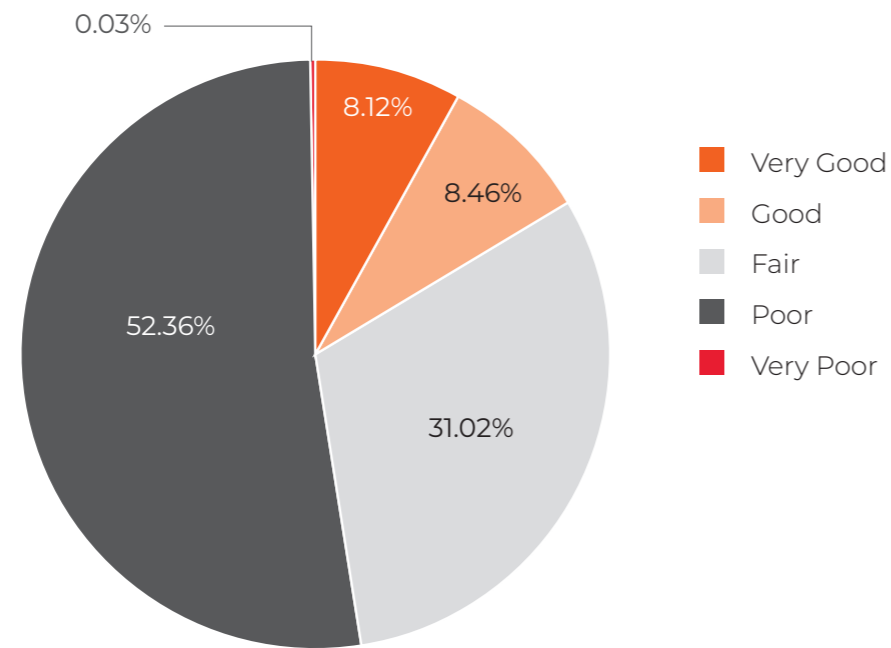
The pipe network has primarily been developed in the 1950s. The average age of the pipe network is approximately 45 years, which is about one-third of its useful life of 120 years.

Pipes are underground assets susceptible to premature failures due to joint displacement and tree roots. Condition inspection of pipes is comparatively expensive. As a result, we have minimal drainage condition data. We have recently started conducting CCTV camera inspections. We plan to inspect 2 per cent of the network annually, to obtain a good sample size after five years to draw an indicative condition profile rather than an age-condition profile.

The following shows the overall condition of pipe assets based on their age. The pipe condition profile indicates that to keep the pipe network at an acceptable level of service, we need an increase in renewal requirements in future. Some pipes may also need to be upgraded to cope with the growth, which is not addressed in this figure.

Figure 25 Drainage Condition distribution based on the overall length

Drainage Pipes Condition Distribution (Based on overall length)



Following is the screenshot of a segment of a pipe in a very critical condition.



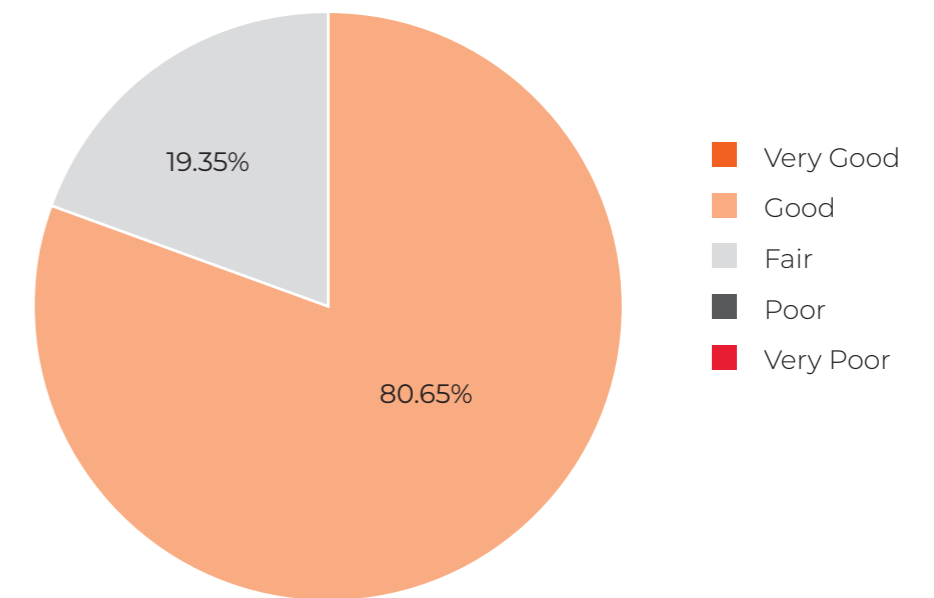
Bridges

We are responsible for 58 bridges, boardwalks and minor structures with approximately \$25 million in replacement value.

At the time of the last bridge condition assessment, many of our bridges (>80 per cent) were in good condition. No major renewal works are currently planned. There is only one footbridge is likely to need replacing in the next 30 years.

Figure 26 Bridge Condition Distribution

Bridge Condition Distribution (Based on the overall number)



Recommended improvements for 2022/23:

- Conducting regular condition assessments at regular intervals (according to Road Management Plan).



Buildings and Community Infrastructure Services and Spaces

Community infrastructure relates to places and spaces where community members participate in social, recreational, and cultural life. Community infrastructure is the sum of both 'hard' infrastructure (facilities) and 'soft' infrastructure (support services, technology, and programs).



Financial Report

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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 2022.

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 2021/22 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 215.

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
13 September 2022
Doncaster

In our opinion, the accompanying financial statements present fairly the financial transactions of Manningham City Council for the year ended 30 June 2022 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.



Michelle Kleinert
Mayor
13 September 2022
Doncaster



Deirdre Diamante
Deputy Mayor
13 September 2022
Doncaster



Andrew Day
Chief Executive Officer
13 September 2022
Doncaster

Victorian Auditor-General's Office Report



Independent Auditor's Report

To the Councillors of Manningham City Council

Opinion	<p>I have audited the financial report of Manningham City Council (the council) which comprises the:</p> <ul style="list-style-type: none"> balance sheet as at 30 June 2022 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. <p>In my opinion the financial report presents fairly, in all material respects, the financial position of the council as at 30 June 2022 and their financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 4 of the <i>Local Government Act 2020</i>, the <i>Local Government (Planning and Reporting) Regulations 2020</i> and applicable Australian Accounting Standards.</p>
Basis for Opinion	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the Financial Report</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the financial report in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
Councillors' responsibilities for the financial report	<p>The Councillors of the council are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards, the <i>Local Government Act 2020</i> and the <i>Local Government (Planning and Reporting) Regulations 2020</i>, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.</p> <p>In preparing the financial report, the Councillors are responsible for assessing the council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is inappropriate to do so.</p>

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

Comprehensive Income Statement

For the Year Ended 30 June 2022

	Note	2,022 \$'000	2021 \$'000
Income			
Rates and charges	3.1	114,315	109,683
Statutory fees and fines	3.2	3,094	3,055
User fees and charges	3.3	7,016	6,621
Grants - operating	3.4 (a)	13,292	13,641
Grants - capital	3.4 (b)	6,800	3,622
Contributions - monetary	3.5	6,670	8,161
Contributions - non-monetary	3.5	16,458	10,696
Other income	3.7	1,975	2,118
Share of surplus from investment in associate	6.2	39	300
Total income		169,659	157,897
Expenses			
Employee costs	4.1	53,813	56,221
Materials, services and contracts	4.2	29,029	27,853
Depreciation	4.3	23,738	23,557
Amortisation - Intangible assets	4.4	2,311	2,049
Amortisation - Right of use assets	4.5	345	422
Bad and doubtful debts	4.6	160	258
Finance costs - Leases	4.7	55	57
Net (gain)/loss on disposal of property, infrastructure, plant and equipment	3.6	2,480	(26)
Other expenses	4.8	25,608	18,544
Total expenses		137,539	128,935
Surplus/(deficit) for the year		32,120	28,962
Other comprehensive income			
Item that will not be reclassified to surplus or deficit in future periods			
Net asset revaluation increment/(decrement)	9.1 (a)	225,877	90,694
Total other comprehensive income		225,877	90,694
Total comprehensive result		257,997	119,656

Balance Sheet

For the Year Ended 30 June 2022

	Note	2022 \$'000	2021 \$'000
Assets			
Current assets			
Cash and cash equivalents	5.1 (a)	24,623	44,305
Trade and other receivables	5.1 (c)	15,925	16,079
Other financial assets	5.1 (b)	68,679	32,587
Other assets	5.2 (a)	2,371	2,035
Total current assets		111,598	95,006
Non-current assets			
Trade and other receivables	5.1 (c)	374	405
Other financial assets	5.1 (b)	-	11,031
Investments in associates	6.2	2,865	2,826
Property, infrastructure, plant, equipment and other fixed assets	6.1	2,444,670	2,193,571
Right-of-use assets	5.7	2,358	2,270
Intangible assets	5.2 (b)	6,987	7,443
Total non-current assets		2,457,254	2,217,546
Total assets		2,568,852	2,312,552
Liabilities			
Current liabilities			
Trade and other payables	5.3 (a)	16,814	17,249
Trust funds and deposits	5.3 (b)	13,890	13,545
Unearned income/revenue	5.3 (c)	7,858	9,519
Provisions	5.4	13,976	13,748
Lease liabilities	5.7	297	314
Total current liabilities		52,835	54,375
Non-current liabilities			
Provisions	5.4	1,141	1,454
Lease liabilities	5.7	2,164	2,008
Total non-current liabilities		3,305	3,462
Total liabilities		56,140	57,837

Statement of Changes in Equity

For the Year Ended 30 June 2022

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

2021	Note	Accumulated surplus \$'000	Asset revaluation reserves \$'000	Other reserves \$'000	Total \$'000
Balance at beginning of the financial year		759,511	1,361,262	14,286	2,135,059
Surplus for the year		28,962	-	-	28,962
Net asset revaluation increment/(decrement)	9.1 (a)	-	90,694	-	90,694
Transfer to accumulated surplus on realisation of assets	9.1 (a)	(7)	7	-	-
Transfers from other reserves	9.1 (b)	8,636	-	(8,636)	-
Transfers to other reserves	9.1 (b)	(7,548)	-	7,548	-
Balance at end of the financial year		789,554	1,451,963	13,198	2,254,715

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 2022

	Note	2022 Inflows/(Outflows) \$'000	2021 Inflows/(Outflows) \$'000
Cash flows from operating activities			
Rates and waste charges		113,380	108,005
Statutory fees, fines and user charges		10,601	8,956
Grants - operating		5,819	12,877
Grants - capital		12,742	11,070
Contributions - monetary		6,670	8,161
Interest received		474	536
Net increase in trust funds and deposits		345	160
Other receipts		1,522	1,261
Net GST refund/(payment)		334	(168)
Materials, services and contracts		(57,041)	(60,069)
Short-term, low value and variable lease payments		(414)	(407)
Employee costs		(54,576)	(54,199)
Net cash provided by/(used in) operating activities	9.2	39,856	36,183
Cash flows from investing activities			
Payments for property, plant and equipment, infrastructure, and other fixed assets	6.1	(34,820)	(34,928)
Proceeds from disposal of property, infrastructure, plant, equipment and other fixed assets	3.6	692	607
Receipts/(payments) for other financial assets		(25,061)	(22,455)
Net cash provided by/(used in) investing activities		(59,189)	(56,776)
Cash flows from financing activities			
Interest paid - lease liability		(55)	(57)
Repayment of lease liabilities		(294)	(403)
Net cash provided by/(used in) financing activities		(349)	(460)
Net increase/(decrease) in cash and cash equivalents		(19,682)	(21,053)
Cash and cash equivalents at the beginning of the financial year		44,305	65,358
Cash and cash equivalents at the end of the financial year	5.1 (a)	24,623	44,305
Financing arrangements	5.6		
Restrictions on cash assets	5.1		

Statement of Capital Works

For the Year Ended 30 June 2022

	2022 \$'000	2021 \$'000
Property		
Land	1,272	2,473
Land under roads	-	8
Buildings	9,022	8,190
Total property	10,294	10,671
Plant, equipment and other assets		
Plant, machinery and equipment	1,434	943
Fixtures, fittings and furniture	208	135
Computers and telecommunications	1,163	86
Artworks	46	-
Total plant, equipment and other assets	2,851	1,164
Infrastructure		
Roads	9,555	9,416
Bridges	79	83
Footpaths and cycleways	2,843	3,019
Off street car parks	1,781	346
Drainage	3,110	3,608
Recreational, leisure and community facilities	3,905	7,177
Parks, open space and streetscapes	4,922	3,609
Total infrastructure	26,195	27,258
Intangible assets		
Software	1,153	3,537
Total intangible assets	1,153	3,537
Total capital works expenditure	40,493	42,630
Represented by:		
New asset expenditure	11,016	13,094
Asset renewal expenditure	23,192	21,103
Asset expansion expenditure	1,472	1,699
Asset upgrade expenditure	4,813	6,734
Total capital works expenditure	40,493	42,630

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 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

(a) Basis of accounting

The accrual basis of accounting has been used in the preparation of these financial statements, whereby assets, liabilities, equity, income and expenses are recognised in the reporting period to which they relate, regardless of when cash is received or paid.

The financial statements are based on the historical cost convention unless a different measurement basis is specifically disclosed in the notes to the financial statements.

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

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

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

- the fair value of land, buildings, infrastructure, plant and equipment (refer to Note 6.1);
- 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)
- whether or not *AASB 1059 Service Concession Arrangements: Grantors* is applicable (refer to Note 10)
- other areas requiring judgements.

Unless otherwise stated, all accounting policies are consistent with those applied in the prior year. Where appropriate, comparative figures have been amended to accord with current presentation, and disclosure has been made of any material changes to comparatives.

Note 1 Overview (cont.)

Significant accounting policies (cont.)

(b) Impact of COVID-19 pandemic - significant accounting policies

During 2021/22 the COVID-19 pandemic continued to impact on Council's operations. Council has noted the following significant impacts on its financial operations:

COVID-19 lockdowns and restrictions had the following financial impacts on Council:

Government Grant revenue of \$2.6 million

* \$1.9 million of COVID-19 Local Roads and Community Infrastructure Program (Phase 2) Commonwealth Government grant funding from the Department of Infrastructure, Transport, Regional Development and Communications. The purpose of the grant is to stimulate additional infrastructure construction activity in local communities to manage the economic impacts of COVID-19

* \$0.4 million of State Government funding for works, services and promotion of outdoor activation.

* \$0.2 million of Business Concierge and Hospitality Support Program grant funding from the Department of Jobs, Precincts and Regions. The funding is intended to assist the Councils to engage community venues, local businesses on COVID Safe practices and provide local data and intelligence to the Department for use in COVID response planning.

* \$0.05 million of Culturally and Linguistically Diverse (CALD) Networks Support Program grant funding from the Department of Jobs, Precincts and Regions. The funding is intended to assist the Councils to support businesses to implement COVID Safe Plans to minimise the risk of workplace transmission of coronavirus.

* \$0.05 million of COVID-19 Vaccination Community Engagement Program grant funding from the Department of Health.

Additional costs of \$1.4 million (not funded by government grant funding)

* \$0.8 million contract variation net payments to support council facilities managed under contract during lockdowns and restrictions.

* \$0.3 million for COVID relief programs and activities for recreation, community and business groups.

* \$0.2 million for enhanced cleaning to improve staff and public hygiene.

* \$0.1 million for personal protective equipment including face masks and RAT test kits.

Loss of income of \$2.6 million

* \$0.7 million of Parking Infringement income

* \$0.6 million of rent relief to support commercial tenants

* \$0.6 million of Function Centre and Hall Hire income

* \$0.3 million of Art Studios, Playhouse and Child Care centre income

* \$0.3 million to support Community Groups and Sporting Clubs as rent and outgoings relief

* \$0.1 million of discount on fees associated with business permits including food registration.

Note 2: 2.1 Performance against budget

Note 2 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 and expenditure

	Budget 2022 \$'000	Actual 2022 \$'000	Variance 2022 \$'000	Variance 2022 %	Ref
Income					
Rates and charges	113,818	114,315	497	0	
Statutory fees and fines	4,162	3,094	(1,068)	(26)	1
User fees and charges	9,049	7,016	(2,033)	(22)	2
Contributions - monetary	6,319	6,670	351	6	
Contributions - non-monetary	1,058	16,458	15,400	1,456	3
Grants - operating	11,711	13,292	1,581	14	4
Grants - capital	7,160	6,800	(360)	(5)	
Other income	673	1,975	1,302	193	5
Share of surplus from investment in associate	-	39	39	100	6
Total income	153,950	169,659	15,709		
Expenses					
Employee costs	56,260	53,813	2,447	4	7
Materials, services and contracts	32,438	29,029	3,409	11	8
Depreciation	24,786	23,738	1,048	4	9
Amortisation - Intangible assets	3,189	2,311	878	28	10
Amortisation - Right of use assets	317	345	(28)	(9)	
Bad and Doubtful debts	-	160	(160)	(100)	11
Finance costs - Leases	48	55	(7)	(15)	12
Net (gain)/loss on disposal of property, infrastructure, plant and equipment	(133)	2,480	(2,613)	1,965	13
Total expenses	16,070	25,608	(9,538)	(59)	14
Total expenses	132,975	137,539	(4,564)		
Surplus/(deficit) for the year	20,975	32,120	11,145	53	

Note 2 2.1 Performance against budget (cont.)

2.1.1 Income and expenditure (cont.)

(i) Explanation of material variations

Ref.	Item	Explanation
1	Statutory fees and fines	Outcome: Less than budget \$1,068,000 or 26% Statutory fees were lower than budget by \$1.07 million mainly due to decreased enforcement activity as a result of the COVID-19 lockdowns and restrictions. The pandemic predominantly impacting parking infringements \$0.64 million, swimming pools compliance permits \$0.34 million and fines \$0.11 million.
2	User fees and charges	Outcome: Less than budget \$2,033,000 or 22% User fees and charges were \$2.03 million lower than budget due to the impact of the COVID-19 pandemic on a number of Council's services. The major contributors were: * Hire income for Community Venues and the Function Centre were unfavourable by \$0.86 million due to State Government restrictions during the year to manage COVID-19 outbreak. * Commercial Rental income, Leases and Licenses were \$0.58 million unfavourable. * Recoveries and reimbursements were unfavourable by \$0.25 million due to COVID-19 community relief measures; and * The Art Studios and Child Care Services income were also affected by the COVID-19 pandemic by \$0.27 million.
3	Contributions - non-monetary	Outcome: Greater than budget \$15,400,000 or 1,456% The value of land, land under roads and drainage pipes and other infrastructure assets transferred to Manningham by developers was \$15.4 million higher than originally budgeted. The major contributor relates to the Tullamore Estate residential development.
4	Grants - operating	Outcome: Greater than budget \$1,581,000 or 14% Grants - operating were favourable mainly due to: * Grants Commission operating income being \$0.81 million favourable as 75% of the 2022/23 grant allocation was received early in 2021/22 (budgeted to receive 50% in 2021/22); * Economic Development & Tourism also received \$0.27 million towards business concierge and hospitality support; * Waste have received \$0.14 million from the Department of Environment, Land, Water and Planning for kerbside waste reforms; * Economic Development & Tourism (Place Making) received a \$0.10 million unbudgeted Covid Safe Outdoor Activation grant.
5	Other income	Outcome: Greater than budget \$1,302,000 or 193% Other income was favourable mainly due to Quarry Royalties being \$1.25 million greater than budget. The quarry continued to operate during 2021/22 after initially planning to close at the end of 2020/21.
6	Share of surplus from investment in associate	Outcome: Greater than budget \$39,000 or 100% Represents Council's share of surplus of Whitehorse Manningham Regional Library Corporation (WMRL) surplus for 2021/22. Council has a Council has a 34.3% equity interest.
7	Employee costs	Outcome: Less than budget \$2,447,000 or 4% Employee costs for 2021/22 were \$2.45 million or 4.35 per cent less than budget mainly due to vacancies across the organisation.
8	Materials, services and contracts	Outcome: Less than budget \$3,409,000 or 11% Materials, services and contracts were \$3.41 million or 10.51 per cent less than budget. This is mainly attributable to decreased activity due to State Government restrictions during the year to manage COVID-19 outbreak.

Note 2 Performance against budget (cont.)

2.1.1 Income and expenditure (cont.)

Explanation of material variations	Explanation
Ref.	Item
9	<p>Depreciation</p> <p>Outcome: Less than budget \$1,048,000 or 4% Depreciation was lower than budget due to the delayed delivery of some projects in the 2021/22 capital works program.</p>
10	<p>Amortisation - Intangible assets</p> <p>Outcome: Less than budget \$878,000 or 28% 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.</p>
11	<p>Bad and Doubtful debts</p> <p>Outcome: Greater than budget \$160,000 or 100% Mainly associated with the write off of uncollectable traffic, animal management and local laws related debts.</p>
12	<p>Finance costs - Leases</p> <p>Outcome: Greater than budget \$7,000 or 15% The finance costs associated with lease liabilities were slightly higher than budgeted</p>
13	<p>Net (gain)/loss on disposal of property, infrastructure, plant and equipment</p> <p>Outcome: Less than budget \$2,613,000 or 1,965% Net loss on disposal of assets was mainly attributable to: * Council was required to divest \$1.5 million of parcels of land within the North East Link project area to the State Government for nil consideration; * four buildings totalling \$0.9 million were demolished as part of the capital works program to build a park and car park for the community; and * drainage and computers totalling \$0.5 million.</p>
14	<p>Total expenses</p> <p>Outcome: Greater than budget \$9,538,000 or 59% 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: * \$6.5 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 \$0.69 million; * communications related expenses exceeded full year budget by \$0.3 million; * legal expenses were unfavourable by \$0.23 million; * higher than budgeted grants and contributions including community grants provided during the year in order to provide additional support to the local community \$0.23 million.</p>

Note 2 2.1 Performance against budget (cont.)

2.1.2 Capital works

	Budget 2022 \$'000	Actual 2022 \$'000	Variance 2022 \$'000	Variance 2022 %	Ref
Property					
Land	6,600	1,272	5,328	81	15
Buildings	10,786	9,022	1,764	16	16
Total property	17,386	10,294	7,092		
Plant, equipment and other assets					
Plant, machinery and equipment	2,143	1,434	709	33	17
Fixtures, fittings and furniture	25	208	(183)	(732)	18
Computers and telecommunications	1,453	1,163	290	20	19
Artworks	150	46	104	69	20
Total plant, equipment and other assets	3,771	2,851	920		
Infrastructure					
Roads	12,521	9,555	2,966	24	21
Bridges	100	79	21	21	22
Footpaths and cycleways	3,540	2,843	697	20	23
Off street car parks	127	1,781	(1,654)	(1,302)	24
Drainage	4,305	3,110	1,195	28	25
Recreational, leisure and community facilities	7,413	3,905	3,508	47	26
Parks, open space and streetscapes	5,977	4,922	1,055	18	27
Waste management	500	-	500	(100)	28
Drainage	34,483	26,195	8,288		
Intangible assets					
Software	3,025	1,153	1,872	62	29
Total intangible assets	3,025	1,153	1,872		
Total capital works expenditure	58,665	40,493	18,172	31	
Represented by:					
New asset expenditure	20,919	11,016	9,903	47	
Asset renewal expenditure	25,537	23,192	2,345	9	
Asset expansion expenditure	2,052	1,472	580	28	
Asset upgrade expenditure	10,157	4,813	5,344	53	
Total capital works expenditure	58,665	40,493	18,172		

Note 2 2.1 Performance against budget (cont.)**2.1.2 Capital works (cont.)****(i) Explanation of material variations**

Ref.	Item	Explanation
15	Land	Outcome: Less than budget \$5,328,000 or 81% \$5 million was allocated for strategic property acquisitions to allow suitable properties to be acquired should they come to market, but no suitable properties became available.
16	Buildings	Outcome: Less than budget \$1,764,000 or 16% Building projects like most civil works were significantly impacted by COVID-19, contractor and material availability issues. A number of solar projects could not be completed, and works associated with the provision of major future community facilities were deferred to 2022/23.
17	Plant, machinery and equipment	Outcome: Less than budget \$709,000 or 33% Overseas supply chain issues caused by the COVID-19 pandemic resulted in very significant delays in vehicle availability.
18	Fixtures, fittings and furniture	Outcome: Greater than budget \$183,000 or 732% A number of upgrades to fixtures and fittings were carried out to make office spaces more COVID-19 friendly.
19	Computers and telecommunications	Outcome: Less than budget \$290,000 or 20% Lower than budget due to delays in completion of some projects.
20	Artworks	Outcome: Less than budget \$104,000 or 69% A significant percentage of the Artworks budget was associated with the Hepburn Reserve project which won't be completed until 2022/23.
21	Roads	Outcome: Less than budget \$2,966,000 or 24% The Tram/Merlin Traffic Signal project was pushed back to 2022/23 as a result of delayed Department of Transport approval, a number of other road projects including the Road Resurfacing Program were affected by lack of contractor availability indirectly attributable to the COVID-19 pandemic.
22	Bridges	Outcome: Less than budget \$21,000 or 21% Lower than budget due to savings in the bridge minor renewal works program during the year.
23	Footpaths and cycleways	Outcome: Less than budget \$697,000 or 20% Footpath projects were heavily impacted by contractor availability issues and delays attributable to COVID-19.
24	Off street car parks	Outcome: Greater than budget \$1,654,000 or 1,302% The carpark resurfacing project was budgeted under Roads in the Capital Works Program.
25	Drainage	Outcome: Less than budget \$1,195,000 or 28% A number of drainage projects came in under budget leading to significant savings.
26	Recreational, leisure and community facilities	Outcome: Less than budget \$3,508,000 or 47% Two major sports pavilion projects (at Schramms and Deep Creek Reserves) were unable to be completed resulting in major carry forwards.
27	Parks, open space and streetscapes	Outcome: Less than budget \$1,055,000 or 18% Delays to projects at Wongium Wilam & Hepburn Reserves resulted in significant funding being carried forward to 2022/23.
28	Waste management	Outcome: Less than budget \$500,000 or 100% Waste management projects did not proceed in 2021/22 leading to savings.
29	Software	Outcome: Less than budget \$1,872,000 or 62% A number of Transformation Program projects listed in the Capital Works Program were subsequently reclassified as operational in nature.

Note 2 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 sport and recreation, 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, streetscapes and other infrastructure.

City Planning and Community

The City Planning and Community 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, local laws, school crossings, 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 (citizen connect), information technology, communications, transformation and 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, expenses, assets and capital expenses by program

2022	Income \$'000	Expenses \$'000	Surplus/ (Deficit) \$'000	Grants included in income \$'000	Total capital expenses \$'000	Total assets \$'000
City Services	20,234	67,833	(47,599)	592	27,629	729,454
City Planning and Community	21,455	38,593	(17,138)	9,064	514	39,087
Experience and Capability	46	22,622	(22,576)	45	2,316	8,045
Corporate Activities	126,074	(1,591)	127,665	10,391	10,034	1,792,266
	169,659	137,539	32,120	20,092	40,493	2,568,852

2021	Income \$'000	Expenses \$'000	Surplus/ (Deficit) \$'000	Grants included in income \$'000	Total capital expenses \$'000	Total assets \$'000
City Services	19,706	64,701	(44,995)	-	28,201	637,563
City Planning and Community	23,667	40,016	(16,349)	10,354	80	41,180
Experience and Capability	239	17,026	(16,787)	614	3,623	8,599
Corporate Activities	114,257	(799)	115,056	6,295	10,726	1,625,210
	157,897	128,935	28,962	17,263	42,630	2,312,552

An organisational redesign was conducted in 2021-2022 financial year

Note 3: Funding for the delivery of our services

	2022 \$'000	2021 \$'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 2021/22 was \$56,517 million (2020/21, \$57,284 million). The 2021/22 rate in the CIV dollar was 0.00171312 (2020/21, 0.00164164).		
General rates	96,695	93,909
Supplementary rates	686	1,019
Recreational land	30	30
Interest on rates and charges	906	809
	98,317	95,767
Waste charges	15,998	13,916
	15,998	13,916
Total rates and charges	114,315	109,683
The date of the latest general revaluation of land for rating purposes within the municipal district was 1 January 2022, and the valuation will be first applied in the rating year commencing 1 July 2022.		
Annual rates and charges are recognised as revenues when Council issues annual rates notices. Supplementary rates are recognised when a valuation and reassessment is completed and a supplementary rates notice issued.		
3.2 Statutory fees and fines		
Infringements and costs	708	609
Town planning fees	1,339	1,349
Land and property information certificates	529	428
Asset protection and other permits	518	669
Total statutory fees and fines	3,094	3,055
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.		

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

3.3 User fees and charges

	2022 \$'000	2021 \$'000
Hall hire and function centre charges	417	164
Social and community services charges	366	295
Town planning fees (non-statutory)	718	789
Aged services fees	660	677
Registration fees	1,143	1,069
Advertising fees	37	-
Culture and recreation fees	64	-
Chargeable works fees	1,045	745
Rent and lease charges	1,967	1,966
Other fees and charges	599	916
Total user fees and charges	7,016	6,621

User fees and charges by timing of revenue recognition

	2022 \$'000	2021 \$'000
User fees and charges recognised over time	-	-
User fees and charges recognised at a point in time	7,016	6,621
Total user fees and charges	7,016	6,621

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

	2022 \$'000	2021 \$'000
Commonwealth funded grants	14,323	10,839
State funded grants	5,769	6,424
Total grants received	20,092	17,263

(a) Operating grants

Recurrent - Commonwealth Government

	2022 \$'000	2021 \$'000
Financial Assistance Grants	3,591	2,673
Aged services	6,400	5,895

Recurrent - State Government

	2022 \$'000	2021 \$'000
Economic and environment	67	88
Immunisation	78	83
Maternal and child health	895	852
School crossing supervisors	307	296
Social and community	703	712
Community safety	28	-
Other	414	452

Total recurrent operating grants

	2022 \$'000	2021 \$'000
	12,483	11,051

Non-recurrent - Commonwealth Government

	2022 \$'000	2021 \$'000
Aged services	3	254

Non-recurrent - State Government

	2022 \$'000	2021 \$'000
Working for Victoria	-	1,793
Social and community	32	70
Maternal and child health	127	-
Community Resilience (COVID-19)	367	-
Other	280	473

Total non-recurrent operating grants

	2022 \$'000	2021 \$'000
	809	2,590

Total operating grants

	2022 \$'000	2021 \$'000
	13,292	13,641

	2022 \$'000	2021 \$'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	1,183	833
Roads to Recovery	536	536
Total recurrent capital grants	1,719	1,369
Non-recurrent - Commonwealth Government		
Recreation	363	583
Footpaths and cycleways	593	-
Parks & open space	75	-
Roads	1,529	-
Other	50	65
Non-recurrent - State Government		
Recreation	1,638	1,383
Streetscapes	40	222
Buildings	28	-
Parks & open space	765	-
Total non-recurrent capital grants	5,081	2,253
Total capital grants	6,800	3,622
(c) Unspent grants received on condition that they be spent in a specific manner		
Operating		
Balance at start of year	2,163	1,859
Received during the financial year and remained unspent at balance date	2,946	2,092
Received in prior years and spent during the financial year	(2,056)	(1,788)
Balance at year end	3,053	2,163
Capital		
Balance at start of year	7,878	1,625
Received during the financial year and remained unspent at balance date	1,627	7,879
Received in prior years and spent during the financial year	(2,847)	(1,626)
Balance at year end	6,658	7,878
(d) Recognition of grant income		
Before recognising funding from government grants as revenue the Council assesses whether there is a contract that is enforceable and has sufficiently specific performance obligations in accordance with AASB 15 Revenue from Contracts with Customers. When both these conditions are satisfied, the Council:		
- identifies each performance obligation relating to revenue under the contract/agreement		
- determines the transaction price		
- recognises a contract liability for its obligations under the agreement		
- recognises revenue as it satisfies its performance obligations, at the time or over time when services are rendered.		
Where the contract is not enforceable and/or does not have sufficiently specific performance obligations, the Council applies AASB 1058 Income for Not-for-Profit Entities.		
Grant revenue with sufficiently specific performance obligations is recognised over time as the performance obligations specified in the underlying agreement are met. Where performance obligations are not sufficiently specific, grants are recognised on the earlier of receipt or when an unconditional right to receipt has been established. Grants relating to capital projects are generally recognised progressively as the capital project is completed. The following table provides a summary of the accounting framework under which grants are recognised.		
Income recognised under AASB 1058 Income of Not-for-Profit Entities		
General purpose	4,774	3,506
Specific purpose grants to acquire non-financial assets	5,617	2,789
Other specific purpose grants	991	1,055
Revenue recognised under AASB 15 Revenue from Contracts with Customers		
Specific purpose grants	8,710	9,913
	20,092	17,263

	2022 \$'000	2021 \$'000
Note 3 Funding for the delivery of our services (cont.)		
3.5 Contributions		
Monetary	6,670	8,161
Non-monetary	16,458	10,696
Total contributions	23,128	18,857
Contributions of monetary assets comprised of:		
Resort and recreation Contributions (Public Open Space contributions)	6,237	6,915
Doncaster Hill activity centre Developers Contributions	-	633
Operating contributions	98	81
Capital contributions	335	532
Total monetary contributions	6,670	8,161
Contributions of non monetary assets were received in relation to the following classes:		
Land	11,102	4,681
Land under roads	1,747	4,011
Plant, machinery and equipment	-	22
Infrastructure	3,583	1,956
Volunteer Services	26	26
Total non-monetary contributions	16,458	10,696
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	692	607
Written down value of assets disposed	(1,737)	(397)
Written down value of assets scrapped	(1,435)	(184)
Total net gain/(loss) on disposal of property, infrastructure, plant and equipment	(2,480)	26
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	484	507
Royalties	1,246	1,098
Other	245	513
Total other income	1,975	2,118
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

	2022 \$'000	2021 \$'000
Note 4 The cost of delivering services		
4.1 Employee costs		
(a) Wages and salaries	44,129	45,888
Casual staff	2,769	3,203
Salary oncost *	6,598	6,606
Other employee costs	317	524
Total employee costs	53,813	56,221
Engineering design work and capital project supervision completed by employees to the value of \$2.955 million (\$2.693 million 2020/21) 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)	221	228
	221	228
Employer contributions payable as at 30 June	-	-
Accumulation funds		
Employer contributions - Local Authorities Superannuation Fund (Vision Super)	2,461	2,228
Employer contributions - other funds	2,264	1,954
	4,725	4,182
Employer contributions payable as at 30 June	220	203
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	2,317	5,189
Plant and equipment maintenance	554	441
Contracts and services - community building repairs and maintenance	2,723	1,575
Contracts and services - parks, gardens, sporting reserves and street trees	7,058	6,639
Contracts and services - drains, roads and footpaths	3,477	2,707
Contracts and services - waste collection and disposal services	12,900	11,302
Total materials, services and contracts	29,029	27,853
Expenses are recognised as they are incurred and reported in the financial year to which they relate.		
4.3 Depreciation		
Property	4,257	4,317
Plant, machinery and other assets	1,864	1,920
Infrastructure	17,617	17,320
Total depreciation	23,738	23,557
Refer to note 6.1 for a more detailed breakdown of depreciation charges and accounting policy.		

	2022 \$'000	2021 \$'000
Note 4 The cost of delivering services (cont.)		
4.4 Amortisation - Intangible assets		
Software	2,311	2,049
Total amortisation - intangible assets	2,311	2,049
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	321	305
Equipment	24	117
Total amortisation - right of use assets	345	422
Refer to note 5.7 for a more detailed breakdown of amortisation charges and accounting policy.		
4.6 Bad and doubtful debts		
Parking fine debtors	20	233
Other debtors	140	25
Total bad and doubtful debts	160	258
Movement in provisions for doubtful debts		
Balance at the beginning of the year	1,592	1,377
New provisions recognised during the year	160	258
Amounts provided for but recovered/written off during the year	(34)	(43)
Balance at end of year	1,718	1,592
Provision for doubtful debt 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	55	57
Total finance costs	55	57

	2022 \$'000	2021 \$'000
Note 4 The cost of delivering services (cont.)		
4.8 Other expenses		
Community grants and contributions		
Community grants	1,276	1,465
Library contributions	3,989	3,888
Total community grants and contributions	5,265	5,353
Utilities		
Utilities - electricity, water, other	1,350	1,401
Street lighting	877	778
Total utilities	2,227	2,179
Other miscellaneous expenses		
Auditor's remuneration - VAGO - annual financial statements, performance statement and grant acquittals	67	65
Auditor's remuneration - other parties	22	22
Auditor's remuneration - Internal audit	114	79
Councillors' allowances	411	323
Fire service levy	137	143
Insurance	1,174	1,045
Leases	414	407
Consultants - engineering	263	70
Consultants - human resources	51	74
Consultants - economic and environmental	553	649
Consultants - other	155	468
Bank charges	248	254
Catering (including function centre)	109	24
Legal	904	941
Software licences	3,570	2,827
Telephone	703	524
Postage	306	432
Printing	209	164
Training	259	261
Design fees and maintenance - non capital	6,548	1,250
Volunteer Services	26	26
Other	1,873	964
Total other miscellaneous expenses	18,116	11,012
Total other expenses	25,608	18,544

Note 5: Our financial position

	2022 \$'000	2021 \$'000
Note 5 Our financial position		
5.1 Financial assets		
(a) Cash and cash equivalents		
Cash on hand	1	2
Cash at bank	12,622	2,803
Term deposits (with term up to 3 months) and at-call with banks	12,000	41,500
Total cash and cash equivalents	24,623	44,305
(b) Other financial assets		
Current		
Term deposits - current	68,179	32,087
Term deposit - refundable Manningham Centre Association bond	500	500
Total current other financial assets	68,679	32,587
Non-current		
Term deposits - non-current	-	11,031
Total non-current other financial assets	-	11,031
Total other financial assets	68,679	43,618
Total financial assets	93,302	87,923
Council's cash and cash equivalents are subject to external restrictions that limit amounts available for discretionary use. These include:		
- Trust funds and deposits (note 5.3(b))	13,890	13,545
- Reserve funds (note 9.1(b))	14,262	13,198
- Waste initiative fund *	10,824	9,885
Total restricted funds	38,976	36,628
Total unrestricted cash and cash equivalents **	(14,353)	7,677
Intended allocations		
Although not externally restricted the following amounts have been allocated for specific future purposes by Council:		
- Cash held to fund carried forward capital works	12,506	4,759
- Strategic Fund Reserve	14,010	-
- Superannuation defined benefit potential future call	-	8,000
- Asset sales to fund future capital works program	-	4,510
- Grants received in advance	9,711	10,041
- Other intended allocation	464	464
Total funds subject to intended allocations	36,691	27,774
Cash and cash equivalents include cash on hand, deposits at call and other highly liquid investments with maturities of 90 days or less from the date of acquisition, 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.		

	2022 \$'000	2021 \$'000
Note 5 Our financial position (cont.)		
5.1 Financial assets (cont.)		
(c) Trade and other receivables		
Current		
<i>Statutory receivables</i>		
Rates debtors	11,972	11,001
Infringement debtors	845	845
Special rate schemes	100	109
Net GST receivable	1,274	1,608
<i>Non statutory receivables</i>		
Other debtors	1,932	2,604
Provision for doubtful debts - other debtors	(198)	(88)
Total current trade and other receivables	15,925	16,079
Non-current		
<i>Statutory receivables</i>		
Infringement court	1,520	1,504
Provision for doubtful debts - infringement court	(1,520)	(1,504)
<i>Non statutory receivables</i>		
Other receivables	374	405
Total non-current trade and other receivables	374	405
Total trade and other receivables	16,299	16,484
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) was:		
Current (not yet due)	1,237	1,989
Past due between 31 and 60 days	121	69
Past due between 61 and 90 days	268	172
Past due by more than 91 days	306	374
Total trade and other receivables	1,932	2,604

	2022 \$'000	2021 \$'000
Note 5 Our financial position (cont.)		
5.2 Non-Financial assets		
(a) Other assets		
Accrued income - interest	20	10
Accrued income - other	673	539
Prepayments	1,462	1,275
Inventories	216	211
Total other assets	2,371	2,035
(b) Intangible assets		
Software	6,987	7,443
Total intangible assets	6,987	7,443
Gross carrying amount		
Balance at 1 July	20,153	15,608
Additions from internal developments	1,153	976
Fair value of assets disposed	(3,817)	-
Transfer from work in progress	737	3,569
Balance at 30 June	18,226	20,153
Accumulated amortisation		
Balance at 1 July	(12,710)	(10,661)
Amortisation expense	(2,311)	(2,049)
Amortisation of disposals	3,782	-
Balance at 30 June	(11,239)	(12,710)
Net book value at 30 June	6,987	7,443
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		
Trade payables	2,957	416
Employee benefits and related costs	2,587	3,265
Accrued expenses	11,270	13,568
Total trade and other payables	16,814	17,249
(b) Trust funds and deposits		
Contract retention	1,146	1,267
Landscape bonds	6,031	6,274
Miscellaneous works deposits	386	412
Asset protection bonds	5,234	4,490
Subdivider deposits	171	171
Refundable Manningham Centre Association bond	500	500
Fire services levy	143	122
Other refundable deposits	279	309
Total trust funds and deposits	13,890	13,545

	2022 \$'000	2021 \$'000
Note 5 Our financial position (cont.)		
5.3 Payables, trust funds and deposits and unearned income/revenue (cont.)		
(c) Unearned income/revenue		
Grants received in advance - operating	746	771
Grants received in advance - capital	5,942	7,448
Income received in advance - rent	348	505
Income received in advance - rates	822	795
Total unearned income	7,858	9,519

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

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

	Annual leave \$ '000	Long service leave \$ '000	Total \$ '000
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	5,545	9,572	15,117
2021			
Balance at beginning of the financial year	4,956	9,420	14,376
Amounts used	(3,659)	(1,364)	(5,023)
Additional provisions	4,402	1,447	5,849
Balance at the end of the financial year	5,699	9,503	15,202

Note 5 Our financial position (cont.)

5.4 Provisions (cont.)

Employee provisions

Current provisions expected to be wholly settled within 12 months

Annual leave

Long service leave

Current provisions expected to be wholly settled after 12 months

Annual leave

Long service leave

Total current employee provisions

Non-current

Long service leave

Total non-current employee provisions

Aggregate carrying amount of employee provisions:

Current

Non-current

Total aggregate carrying amount of employee provisions

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
- index rate

	2022 \$'000	2021 \$'000
Employee provisions		
Current provisions expected to be wholly settled within 12 months		
Annual leave	3,564	3,549
Long service leave	538	760
	4,102	4,309
Current provisions expected to be wholly settled after 12 months		
Annual leave	1,981	2,150
Long service leave	7,893	7,289
	9,874	9,439
Total current employee provisions	13,976	13,748
Non-current		
Long service leave	1,141	1,454
Total non-current employee provisions	1,141	1,454
Aggregate carrying amount of employee provisions:		
Current	13,976	13,748
Non-current	1,141	1,454
Total aggregate carrying amount of employee provisions	15,117	15,202
	3.36%	0.93%
	1.75%	2.00%

	2022 \$'000	2021 \$'000
Note 5 Our financial position (cont.)		
5.5 Financing arrangements		
The Council has the following funding arrangements in place as at 30 June.		
Bank overdraft	1,000	1,000
Credit card facilities	250	250
Total facilities	1,250	1,250
Used facilities	51	44
Unused facilities	1,199	1,206

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	Later than 1 year and not later than 2 years	Later than 2 years and not later than 5 years	Later than 5 years	Total
2022	\$'000	\$'000	\$'000	\$'000	\$'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

5.6 Commitments (cont.)

2021	Not later than 1 year	Later than 1 year and not later than 2 years	Later than 2 years and not later than 5 years	Later than 5 years	Total
	\$'000	\$'000	\$'000	\$'000	\$'000
Operating					
Garbage collection	2,818	-	-	-	2,818
Green waste collection	1,200	-	-	-	1,200
Recycling collection	1,407	-	-	-	1,407
Hard waste collection	999	1,067	2,357	-	4,423
Tipping waste management	6,373	5,811	11,800	-	23,984
Renewable electricity	421	421	842	2,316	4,000
Tree pruning	750	750	125	-	1,625
Provision of cleaning services	630	315	-	-	945
Meals for delivery	81	-	-	-	81
Total	14,679	8,364	15,124	2,316	40,483
Capital					
Plant, equipment and other assets	918	-	-	-	918
Computers & telecommunications	1,454	-	-	-	1,454
Land & buildings	1,098	-	-	-	1,098
Drainage	1,775	-	-	-	1,775
Roads & footpaths	5,324	-	-	-	5,324
Recreation, open space & others	7,867	-	-	-	7,867
Total	18,436	-	-	-	18,436

(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 annual

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

	2022 \$'000	2021 \$'000
Not later than one year	1,603	1,664
Later than one year and not later than five years	5,710	5,681
Later than five years	7,130	7,921
Total	14,443	15,266

Note 5 Our financial position (cont.)**5.7 Leases**

At the inception of a contract, all entities would assess 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;
- The customer has the right to obtain substantially all of the economic benefits from use of the asset throughout the period of use; and
- The customer 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.

Council has elected to apply the temporary option available under *AASB 16 Leases* which allows not-for-profit entities to not 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.

5.7 Leases (cont.)

Right-of-Use Assets	Property	Plant and equipment	Total
	\$'000	\$'000	\$'000
Balance at 1 July 2021	2,220	50	2,270
Additions	433	-	433
Amortisation charge	(321)	(24)	(345)
Balance at 30 June 2022	2,332	26	2,358

Lease Liabilities	2022	2021
	\$'000	\$'000
Maturity analysis - contractual undiscounted cash flows		
Less than one year	345	366
One to five years	1,422	1,319
More than five years	932	881
Total undiscounted lease liabilities as at 30 June:	<u>2,699</u>	<u>2,566</u>

Lease liabilities included in the Balance Sheet at 30 June:

Current	297	314
Non-current	2,164	2,008
Total lease liabilities	2,461	2,322

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:	2022	2021
	\$'000	\$'000
Short-term leases	140	76
Leases of low value assets	274	331
Total	414	407

Variable lease payments (not included in measurement of lease liabilities)

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	345	302
Later than one year but not later than five years	885	853
Total lease commitments	1,230	1,155

Note 6: Assets we manage

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 2021		Carrying amount 30 June 2022	
	\$'000	\$'000	\$'000	\$'000
Land	1,321,420	1,272	1,312,400	1,467,037
Buildings	217,884	8,900	(4,257)	231,130
Plant, equipment and other fixed assets	11,188	2,054	(1,864)	11,188
Infrastructure	630,476	18,555	(17,617)	722,229
Work in progress	12,603	8,559	-	13,086
	2,193,571	39,340	225,877	2,444,670
			(3,137)	(2,938)

Summary of work in progress

	Opening WIP 1 July 2021		Closing WIP 30 June 2022	
	\$'000	\$'000	\$'000	\$'000
Property	1,637	122	1,390	411
Plant, equipment and other fixed assets	4,395	797	(967)	1,396
Infrastructure	6,571	7,640	(1,433)	11,279
	12,603	8,559	(5,138)	13,086

* The \$0.74M is additions for Intangibles shown in Note 5.2(b)

** The differences between the two transfer totals relate to the classification of each project as budgeted, which appears in the WIP disclosure, compared to the actual classification of the asset determined at the time of capitalisation which appears in the summary of property, infrastructure, plant and equipment table.

Note 6 Assets we manage (cont.)

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 2021	1,302,608	8,683	10,129	1,321,420	393,974	2,874	396,848	1,718,268	1,637
Accumulated depreciation at 1 July 2021	-	-	-	-	(177,512)	(1,452)	(178,964)	(178,964)	-
	1,302,608	8,683	10,129	1,321,420	216,462	1,422	217,884	1,539,304	1,637
Movements in fair value									
Additions of assets at fair value	-	1,272	-	1,272	8,694	206	8,900	10,172	122
Contributed assets	11,102	-	1,747	12,849	-	-	-	12,849	-
Revaluation increments/decrements	129,641	1,599	-	131,240	33,059	272	33,331	164,571	-
Fair value of assets disposed	(1,473)	-	(32)	(1,505)	(150)	(1,423)	(1,573)	(3,078)	-
Impairment losses recognised in operating result	-	-	-	-	-	-	-	-	1,390
Transfers	-	1,759	2	1,761	977	-	977	2,738	(2,738)
	139,270	4,630	1,717	145,617	42,580	(945)	41,635	187,252	(1,226)
Movements in accumulated depreciation									
Depreciation and amortisation	-	-	-	-	(4,228)	(28)	(4,257)	(4,257)	-
Accumulated depreciation of disposals	-	-	-	-	137	541	678	678	-
Revaluation increments/decrements	-	-	-	-	(24,555)	(255)	(24,810)	(24,810)	-
	-	-	-	-	(28,646)	257	(28,389)	(28,389)	-
At fair value 30 June 2022	1,441,878	13,313	11,846	1,467,037	436,554	1,929	438,483	1,905,520	411
Accumulated depreciation at 30 June 2022	-	-	-	-	(206,158)	(1,195)	(207,353)	(207,353)	-
Carrying amount	1,441,878	13,313	11,846	1,467,037	230,396	734	231,130	1,698,167	411

Note 6 Assets we manage (cont.)

6.1 Property, infrastructure, plant, equipment and other fixed assets (cont.)

(b) Plant, equipment and other fixed assets

	Plant, machinery and equipment \$'000	Fixtures, fittings and furniture \$'000	Computers and tele-communications \$'000	Artworks \$'000	Total plant, equipment and other assets \$'000	Work in Progress \$'000
At fair value 1 July 2021	14,498	9,752	4,956	1,959	31,165	4,395
Accumulated depreciation at 1 July 2021	(7,411)	(8,766)	(3,800)	-	(19,977)	-
Movements in fair value						
Additions of assets at fair value	1,434	208	402	10	2,054	797
Contributed assets	-	-	-	-	-	-
Revaluation increments/decrements	-	-	-	-	-	-
Fair value of assets disposed	(1,181)	-	(3,250)	-	(4,431)	-
Impairment losses recognised in operating result	-	-	-	-	-	(2,828)
Transfers	146	-	84	-	230	(967)
	399	208	(2,764)	10	(2,147)	(2,999)
Movements in accumulated depreciation						
Depreciation and amortisation	(1,209)	(258)	(397)	-	(1,864)	-
Accumulated depreciation of disposals	948	-	3,063	-	4,011	-
Revaluation increments/decrements	-	-	-	-	-	-
	(261)	(258)	2,666	-	2,147	-
At fair value 30 June 2022	14,897	9,960	2,192	1,969	29,018	1,396
Accumulated depreciation at 30 June 2022	(7,672)	(9,024)	(1,134)	-	(17,830)	-
Carrying amount	7,225	936	1,058	1,969	11,188	1,396

Note 6 Assets we manage (cont.)

6.1 Property, infrastructure, plant, equipment and other fixed assets (cont.)

(c) Infrastructure

	Roads \$'000	Bridges \$'000	Footpaths and cycleways \$'000	Off street car parks \$'000	Drainage \$'000	Recreational, leisure and community \$'000	Parks open spaces and streetscapes \$'000	Waste Management \$'000	Total Infrastructure \$'000	Work in Progress \$'000
At fair value 1 July 2021	421,265	24,463	129,851	19,869	413,779	35,116	40,665	5,415	1,090,423	6,571
Accumulated depreciation at 1 July 2021	(209,171)	(8,097)	(60,263)	(8,738)	(142,815)	(11,637)	(17,603)	(1,623)	(459,947)	-
	212,094	16,366	69,588	11,131	270,964	23,479	23,062	3,792	630,476	6,571
Movements in fair value										
Additions of assets at fair value	6,413	-	2,810	1,781	1,974	2,663	2,914	-	18,555	7,640
Contributed assets	-	-	-	-	3,583	-	-	-	3,583	-
Revaluation increments/decrements	54,303	1,308	22,899	3,002	59,174	-	-	-	140,686	-
Fair value of assets disposed	-	-	-	-	(785)	(8)	(12)	-	(805)	-
Impairment losses recognised in operating result	-	-	-	-	-	-	-	-	-	(1,499)
Transfers	96	-	385	-	717	4	231	-	1,433	(1,433)
	60,812	1,308	26,094	4,783	64,663	2,659	3,133	-	163,452	4,708
Movements in accumulated depreciation										
Depreciation and amortisation	(8,403)	(408)	(1,395)	(285)	(3,437)	(1,655)	(1,673)	(361)	(17,617)	-
Accumulated depreciation of disposals	-	-	-	-	471	5	12	-	488	-
Revaluation increments/decrements	(23,829)	(363)	(7,567)	(988)	(21,823)	-	-	-	(54,570)	-
	(32,232)	(771)	(8,962)	(1,273)	(24,789)	(1,650)	(1,661)	(361)	(71,699)	-
At fair value 30 June 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 30 June 2022	(241,403)	(8,868)	(69,225)	(10,011)	(167,604)	(13,287)	(19,264)	(1,984)	(531,646)	-
Carrying amount	240,674	16,903	86,720	14,641	310,838	24,488	24,534	3,431	722,229	11,279

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 periods

Asset class	Depreciation Period	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 years	
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 2022 for Council. Valuations for 30 June 2022 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 2022.

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.

Specialised land and specialised buildings

The market based direct comparison method is also used for specialised land but adjusted to reflect the specialised nature of the assets being valued. For Council specialised buildings, the current replacement cost method is used, adjusting for the associated depreciation. Specialised assets contain significant, unobservable adjustments, therefore these assets are classified as Level 3 fair value measurements.

An adjustment is made to reflect a restriction on the sale or use of an asset by Council. 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 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 2022.

Details of the Council's land and buildings and information about the fair value hierarchy as at 30 June 2022 are as follows:

	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Date of Valuation
Land	-	13,313	1,441,878	Jun 2022
Land under roads	-	-	11,846	-
Buildings	-	734	230,396	Jun 2022
Total	-	14,047	1,684,120	
		2022	2021	
		\$'000	\$'000	
Reconciliation of specialised land				
Land under roads		11,846	10,129	
Parks, reserves and other		1,441,878	1,302,608	
Total specialised land		1,453,724	1,312,737	

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.

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 2022.

There were no changes in valuation techniques throughout the period to 30 June 2022.

For all assets measured at fair value, the current use is considered the highest and best use.

Details of the Council's infrastructure information about the fair value hierarchy as at 30 June 2022 are as follows:

	Level 1	Level 2	Level 3	<i>Date of Valuation</i>
	\$'000	\$'000	\$'000	
Roads	-	-	240,674	Jun 2022
Bridges	-	-	16,903	Jun 2022
Footpaths and cycleways	-	-	86,720	Jun 2022
Off street car parks	-	-	14,641	Jun 2022
Drainage	-	-	310,838	Jun 2022
Total	-	-	669,776	

Note 6 Assets we manage (cont.)**6.2 Investments in associates****Whitehorse-Manningham Regional Library Corporation***Background*

Manningham City Council has a 34.25% 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 2022, per draft WMRLC financial statements, has been taken up as profit of \$39,569 during the year ended 30 June 2022 (profit of \$299,950 in 2020/21). 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	2,780	2,799
Trade and other receivables	67	45
Other assets	153	117
	3,000	2,961

Non-current assets

Property & equipment	7,818	7,882
	7,818	7,882

Total assets

	10,818	10,843
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Current liabilities

Payables	618	693
Provisions	1,686	1,578
	2,304	2,271

Non-current liabilities

Provisions	149	188
	149	188

Total liabilities

	2,453	2,459
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Net assets

	8,365	8,384
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Movement in carrying value of investment

Carrying value of investment at start of year	2,826	2,526
Share of surplus/(deficit) for year	39	300
Carrying value of investment at end of year	2,865	2,826

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 by 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.

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 2021 - 30 June 2022)
Andrew Conlon	Mayor	(1 July 2021 - 4 November 2021)
	Councillor	(5 November 2021 - 30 June 2022)
Deirdre Diamante	Councillor	(1 July 2021 - 30 June 2022)
Geoff Gough	Councillor	(1 July 2021 - 30 June 2022)
Michelle Kleinert	Councillor	(1 July 2021 - 4 November 2021)
	Mayor	(5 November 2021 - 30 June 2022)
Carli Lange	Councillor	(1 July 2021 - 30 June 2022)
Tomas Lightbody	Councillor	(1 July 2021 - 30 June 2022)
Laura Mayne	Councillor	(1 July 2021 - 30 June 2022)
Stephen Mayne	Councillor	(1 July 2021 - 30 June 2022)

Chief Executive Officer

Andrew Day	Chief Executive Officer	(1 July 2021 - 30 June 2022)
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Other Key Management Personnel

Rachelle Quattrocchi	Director City Services	(1 July 2021 - 30 June 2022)
Angelo Kourambas	Director City Planning and Community	(1 July 2021 - 30 June 2022)
Philip Lee	Director Shared Services	(1 July 2021 - 29 October 2021)
Kerryn Paterson	Director Experience and Capability	(1 July 2021 - 30 June 2022)
Andrew McMaster	Chief Legal and Governance Officer	(1 July 2021 - 30 June 2022)
Jon Gorst	Chief Financial Officer	(1 July 2021 - 30 June 2022)

	2022 No.	2021 No.
Total number of Councillors	9	14
Total of Chief Executive Officer and other Key Management Personnel	7	7
Total number Key Management Personnel	16	21

(c) Remuneration of Key Management Personnel

Total remuneration of key management personnel was as follows:

	2022 \$'000	2021 \$'000
Short-term benefits	2,081	1,884
Long-term benefits	39	39
Post employment benefits	156	147
Total	2,276	2,070

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:

	2022 No.	2021 No.
Less than \$10,000 *	-	4
\$20,000 - \$29,999	-	9
\$30,000 - \$39,999	6	-
\$50,000 - \$59,999	2	-
\$70,000 - \$79,999	-	1
\$90,000 - \$99,999	1	-
\$110,000 - \$119,999	-	1
\$160,000 - \$169,999	1	-
\$190,000 - \$199,999	1	-
\$220,000 - \$229,999	1	2
\$230,000 - \$239,999	1	-
\$250,000 - \$259,999	1	-
\$270,000 - \$279,999	-	1
\$280,000 - \$289,999	-	1
\$290,000 - \$299,999	1	1
\$330,000 - \$339,999	-	1
\$340,000 - \$349,999	1	-
	16	21

* Relates to exiting Councillors in FY 2020-21

(d) Senior Officer Remuneration

A Senior Officer is an officer of Council, other than Key Management Personnel, who:

- has management responsibilities and reports directly to the Chief Executive; or
- whose total annual remuneration exceeds \$151,000.

The number of Senior Officers other than Key Management Personnel, are shown below in their relevant income bands and includes Senior Officers who commenced or retired during the year.

	2022 No.	2021 No.
Income Range:		
less than \$151,000	2	2
\$151,000 - \$159,999	9	3
\$160,000 - \$169,999	7	1
\$170,000 - \$179,999	1	7
\$180,000 - \$189,999	6	6
\$190,000 - \$199,999	4	4
\$200,000 - \$209,999	3	3
\$210,000 - \$219,999	1	2
\$230,000 - \$239,999	2	-
	35	28

	2022 \$'000	2021 \$'000
Total Remuneration, excluding resignation benefits, for the reporting year for Senior Officers	6,211	4,804

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 \$3.99m 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 (2020/21, 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 (2020/21, 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 (2020/21, nil).

(d) Commitments to/from related parties

No commitments have been made by the Council to Related Parties during the reporting year 2021/22 (2020/21, 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 2022, there are no potential contingent assets.

(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.

Bank guarantees

Council is responsible for the following bank guarantee:

Department of Primary Industries for \$150,000 (2020/21, \$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 2022 reporting period. Council assesses the impact of these new standards. As at 30 June 2022 there were no new accounting standards or interpretations issued by the AASB which are applicable for the year ending 30 June 2023 that are expected to impact Council.

8.3 Financial instruments**(a) Objectives and policies**

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 2022 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 -0.25% in market interest rates from year-end rates of 1.33% 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.

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

The COVID-19 pandemic has created unprecedented economic uncertainty. Actual economic events and conditions in the future may be materially different from those estimated by Manningham City Council at the reporting date. As responses by government continue to evolve, management recognises that it is difficult to reliably estimate with any degree of certainty the potential impact of the pandemic after the reporting date on Manningham City Council, its operations, its future results and financial position. Council continues to closely monitor and review the financial impacts of COVID-19 on Council's operating budget.

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**

2022	Balance at beginning of reporting year	Increment/ (decrement)	Realised Revaluation Reserve	Balance at end of reporting year
	\$'000	\$'000	\$'000	\$'000
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

2021	Balance at beginning of reporting year	Increment/ (decrement)	Realised Revaluation Reserve	Balance at end of reporting year
	\$'000	\$'000	\$'000	\$'000
Property				
Land	986,807	108,479	7	1,095,293
Buildings	47,071	(8,222)	-	38,849
	1,033,878	100,257	7	1,134,142
Plant, equipment and other fixed assets				
Plant, machinery and equipment	19	-	-	19
Fixtures, fittings and furniture	1,006	-	-	1,006
Computers and telecommunications	75	-	-	75
Artworks	887	-	-	887
	1,987	-	-	1,987
Infrastructure				
Roads	116,115	(1,168)	-	114,947
Bridges	5,439	(360)	-	5,079
Footpaths and cycleways	28,843	(3,136)	-	25,707
Off street car parks	5,854	76	-	5,930
Drainage	168,941	(4,975)	-	163,966
Parks, open space and streetscapes	205	-	-	205
	325,397	(9,563)	-	315,834
Total	1,361,262	90,694	7	1,451,963

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 from accumulated surplus	Transfer to 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
	Balance at beginning of reporting year	Transfer from accumulated surplus	Transfer to accumulated surplus	Balance at end of reporting year
	\$'000	\$'000	\$'000	\$'000
2021				
Open Space (resort and recreation) Reserve (a)	13,489	(8,636)	6,915	11,768
Doncaster Hill activity centre DCP Reserve (b)	797	-	633	1,430
Total	14,286	(8,636)	7,548	13,198

(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)

	2022 \$'000	2021 \$'000
Surplus/(deficit) for the year	32,120	28,962
Depreciation/amortisation	26,394	26,028
Net gain/(loss) on disposal of property, plant and equipment, infrastructure	2,480	(26)
Contributed assets	(16,432)	(10,670)
Share of gain from associate	(39)	(300)
Adjustment for work in progress write-off to other expenses	2,938	29
Change in assets and liabilities:		
(Increase)/decrease in trade and other receivables	185	(2,966)
(Increase)/decrease in other assets	9	(465)
Increase/(decrease) in unearned income/revenue	(1,661)	7,158
Increase/(decrease) in trade and other payables	(6,108)	(12,450)
(Decrease)/increase in other assets and liabilities	55	57
(Increase)/decrease in provisions	(85)	826
Net cash provided by operating activities	39,856	36,183

9.3 Superannuation

Manningham City Council makes the majority of its employer superannuation contributions in respect of its employer superannuation contributions in respect of its employees to the Local Authorities Superannuation Fund (the Fund). This Fund has two categories of membership, accumulation and defined benefit, each of which is funded differently. Obligations for contributions to the Fund are recognised as an expense in the Comprehensive Income Statement when they are made or due.

Accumulation

The Fund's accumulation category, Vision MySuper/Vision Super Saver, receives both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings (for the year ended 30 June 2022, this was 10.0% as required under Superannuation Guarantee (SG) legislation (2021: 9.5%)).

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.

As at 30 June 2021, 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 109.8%. The financial assumptions used to calculate the VBI were:

Net investment returns	4.75% pa
Salary information	2.75% pa
Price inflation (CPI)	2.25% pa

As at 30 June 2022, an interim actuarial investigation is underway as the Fund provides lifetime pensions in the Defined Benefit category. It is expected to be completed by 31 October 2022.

Vision Super has advised that the VBI as at 30 June 2022 was 102.2%. Council was notified of the 30 June 2022 VBI during August 2022 (2021: August 2021). The financial assumptions used to calculate this VBI were:

Net investment returns	5.5% pa
Salary information	2.5% pa to 30 June 2023 and 3.5% pa thereafter
Price inflation (CPI)	3.0% pa

The VBI is used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2021 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 2022 interim actuarial investigation**

A interim actuarial investigation is being conducted for the Fund's position as at 30 June 2022 as the Fund provides lifetime pensions in the Defined Benefit category. It is anticipated that this actuarial investigation will be completed by October 2022. Manningham City Council was notified of the 30 June 2022 VBI during August 2022 (2021: August 2021).

Superannuation contributions

Contributions by Council (excluding any unfunded liability payments) to the above superannuation plans for the financial year ended 30 June 2022 are detailed below:

Scheme	Type of Scheme	Rate	2022 \$'000	2021 \$'000
Vision super	Defined benefit	10.00% (2020/21: 9.50%)	221	229
Vision super	Accumulation fund	10.00% (2020/21: 9.50%)	2,461	2,229
Other Funds	Accumulation fund	10.00% (2020/21: 9.50%)	2,264	1,963

In addition to the above contributions, Manningham City Council has paid unfunded liability payments to Vision Super totalling \$0 during the 2021/22 year (2020/21 \$0).

There were no contributions outstanding and no loans issued from or to the above schemes as at 30 June 2022.

The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2023 is \$229,000.

Note 10 Change in accounting policy**Note 10 Change in accounting policy**

There have been no changes to accounting policies in the 2021/22 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 2022

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 126,924 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).

Certification of the Performance Statement

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



Jon Gorst (BCom, CPA)
Principal Accounting Officer
13 September 2022
Doncaster

In our opinion, the accompanying performance statement of the Manningham City Council for the year ended 30 June 2022 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.



Michelle Kleinert
Mayor
13 September 2022
Doncaster



Deirdre Diamante
Deputy Mayor
13 September 2022
Doncaster



Andrew Day
Chief Executive Officer
13 September 2022
Doncaster

Other Information

For the year ended 30 June 2022

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 28 June 2022 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 2022 • sustainable capacity indicators for the year ended 30 June 2022 • service performance indicators for the year ended 30 June 2022 • financial performance indicators for the year ended 30 June 2022 • 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 2022 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 APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the performance statement in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.</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
26 September 2022

Travis Derricott
as delegate for the Auditor-General of Victoria

Sustainable Capacity Indicators

For the year ended 30 June 2022

Indicator / measure [formula]	2019	2020	2021	2022	Comments - Material Variations
Population					
C1 Expenses per head of municipal population [Total expenses / Municipal population]	\$952	\$996	\$1,000	\$1,084	Over the period, we managed to deliver high-quality services within a responsible budget at an average of \$1,084 per head of municipal population. This demonstrates that we are committed to provide core services and community facilities in a cost effective way.
C2 Infrastructure per head of municipal population [Value of infrastructure / Municipal population]	\$6,802	\$6,857	\$6,765	\$7,703	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 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.
C3 Population density per length of road [Municipal population / Kilometres of local roads]	206	209	210	208	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					
C4 Own-source revenue per head of municipal population [Own-source revenue / Municipal population]	\$955	\$949	\$945	\$996	The result reflects the importance of generating revenue from new and different sources to ensure ongoing financial sustainability.
Recurrent grants					
C5 Recurrent grants per head of municipal population [Recurrent grants / Municipal population]	\$106	\$102	\$96	\$112	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 2021/22 result is mainly due to a 75% advance payment of the 2022/23 Financial Assistance Grant allocation (compared to the usual 50% allocation being received in advance).
Disadvantage					
C6 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					
C7 Percentage of staff turnover [Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100	9.6%	11.6%	9.3%	17.8%	Turnover is reporting higher for FY 2021/22 than previous years. This is not unexpected and in line with global trends resulting from 'post-pandemic' impacts on workforce (i.e.. "the great resignation"). A number of departures are attributed to employee retirements (7%) which aligns with expected movement in an ageing workforce. Additionally, organisational restructure activity was undertaken throughout the period which also traditionally correlates with higher instances of change related voluntary turnover. It is anticipated that the impacts of factors above will continue to be felt throughout FY 2022/23 with higher than normal turnover expected for the coming 12 months 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	2019	2020	2021	2022	Comments
Aquatic Facilities					
Utilisation					
AF6 Utilisation of aquatic facilities [Number of visits to aquatic facilities / Municipal population]	5.3	4.0	1.7	1.4	We have seen our members and visitors decrease compared to the previous year, continuing to reflect the impact from several closures, patron caps and density quotients, as a result of the Victorian Government COVID-19 pandemic restrictions and lockdowns during the year.
Animal Management					
Health and safety					
AM7 Animal management prosecutions [Number of successful animal management prosecutions]	New in 2020	100%	100%	100%	We work to ensure responsible pet ownership and community safety, only prosecuting where appropriate and as a last resort. We continue to be 100% successful in animal management prosecutions.
Food Safety					
Health and safety					
FS4 Critical and major non-compliance outcome notifications [Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] x100	98.4%	97.5%	93.4%	96.1%	We have 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					
G5 Satisfaction with council decisions [Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]	57	57	58	58	Our Council continues to work to improve community satisfaction with council decisions. We have seen a positive increase in the result for this year from the annual Community Satisfaction Survey. This survey is conducted by an independent research company on behalf of the Victorian Government.
Libraries					
Participation					
LB4 Active library borrowers in municipality [Number of active library borrowers in the last three years / The sum of the population for the last three years] x100	14.7%	14.3%	12.3%	10.9%	We operated our libraries under the Victorian Government's COVID-19 restrictions to keep the community safe. We have seen a decrease in library participation compared to the previous year.
Maternal and Child Health (MCH)					
Participation					
MC4 Participation in the MCH service [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100	79.7%	76.4%	77.4%	77.9%	We have seen participation rates in Maternal Child Health service increase for the third year in a row. This is despite the 4-week Victorian Government's 'Code Brown' Covid-19 restrictions, which limited services to 0-8 weeks infants, children with additional concerns and vulnerable families. Following this period, our service team managed the surge response resuming our service support to our Manningham community
Participation					
MC5 Participation in the MCH service by Aboriginal children [Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100	71.0%	82.1%	73.5%	100%	We are very pleased to see the 100% participation rate achieved. We have worked over years on service improvements to engage and support Aboriginal families, including offering the enhanced Maternal Child Health service.

Service/indicator/measure	2019	2020	2021	Comments	
Roads					
Satisfaction					
R5 Satisfaction with sealed local roads [Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]	66	66	64	66	We work hard to maintain our local roads and are pleased to see an increased community satisfaction. This data is collected annually in a Community Satisfaction Survey by an independent research company on behalf of the Victorian Government.
Statutory Planning					
Decision making					
SP4 Council planning decisions upheld at VCAT [Number of VCAT decisions that did not set aside council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100	52.5%	51.4%	63.3%	57.1%	We have seen a slight decrease in the overall percentage of decisions that were not set aside at the tribunal from 63% in 2020/2021 to 57% in 2021/2022. The movement of 6% is due to the result of one VCAT decision.
Waste Collection					
Waste diversion					
WC5 Kerbside collection waste diverted from landfill [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100	53.2%	56.4%	55.2%	53.6%	We have seen a slight decrease in waste diverted from landfill due to La Niña weather conditions (extreme rainfall) over the last year and less dry garden waste generated. Also recycling tonnages were lower with more people opting for bulk purchasing and reduced direct mail. We are working to introduce the food organic garden organic service in July 2023 to improve our diversion rate.

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

Dimension/indicator/measure	2019	2020	2021	Forecast				Material Variations	
				2022	2023	2024	2025		2026
Efficiency									
Expenditure level									
E2 Expenses per property assessment [Total expenses / Number of property assessments]	\$2,372	\$2,479	\$2,464	\$2,606	\$2,613	\$2,692	\$2,777	\$2,823	We are continuing to deliver quality services in accordance with its long term plan. The focus continues to be on responsible budgeting while providing cost-effective services and delivering infrastructure projects to meet the needs of our community.
E4 Average rate per property assessment [General rates and Municipal charges / Number of property assessments]	New in \$ 2020	1,788 \$	1,814	\$1,845	\$1,894	\$1,934	\$1,983	\$2,027	Our average general rate increase was 1.5 per cent in 2021/22 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 billion of community assets such as local roads, community buildings, drains, footpaths, playgrounds and sporting facilities.
Liquidity									
Working capital									
L1 Current assets compared to current liabilities [Current assets / Current liabilities] x100	223.0%	198.3%	174.7%	211.2%	172.3%	157.4%	144.1%	139.2%	We can comfortably meet all short term financial commitments as and when they arise and is in a sound financial position. The forward year forecasts also indicate that Manningham is expecting to maintain a strong working capital ratio.
L2 Unrestricted cash compared to current liabilities [Unrestricted cash / Current liabilities] x100	37.6%	36.9%	-13.1%	-69.2%	28.2%	41.3%	31.5%	33.8%	The reduction in the unrestricted cash ratio is mainly due to an increased allocation of investments in term deposits with a maturity of greater than 90 days to improve 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 60.8 per cent in 2021/22 if term deposits with a maturity of greater than 90 days were also included in the calculation.
Obligations									
Loans and borrowings									
O2 Loans and borrowings compared to rates [Interest bearing loans and borrowings / Rate revenue] x100	7.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	We are debt free. No future loan borrowings are proposed in the forecast period.

Dimension/indicator/measure	2019	2020	2021	2022	2023	2024	2025	2026	Material Variations
O3 Loans and borrowings repayments compared to rates [Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100	0.30%	6.97%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	We are debt free. No future loan borrowings are proposed in the forecast period.
O4 Non-current liabilities compared to own source revenue [Non-current liabilities / Own source revenue] x100	1.1%	3.0%	2.8%	2.6%	2.2%	2.0%	1.8%	1.6%	We continue to have a low level of non-current liabilities compared to revenue.
O5 Asset renewal and upgrade compared to depreciation [Asset renewal and asset upgrade expense / Asset depreciation] x100	New in 2020	161.3%	118.2%	118.0%	145.6%	122.3%	111.9%	104.9%	The 2021/22 result and budget from 2022/23 onwards demonstrates our ongoing commitment to invest in the renewal and upgrade of our existing community infrastructure.
Operating position									
OP1 Adjusted underlying surplus (or deficit) [Adjusted underlying surplus (deficit) / Adjusted underlying revenue] x100	10.6%	5.7%	5.8%	2.8%	4.7%	4.1%	3.5%	4.2%	The 2021/22 result is still a positive result despite the financial impact on Council of the COVID-19 pandemic. Adjusted underlying surpluses assist in funding our annual capital works program, which brings major community benefit.
S1 Rates concentration									
Rates compared to adjusted underlying revenue [Rate revenue / Adjusted underlying revenue] x100	76.3%	78.6%	80.1%	80.8%	81.1%	80.6%	80.7%	80.8%	We receive a relatively low level of grants allocation and hence we heavily rely on rate revenue for the delivery of high-quality services and infrastructure to the community. We are continuing to identify alternative revenue streams to reduce our reliance on rate revenue.
S2 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%	This ratio highlights our relatively low and stable rate burden on our community when compared to property values.

Glossary and abbreviations

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	he 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
CALD	Culturally and Linguistically Diverse
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

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