



Manningham Council
Annual Report

2023/24

A warm welcome to our Annual Report

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

Why we have an Annual Report

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

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

How to read this document

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

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

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

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

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

We hope you enjoy reading about our 2023/24.

Acknowledgement of Country

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

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

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

Our diverse community

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

Our commitment to gender equality

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

Our commitment to people with a disability

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

Contents

Welcome

Message from our Mayor 6

Message from our CEO 7

Who we are

Our vision 8

Our mission 8

Our strategic direction 8

Our values 9

Year in review 10

About Manningham 12

Our Councillors 14

Our organisation 16

How we govern 18

What we do

We set out what we will work towards 19

Highlights achieved over the 2021-2025 Council Plan so far 20

Looking forward to the Council plan 2025-2029 22

We report our performance against our goals 23

We represent our community and advance their needs 24

What we achieved in 2023/24

The services we provided 26

What we did to support a Healthy Community 28

What we did to support Liveable Places and Spaces 44

What we did to support a Resilient Environment 58

What we did to support a Vibrant and Prosperous Economy 68

What we did to support a Well Governed Council 74

Our financial performance 87

Our year ahead 92

Get involved 97

Appendix 98

Financial report 226

Performance statement 282



Message from our Mayor



On behalf of my fellow Councillors I am pleased to present our Annual Report 2023/24 and showcase everything that we've proudly achieved this year.

This is the final Annual Report for our Council term, and I want to acknowledge the hard work and dedication of my fellow Councillors over the past four years.

One of our key achievements for 2023/24 has been delivering on our Climate Emergency Action Plan. Initiatives have included launching a new online space to connect with our community, hosting our 'Inspired Living Series' of sustainable seminars and events for all ages, transitioning to energy-efficient LED streetlights, and introducing the FOGO (Food Organics Garden Organics) service to reduce waste and work towards our emissions targets.

This year we established our Healthy Ageing Advisory Committee to provide strategic advice to Council about the needs of older people in Manningham. Together we are working to support a community where older adults thrive.

We are always here to listen to and advocate for our community. This year, we released a Residential Discussion Paper to seek feedback on how we can accommodate growth and diversity while preserving our neighbourhood character. The Discussion Paper sparked productive conversations about our future, and we thank everyone who had their say.

We were proud to continue to invest in our community through our capital works program, spending \$50 million on upgrading and improving our community infrastructure, including major improvements at Ruffey Lake Park.

A handwritten signature in black ink that reads "Carli Lange".

Cr Carli Lange
Mayor

Message from our CEO



Welcome to our 2023/24 Annual Report. We are proud to share with our community what we achieved, the challenges we faced, and how we performed over the past year. We also highlight ways you can get involved with our vibrant community in Manningham.

Our team of dedicated staff work hard to bring high-quality facilities and infrastructure, innovative initiatives and over 100 services to our community.

We understand the financial pressures that many of our residents face and we have taken measures to ease the burden. This included capping our waste service charges, increasing our low-income rate rebate and introducing subsidies for school holiday programs to help our community facing difficult times.

In an uncertain economic environment, we have maintained our focus on financial sustainability and delivering best value outcomes for our community. Our \$50 million capital works program has upgraded roads, footpaths, drains and infrastructure that our community uses every day.

Our major projects in 2023/24 included upgrades within Ruffey Lake Park, an expansion of Tunstall Square Kindergarten, drainage upgrades at Melbourne Hill Road and Everard Drive and works to establish a new park, Hepburn Reserve in Doncaster.

As we come to the end of this Council term, I'd like to thank our Councillors who have worked tirelessly to make Manningham a great place to live, work and play.

In the year ahead we will be continuing to engage with our community to develop a deliberative community panel to shape our new set of strategic documents for Council.

We look forward to hearing your views and aspirations for the future of Manningham.

A handwritten signature in black ink, appearing to read 'Andrew Day'.

Andrew Day
Chief Executive Officer

Who we are

Our vision

Manningham's 2040 community vision was developed by our community panel in 2021.

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

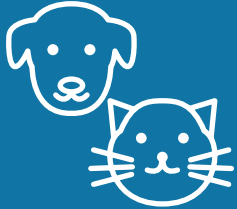
Honest and positive when communicating with others
Treating others in a consistent and equitable manner
Being considerate of others' needs, priorities, and perspective



Empowered

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

Year in review



12,591

cats and dogs registered



2.9km

of new and renewed footpaths

1377

residents became Australian Citizens



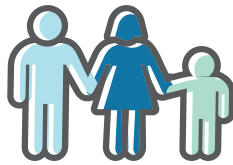
1167

building permits processed



129,514

population of Manningham



\$7.9 million

to improve parks and open spaces



17,810

participants in arts and culture programs and projects

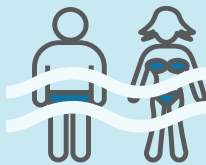


2430

trees planted

1,241,838

visits to Aquarena



\$1.14 million

provided in community grants




936


births supported by Maternal and Child Health centres



7864


immunisations provided


75.5% 
of waste diverted from landfill

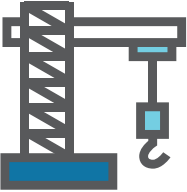
1,352,921 
loans including
physical loans,
e-books and renewals

 **94,656**
calls received
by the contact
centre

 **19.2km**
roads resurfaced

90% 
of planning applications decided
within statutory time frames

747,676 
page views on
manningham.vic.gov.au

 **\$50
million**
in capital works projects delivered

50,016 
visits to
yoursaymanningham

Recognised locals' outstanding commitments to Manningham with our Civic Awards



Citizen of the Year
Dennis Clarke



*Community Organisation
of the Year*
LinC Manningham Inc



Young Citizen of the Year
Shin Thant (Berry) Eain



Sports Volunteer of the Year
Caroline Clarkson



*Doreen Stoves AM PSM JP
Volunteer of the Year*
Frank Johnston



*Highly Commended
Community Organisation*
Doncaster Junior Football Club

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 vibrant shopping and dining precincts, wineries, local galleries, nurseries and attractions.

Our people

Our vibrant residential neighbourhoods are home to 129,514 people.

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

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

Our history

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

Manningham Council 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:

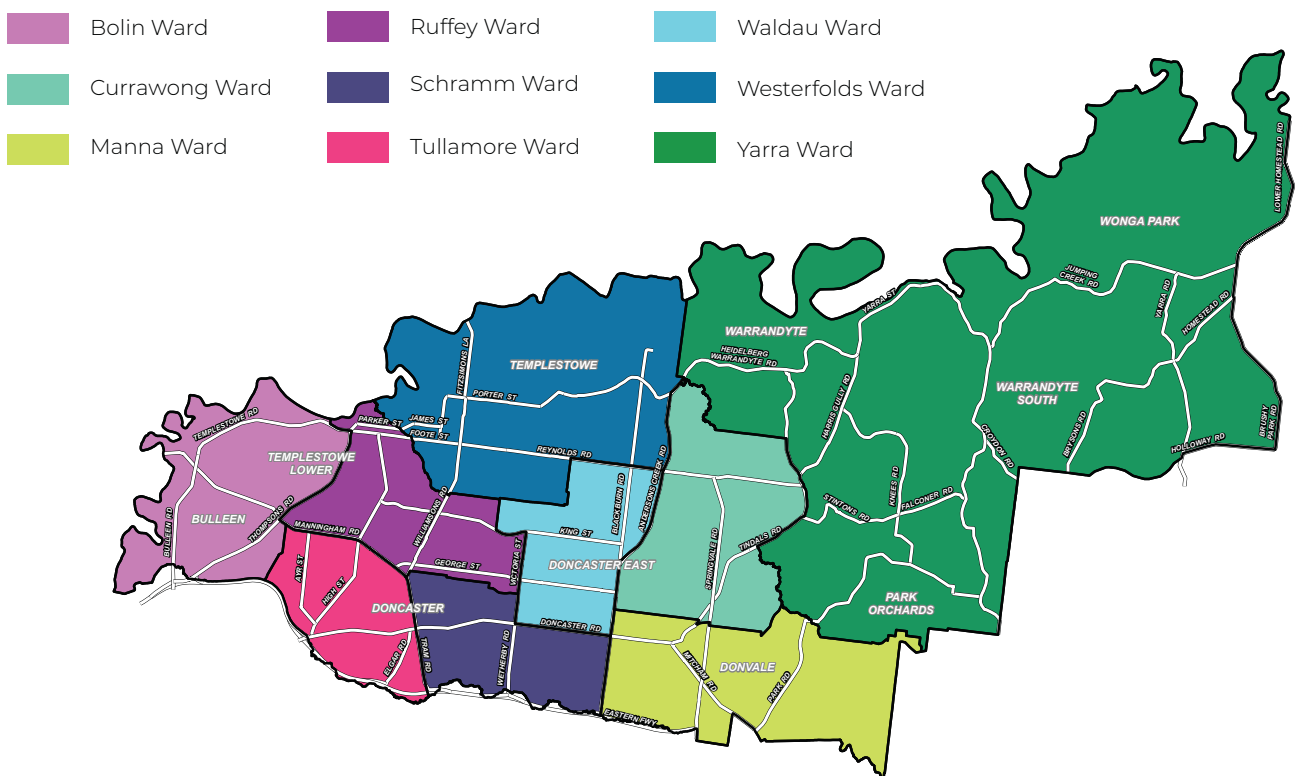
- Bulleen
- Doncaster
- Doncaster East
- Donvale
- part of Nunawading
- Park Orchards
- part of Ringwood North
- Templestowe
- Templestowe Lower
- Warrandyte
- Warrandyte South
- Wonga Park

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 to represent them in accordance with the *Local Government Act 2020* every four years.

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

Our nine Councillors collectively 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 2023.

July 2022 to November 2023

Mayor Cr Deirdre Diamante
Deputy Mayor Cr Tomas Lightbody

November 2023 to June 2024

Mayor Cr Carli Lange
Deputy Mayor Cr Laura Mayne

Table 1: Electoral Structure and Representation (as at 30 June 2024)



Cr Carli Lange Mayor

Yarra Ward

✉ Carli.Lange@manningham.vic.gov.au



Cr Laura Mayne Deputy Mayor

Schramm Ward

✉ Laura.Mayne@manningham.vic.gov.au



Cr Anna Chen

Waldau Ward

✉ Anna.Chen@manningham.vic.gov.au



Cr Andrew Conlon

Currawong Ward

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



Cr Deirdre Diamante

Tullamore Ward

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



Cr Geoff Gough

Bolin Ward

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



Cr Michelle Kleinert OAM

Westerfolds Ward

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



Cr Tomas Lightbody

Manna Ward

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



Cr Stephen Mayne

Ruffey Ward

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

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

**Lee Robson**

Director Connected Communities

December 2022 to present

**Andrew McMaster**

Director City Planning and Liveability

February 2024 to present

(formerly Chief Legal and Governance Officer)

**Jon Gorst**

Chief Financial Officer

April 2020 to present

(from 1 May 2024 the Chief Financial Officer was no longer a member of the executive management team)

Outgoing staff who held senior roles in 2023/24

Duncan Turner, Director City Planning, January – December 2023

How we govern

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

Manningham Council is made up of two parts:

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

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

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

Our good governance principles ensure:

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

What we do

We set out what we will work towards

We deliver over 100 services to our community and manage over \$2.7 billion in community assets.

As an organisation, we have several roles, we:

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

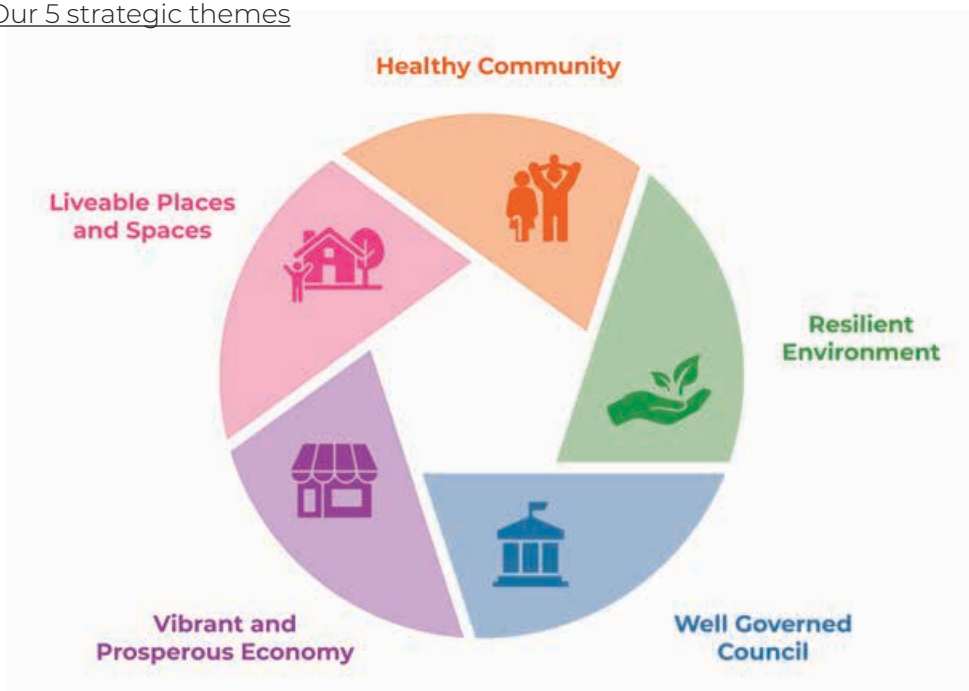
Our 2021–2025 Council Plan outlines where we will direct our time, resources, and efforts during that time. You can find our Council Plan at manningham.vic.gov.au/council-plan

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

We report on our key achievements and challenges in each theme throughout this document.

We have started a process to survey our residents and select a panel of community members to help discuss their ideas and make recommendations to our new Council about our next Council Plan and other strategic documents.

Figure 2: Our 5 strategic themes



Highlights achieved over the 2021-2025 Council Plan so far

For our healthy community

- ✓ To respond and adapt to COVID-19, we implemented hygiene products and processes, modified HVAC systems, and maintained essential services and assets during the pandemic. We also supported the community through lockdowns and restrictions and distributed 155,600 RATs on behalf of the Victorian Government.
- ✓ We hosted events to bring our community together, including Carols by Candlelight. We supported our community through our Community Grants program and worked to re-engage the community post-pandemic.
- ✓ We successfully delivered our capital works program, including upgrading our community buildings, footpaths, roads and drainage.
- ✓ We reviewed our environmental health service, introduced new EPA legislation and immunisation systems and participated in food safety regulation inquiries.
- ✓ We allocated sports facilities to community clubs, provided casual usage to schools and groups, and engaged a new provider to manage Aquarena and nine stadiums.
- ✓ We chaired the Municipal Emergency Management Planning Committee and developed a site-specific Flood Response Plan.
- ✓ We established new Advisory Committees, updated our wellbeing card and created a new Youth Hub.

For our places and spaces

- ✓ We provided guidance on North East Link (NEL) Project outcomes and processed large-scale development applications, including significant modifications to Westfield.
- ✓ We commissioned public artworks, built our art collection and delivered a diverse program of exhibitions, enriching our public spaces and community life.
- ✓ We promoted safety through traffic, transport, and public lighting initiatives while managing land use to protect public assets and advocating for better design outcomes in government projects.
- ✓ We upgraded and maintained essential infrastructure, including the renewal of footpaths, local roads, and drainage systems, while developing long-term strategies for effective stormwater management.
- ✓ We delivered key capital projects, such as sealing unsealed roads, resurfacing roads, and completing drainage and park upgrade projects, ensuring high capital budget expenditure to improve community infrastructure.
- ✓ We created and implemented strategic plans like the Liveable City Strategy, Ruffey Lake Park Landscape Master Plan, and Parks Improvement Program while also developing policies such as the Manningham Affordable Housing Policy.
- ✓ We enhanced environmental stewardship through tree planting, urban greening initiatives, and implemented a GIS system for park services, while increasing service levels for open space maintenance across the municipality.

For the environment

- ✓ We delivered our Climate Emergency Response Plan through an expanded Solar Saver program, installing over 1.2MW of solar on 20 community buildings and upgrading our fleet to hybrid and fully electric vehicles. We also transitioned to 100% renewable energy for Council's electricity.
- ✓ We introduced the FOGO service, aligned waste and litter services and launched ongoing waste education campaigns. We upgraded bins in activity centres and bus stops, improved our waste and recycling webpages, and continued to enhance our Waste Drop Off Days.
- ✓ We implemented a 24-hour cat confinement order and an educational campaign to promote responsible pet ownership and protect local wildlife.
- ✓ We introduced car sharing as a sustainable transport alternative through an 18-month trial and prepared the Manningham Car Share Policy to support this initiative. Additionally, our Doncaster Hill Modeshift Plan 2014 aims to increase public transport usage to 30% by 2030, with current figures already at 19%.
- ✓ We participated in the Metropolitan Transport Forum's 'Better Buses' community survey, which reflected our residents' active involvement in improving local bus services.

For the vibrant and prosperous economy

- ✓ We conducted community consultation and gained endorsement for the new Economic Development Strategy 2023-2028, which provides a structured approach to supporting the growth of Manningham's business community.
- ✓ We continued our commitment to fostering the development of small businesses, ensuring they have the resources and guidance needed to thrive.

- ✓ We supported the inception of the Manningham Co-working Business Hub, set to open in mid-2025, providing a dedicated space for local entrepreneurs and businesses to collaborate and grow.

For a well governed council

- ✓ We introduced a new Live Chat feature and replaced our outdated customer request system with Microsoft Dynamics CRM, enhancing our ability to efficiently manage and respond to customer inquiries.
- ✓ We updated our Customer Service Knowledge Base for better access to up-to-date information and switched to the Translator Interpreter Service (TIS) to improve multilingual support.
- ✓ We represented residents impacted by construction, ensuring developers remain compliant with regulations, and developed a temporary traffic management plan application for the construction industry.
- ✓ We adopted and implemented Manningham's Community Local Law 2023 and the Domestic Animal Management Plan 2021-2025 to support a safe community.
- ✓ We secured North East Link Program (NELP) funding for several significant projects, including the Bulleen Park and Ride redevelopment and the new Powerful Owl Park Soccer Facility.
- ✓ We built a new, user-friendly website, upgraded our Intranet and improved our internal communication channels to better support our staff.
- ✓ We conducted annual service planning across the organisation and ran an independent review of six services to assess how to deliver our services and meet community needs.

Looking forward to the Council Plan 2025-2029

Following the upcoming election in October 2024, our newly elected Councillors will start developing the Council Plan 2025-2029.

We have started an extensive community engagement process through a broad community survey and targeted conversations to assist our new Council to determine what to focus on over their four-year term.

We have also sent invitations to 8,000 randomly selected households across Manningham to express their interest in participating in a representative Community Panel of 40 community members.

This Panel will meet over six sessions from September 2024 to February 2025. During the sessions, members will come together to weigh up community feedback and information, data and evidence to refresh our Community Vision and develop recommendations about the range and level of services they are prepared to pay for.

The Community Panel's recommendations will be considered and incorporated to the greatest extent possible into our strategic plans, including the Council Plan 2025-2029, Asset Plan and the Long-Term Financial Plan.



We report on our performance against our goals

We measure our performance against:

- The strategic themes and goals set out in our Council Plan 2021-2025.
- Our 2023/24 Annual Budget (including our Strategic Resource Plan) detailing our major initiatives and capital works, and services delivered.
- The service, financial, and sustainability capacity performance indicators set by the Victorian Government in the Local Government Performance Reporting Framework (LGPRF). We report on these indicators for 2023/24 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 local arm of government, 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 2023/24, some of these included:



Gambling reform

We've continued our long-term advocacy to the Victorian and Australian Governments for poker machine reform and are a leadership council of the Alliance for Gambling Reform.. The Victorian Premier has announced landmark reforms to reduce gambling-related harm, including mandatory pre-commitment limits, carded play and load up limits for electronic gaming machines (EGMs).

This is an important outcome for our residents as EGM gambling losses in Manningham in 2023/24 were \$60.36 million. Subsequently, and after consulting with the community, our Gambling Policy was endorsed.



North East Link Project

We have worked alongside North East Link Program (NELP) and the Victorian Government for a commitment to deliver a new soccer facility in Bulleen and redevelop Bulleen Park.

Development Victoria has commenced construction of the new facility on Templestowe Road, which is anticipated to be completed in mid-2024. It will replace two existing soccer pitches at Bulleen Park and aims to minimise community impacts during the North East Link construction.

We're also advocating for the Victorian Government and NELP to upgrade Doncaster Park and Ride as a mixed-use Transit Oriented Development – rather than a bus interchange and car park with no increased capacity.



5 ways intersection

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

We have arranged for an independent Road Safety Assessment, traffic survey, developed a draft concept for low-cost interim measures to improve safety, and we continue to raise the need for an upgrade at our meetings with the Department of Transport and Planning (DTP).



Other ways we're advocating for you

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

How you can get involved

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

The services we provided

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



Capital Works Program
\$31.64



Roads, footpaths
and drainage
\$7.92



Waste services
and recycling
\$11.05



Planning and environmental
management
\$7.81



Parks, gardens and
sportsgrounds
\$8.54



Arts, culture
and libraries
\$3.81



Healthy Ageing
\$2.14



Health, children
and families
\$3.14



Community support
and development
\$2.60



Customer service, governance
and administration
\$17.06



Council owned
community buildings
\$1.97



Risk management
and insurances
\$2.32

Our major projects

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

We delivered \$50 million of capital projects in 2023/24, including capital (\$45.8 million) and property (land) (\$4.2 million).

Below is a summary of key projects we completed:

- \$3.7 million in road resurfacing works
- \$3.8 million on recreation, leisure and community facilities
- \$7.7 million on open space projects
- \$4.2 million in drainage works
- \$7.2 million in footpath and cycleways works
- \$7.0 million on building projects
- \$2.3 million on circular economy initiatives.

Some specific projects funded during 2023/24 include:

- Melbourne Hill Road Drainage Upgrade – \$1.5 million
- Everard Drive Drainage Upgrade – \$1.1 million
- Anderson Creek Road path – \$0.5 million
- Tunstall Square Kindergarten expansion – \$1.3 million
- Yarra Trail Renewal – \$1.2 million
- Hepburn Reserve – \$2.1 million
- Ruffey Lake Park Victoria Street Playground Upgrade – \$1.1 million
- Macedon Square Safety and Amenity Works - \$0.9 million.



What we did to support a healthy community

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

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.

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 pursue this by providing accessible and well-maintained parks and open spaces for organised and passive recreation, as well as opportunities to participate in organised sports at our sports grounds 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 multicultural backgrounds, the rainbow community 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.

297



Identify as First Nations, Aboriginal and Torres Strait Islander

CIAO

你好

Χαίρετε

76 Languages spoken

44%

Born overseas



39 Religions



Additional 2,015 seniors in 2021 compared to 2016

6%

Have disabilities



1 in 2 say their health is very good to excellent

13% Volunteer

FEELING SAFE



1032

Family incidents (as recorded by police)

103%

Increase in dementia expected by 2054

57%

Will walk alone at night

OUR LIVES



45%

don't eat well or exercise enough



74%

Feel part of the community



37%

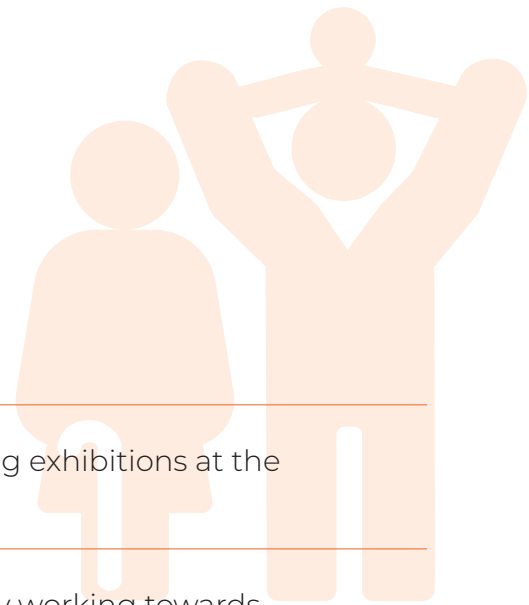
Live on <\$500/week



20%

Live alone

Growing need for health and support services



What we delivered

We brought public art programs to our community, including exhibitions at the Manningham Gallery.

We received recognition from Dementia Australia for actively working towards becoming a dementia-friendly city. Initiatives to support our Dementia community included raising \$50,000 at our Mayoral Charity Gala. These funds enabled a partnership with MannaCare to open Memory Place Café, a dementia friendly café. The café provides a safe and welcoming place for locals living with dementia and their families and carers.

We ran various community art classes for people of all ages and abilities, including school holiday classes, intergenerational workshops and sessions that informed the design of new public artworks.

We presented a diverse range of art exhibitions and displays examining culture, environment and memory, including Unfinished Business, which told the stories of First Nations people living with disabilities.

Our newly established Arts Advisory Committee and Historical Societies Working Group improved the way we discuss issues relating to arts and culture with our community.

We welcomed 1,377 new Australians at 18 Citizenship Ceremonies on behalf of the Australian Government.

We staffed 480 school crossing shifts each school week.

We hosted over 200 people at our International Women's Day breakfast.

We honoured five local citizens at our 2023 Civic Awards in recognition of their contribution to the Manningham community.

We provided \$1,142,656 to 91 organisations through our Community Grants Program. We experienced an increase in annual grant applications.

We delivered two community grant information sessions and one Grant Writing Workshop to make applying for community grants more accessible for our community.

We supported large community events including:

- Warrandyte Festival
- Perisan Fire Festival
- Manningham Family Festival at Finns Reserve
- Pottery Expo at Warrandyte.

We hosted over 400 older adults at our Annual Seniors Morning Tea.

We sold \$18,996 in Monster Community Raffle tickets, resulting in \$14,427 being returned to the community and \$4,749 donated to the Manningham Community Fund.

We continued to run the community-based L2P Program which matches volunteers with learner drivers. The program is funded by Transport Accident Commission (TAC) and managed by Manningham Council.

Our most recent Wiser Driver session was attended by 28 participants.

We continued to improve our pedestrian links to connect our community with their surroundings, including the use of porous paving materials in environmentally sensitive locations.

We participated in professional interest groups relating to tobacco control, food safety and other important environmental health issues.

We performed cigarette and e-cigarette educational visits to ensure retailers know their legal responsibilities.

We transitioned our Manningham Community Transport service to EV Community Transport. The service supports residents over 65 or with transport or mobility disadvantages in accessing affordable transport to medical, health, or social appointments.



We performed over 100 cigarette 'test purchases' with the assistance of a minor to monitor compliance with the *Tobacco Act 1987*.

We provided 7,864 immunisations to 4,308 people. Influenza vaccines accounted for 857 of our total immunisations.

We performed risk-based food safety assessments on 99% of our class one and two food premises. We also supported 1,172 food premises and 293 health businesses with environmental health education, compliance and advice.

We responded to over 900 health-related concerns raised by the community and followed up on 97% of reported food safety non-compliances. We submitted 185 food samples for analysis to ensure food from local businesses is safe for our community.

We implemented a new food safety education program for food businesses based on risks identified by Environmental Health Officers.

We monitored various websites for unregistered food businesses.

We performed quarterly inspections and water sampling of public swimming pools.

We successfully transitioned the management of our aquatic and leisure facilities to Aligned Leisure. The transition ensured the continuation of all programs and services and a focus on delivering 10 strategic health and wellbeing outcomes for the community.

We facilitated a wide range of recreation programs, activities and events for the community to reduce barriers to participation for people of all backgrounds and life stages. Examples included low-cost and free recreation school holiday programs, a 'Power 2 Pedal' learn-to-ride program for young people with autism, a Pride Event at Aquarena for the LGBTIQ+ community, street football clinics at the new dual futsal court at Koonung Reserve and 1,226 subsidies for Manningham residents to participate in organised sport through the 'Get Active Kids Voucher' program.

We made a successful application to Disability Sport and Recreation's LGA Connect program to grow our community's participation in inclusive sport and recreation. We are now working to review our strategies, community needs, issues/gaps and resources to grow participation in inclusive sports and activities.

We supported five early years services to secure \$473,000 in grants for playground improvements through the Victorian Government's Building Blocks Grant Program.

We successfully trialled extended self-service hours at Warrandyte Library. Members can now access the library between 8.00am and 10.00pm every day.

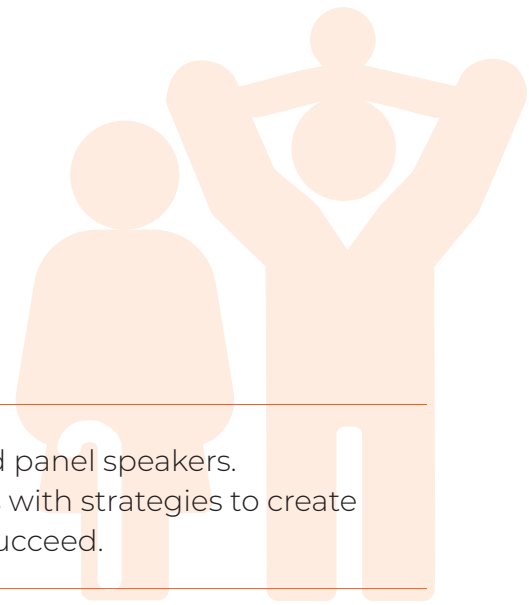
In conjunction with other eastern region Councils, we developed the Melbourne East Region Sport and Recreation Fair Access Policy to address barriers to accessing and using community sports and recreation infrastructure by women and girls, transgender and gender-diverse people.

90% of completed surveys for our Maternal and Child Health Survey indicated extremely high satisfaction with our maternal and child health services.

We started a Baby Feeding Hub to support parents with feeding concerns.

We supported 137 pre-school children through the Pre-School Field Officer program, in partnership with the Victorian Government. The program provides guidance and coaching to Early Childhood Educators. This support aims to improve the inclusion of children with additional needs and developmental delays in kindergarten programs. This includes children enrolled in Four-Year Old, Three-Year Old and Early Start Kindergarten.

We hosted Early Childhood Educators to our Kindergarten Teacher Network with guest speakers to provide professional support and guidance to our Early Childhood Educators. We supported 95 Early Childhood Educators through the Manningham Kindergarten Teacher Network over four meetings.



We hosted the annual Principals' Breakfast with keynote and panel speakers. Participants discussed the best approaches to equip schools with strategies to create emotionally safe classrooms to help students to thrive and succeed.

We supported 113 young children with 75,940 hours of early education at Early Years @ MC Square. The Department of Education assessed our Early Years @ MC Square as meeting the National Quality Standard. This assessment recognises the respectful, inclusive, and trusting connections between the educators and children and good leadership and governance.

We partnered with the Eastern Region Group of Councils to host a vaping webinar for parents of young people, presented by Drug Education Australia and Quit.

We delivered the Manningham Youth Services in partnership with EACH. Highlights for the year included running:

- Songwriting sessions at Doncaster Playhouse
- School-focused youth services
- A Job Ready session Doncaster Library
- MY Pride, a social support group for LGBTQIA+ and questioning young people (aged 12-19) to connect with their peers and discuss all things LGBTQIA+.

We re-established the Manningham Youth Providers Network to provide training, collegiate support and opportunities to network across the youth sector in Manningham.

We planned for the opening of a new youth space MY Hub at MC Square. MY Hub will be a dedicated space for young people aged 10 to 25 in Manningham to find support, resources, and referrals from Manningham's Youth Services (EACH) team.

We hosted a World Elder Abuse Awareness Day panel discussion in partnership with Eastern Community Legal Service and Eastern Elder Abuse Network.

We commenced an Age-friendly City Framework for Manningham in partnership with LaTrobe University to develop strategies and actions to enhance respect, wellbeing and a sense of purpose for older people.

We established a new Healthy Ageing Advisory Committee to provide strategic advice to Council about the needs of older people in Manningham.

We hosted the Manningham Homelessness Roundtable with more than 20 local service providers to further the work of Manningham's Homelessness Protocol. We provided an understanding of the local response and opportunities to partner to provide greater support to people experiencing homelessness.

In partnership with Womens Health East we hosted a screening of documentary Margins To Mainstream. The screening was followed by an expert-led discussion about how we can be effective allies and take action to prevent violence against women with disabilities.

We partnered with Whitehorse Manningham Libraries to develop and deliver new Multicultural Storytime in Arabic and Italian languages, funded by the Victorian Government.

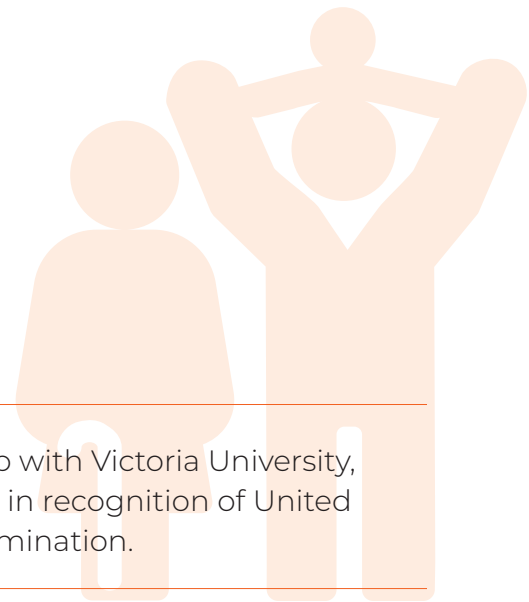
We supported the development of Easy English translations for our key documents.

Council endorsed the Health and Wellbeing Strategy Action Plan 2023-2025 to deliver on our commitment to improve the health outcomes of the community.

Council adopted the Gambling Policy to help educate the community on the effects of gambling harm and provide residents with opportunities to engage in alternative social activities. We have now started implementing this policy.

Our Food Relief Network introduced halal food relief and provided training to network members. The Food Relief Network is a group of community-based agencies and organisations that provide emergency relief and material aid such as food hampers, vouchers and pantries to people in Manningham in financial crisis.

We acknowledged the International Day Against Homophobia, Biphobia, Intersexism and Transphobia (IDAHOBIT) by hosting an event to recognise the strengths, contributions and resilience of the LGBTQIA+ community. We hosted the event in partnership with Gender Equality and LGBTIQ+ Advisory Committee.



We hosted a Tackling Racism panel discussion in partnership with Victoria University, Women's Health East and Eastern Community Legal Service in recognition of United Nations International Day for the Elimination of Racial Discrimination.

We completed the Victorian Government funded Rapid Antigen Test delivery program that provided access to free rapid antigen tests to our community. Over the program's duration we distributed 155,600 Rapid Antigen Tests on behalf of Victorian Government

We reviewed the Victorian State Disability Plan 2022-26 to better understand how we can make Manningham more inclusive for people with a disability.

We facilitated regular yarning circles with the Reconciliation Action Working Group and Wurundjeri Elders.

We supported Doncare's delivery of social support services to provide regular social and recreational outing for older people living in their own homes to reduce their risks of isolation.

We delivered a Manningham Volunteer Resource Service in partnership with EV Strengthening Community to coordinate volunteer activities in our community. Volunteering has positive effects on the community and individuals, with 85% of volunteers reporting that volunteering had a positive impact on their sense of purpose and 81% a positive impact on their wellbeing.

We participated in the Yaluk Langa Community Day at Heide Museum of Modern Art to celebrate the continuing creative culture and traditions of the Wurundjeri Woiwurrung people. The community day was funded by a Manningham Partnership Grant.

We continue to deliver our commitment to improve access to our programs for people living with disabilities. We continue to work towards a streamlined booking processes for NDIS participants, providing targeted programming and meeting support needs.

We continue our work to reduce barriers to participation in physical activity, particularly for the less active.

We had a special event as part of National Reconciliation Week where the Wurundjeri Woi-wurrung educators held a special session with students from Our Lady of the Pines Primary School to recognise Reconciliation Week.

We welcomed 1,241,838 attendances at Active Manningham leisure facilities including Aquarena and nine stadiums.

We supported 108 sports clubs through seasonal allocations and lease agreements to sports and leisure facilities. The utilisation of these facilities enabled 28,727 people to participate in organised sport which consisted of 21,963 males, 6,758 females, 20,963 juniors, 273 people with a disability and 176 indigenous people.

We provided six sports club development sessions to support clubs in building capacity for both long-term growth and in with day-to-day operations.

Manningham-based sport and recreation clubs and service providers supported the Victorian Government's Get Active Kids Voucher Program. The programs subsidised up to \$200 for sport and recreation activity fees. The program was well utilised by the community, with 1,226 subsidies used across 28 Manningham-based sport and recreation clubs and services.

We approved a range of public permits for use of Council parks and open space, including:

- 14 filming events
- 40 community events
- 20 cross country events
- 17 busking events.

Our Maternal and Child Health Service supported 936 families of newborns and have 3,767 children enrolled. We held 895 four week Key Age and Stage visits and spent 395 hours providing additional appointment to families. We provided 278 hours of First Time Parent Groups and 628 hours of phone consultations. We provided 657 hours of sleep and settling programs and offered over 2,000 hours of Enhanced Maternal and Child Health support.



We provided Maternal and Child Health services to 94.29% of Aboriginal and Torres Strait Islander children in our community.

We provided additional supports to families in our community in need, including 183 Family Violence consultations, referring 818 children in our Maternal and Child Health service to specialist service providers and facilitating counselling for 2823 children. We received over 100 information sharing requests with Child Protection and The Orange Door.

Our Manningham Community Transport made 2,830 bus trips over 93,000km to transport 734 older people to medical, health or social appointments.

We supported 3,038 older people and/or their carers with our Healthy Ageing Navigation Service to help older people and their families to understand and explore healthy ageing options.

We distributed 10,000 Wellbeing Support Cards to provide community members with contacts of support services.

The Manningham Food Relief Network experienced an increase in demand for food relief packages for people living in financial crisis. The Food Relief Network is a group of community-based agencies and organisations, coordinated by Manningham Council, that provide emergency and material aid.

We provide funding to Doncare to support diverse, persistent and emerging health issues that impact our community. In 2023/34, Doncare supported 104 families with 4,160 hours of case management, as well as 3,616 adult and 672 children counselling sessions. Doncare provided 2,039 emergency relief sessions and supported 12 women recovering from the ramifications of family violence.

We delivered a Water Safety Community forum in response to several drowning incidents in the Yarra River close to Warrandyte.

We delivered a Multi-dwelling Emergency Preparedness Project in partnership with key stakeholders, delivered in partnership with Victoria Police, CFA, Ambulance Victoria, Strata Community Association and Neighbourhood Watch.

Challenges

We understand that cost-of-living pressures are being felt across our community. We are working to make our programs and fees affordable while remaining financially sustainable, to ensure they continue to have positive outcomes for the community.

We had to cancel our much-anticipated Manningham Carols by Candlelight 2023 due to inclement weather.

Our Community Grants team has worked hard to deliver an increased program within existing resources.

We found it difficult to recruit and retain staff in some of our key service areas such as school crossing supervisors.

We continue to manage our community's expectations as well as the impacts from NELP construction works. We are working closely with the organisations managing the construction and tunnelling on behalf of NELP to advocate for our community.

We have experienced reduced external funding opportunities, which puts more pressure on Council to support and advocate for our community.

A decline in volunteerism is making it challenging for community groups and initiatives to continue to operate. The already high demands on sports club volunteers continue to increase, while clubs experience a decline in volunteerism.

We continue to adapt our programs, initiatives and process to changes in legislation and ongoing government reform.

Increased cost of living has put pressure on our community. We have experienced more reports of family violence, increased concerns for mental health and a reduction in participation in sport, recreation and leisure.

The demand from organised sports exceeds the facilities we have available.



Mental health concerns in the community have dramatically escalated. We are using the I Cope mental health resource to provide timely resources for assistance. Over 850 postnatal depression scores were completed.

We have experienced an increase in demand for our speciality services including sleep and settling and Enhanced Maternal and Child Health for families needing additional support.

We have supported our older adults through significant changes including Manningham Council exiting direct home support via the Commonwealth Home Support Program and Regional Assessment Service.

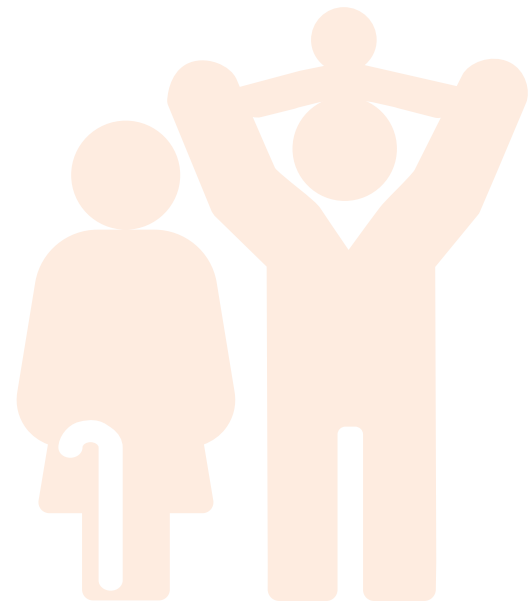
International conflicts have made a significant impact on the Manningham community, with many members experiencing deep trauma due to concern for their loved ones, and country directly affected by war. Residents have also experienced increased incidents of racism and racist vandalism.

There has been an increase in the number of people who are homeless or experiencing food insecurity. These requests are complex and require multiple services to assist in providing a better outcome for the resident.



Our commitment to healthy ageing

We are committed to fostering healthy ageing in Manningham, creating a vibrant and inclusive community where all residents can thrive.



In 2023, we conducted an engagement project to identify the needs and priorities of older adults in our community. This project highlighted the importance of improving community transport, enhancing access to services, and strengthening digital connectivity.

We established the Healthy Ageing Advisory Committee to further support our ageing population. The committee first met in February 2024 and is made up of 16 members who provide valuable insights into the needs of older residents and offer direct feedback on our initiatives.

“I am interested in supporting retired people who are still in good health, helping them to enhance their longevity. I want to find ways for these individuals to leverage the skills, expertise, and experience they’ve gained over a lifetime to benefit the community,” Healthy Ageing Advisory Committee member Brian said.

The committee also collaborates with La Trobe University's Care Economy Research team to develop an Age-Friendly Cities and Communities Best Practice Resource. This resource will guide our future service planning and infrastructure development, ensuring Manningham remains a supportive environment for its older residents.

We are working to support healthy ageing in Manningham through key initiatives including coordinating the annual Seniors Morning Tea event and promotion of other events throughout October (Seniors Month), launching Healthy Ageing Grants and Seniors Club Grants, expanding community transport options and contributed to the introducing of the Dementia-friendly Memory Place Café.

"I have been enlightened by learning about the services and programs that Council provides for older people and those with disabilities," Brian said.

Together, we are working proactively to create a community where older adults in Manningham can continue to lead fulfilling lives.



Left to right: Members of our Healthy Ageing team Michelle, Gabrielle, Shari and Flora.

How you can get involved

- See our range of projects and supports for older people living in Manningham manningham.vic.gov.au/healthy-ageing



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.

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.

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

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

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

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

306

New dwellings and apartments approved



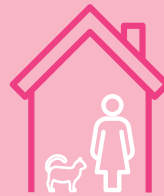
Increased demand and importance on arts, community and sporting facilities



47%



Of short trips are taken by private vehicle



20%

Of residents live alone



1800km

Roads, paths bike lanes and walking lanes maintained by council



97%

Live within

400M

of a bus stop



Only 4%

Of households do not have a private vehicle



70%

Travel by car to work



20.13km² Open space
350 Parks and reserves
163 Play spaces



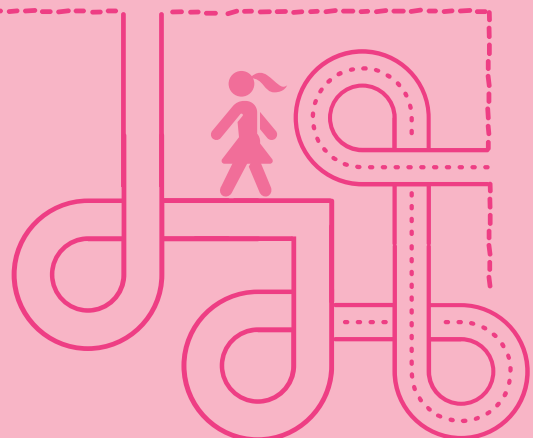
WE PROVIDE

751km Roads

918km Footpaths

64.7km Off-road shared paths

118km Pedestrian paths in parks





What we delivered

We have responded and actioned all building safety concerns referred to us by Cladding Safety Victoria as part of the Victorian Government's Combustible Cladding Program to ensure the safety of residents.

We officially opened three new infrastructure developments – Deep Creek Baseball Pavilion, Schramms Reserve Pavilion and Tunstall Square Kindergarten.

We continued to work with our community to address issues along the banks of the Yarra while working through improvement works to have footpath connections more accessible for the community.

We successfully implemented the Victorian Government's swimming pool and spa program and continue to enforce compliance to ensure the community's safety.

We improved our buildings across the municipality to enhance our community's experience and enjoyment.

We value our community's input in the design and delivery of upgrades to our facilities. For example, during the Warrandyte Post Office upgrade, we incorporated changes to the plans based on the community's feedback, including critical storage space to meet their requirements.

At Warrandyte Basketball Stadium, we completed a major roof restoration at a reduced cost, ensuring the best value for our community.

We installed new public artworks at sites in Warrandyte and Doncaster and commissioned more to be installed in 2024/25. We also undertook conservation work on several existing pieces.

Our street sweeping during autumn reduced the strain on our stormwater system and enhanced the overall amenity for our community. This proactive measure has significantly improved the cleanliness and safety of our streets.

We installed new drainage systems at Melbourne Hill and Everard Drive in Warrandyte.

We commenced the development of our Stormwater Management Policy to help identify, manage, and reduce flood risk to people, property, infrastructure and the environment.

We started developing our Road Safety Strategy and Action Plan following initial stakeholder and community comments. The strategy is critical to Manningham due to its lack of trains and trams and reliance on our road network.

We managed the handover of stormwater drainage, road infrastructure, kerb and channel assets of three notable subdivisions to Council (Tullamore Estate, Newmans Road and Tuscany Rise).

We finalised our installation of energy efficient LED lights on major roads that use 60% less energy, saving \$2.9 million in energy and maintenance costs over 20 years.

We upgraded the lanterns and traffic signal controllers at the High Street/Lynnwood Parade intersection and High Street pedestrian operated signals near Mayfair Avenue in Templestowe. The upgrades will ensure reliable service of these traffic signals for years to come.

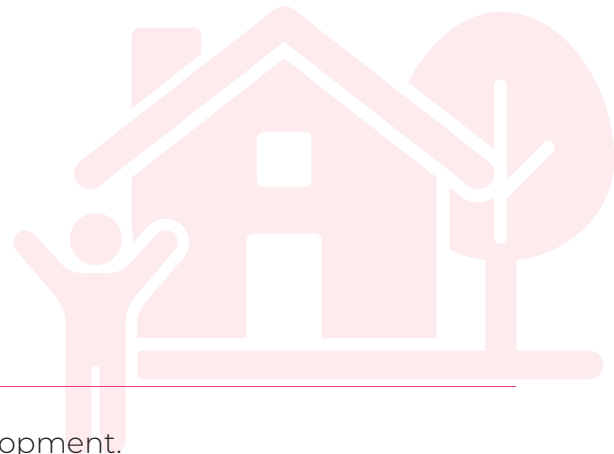
We received 204 stormwater drainage applications and attended 808 drainage site inspections.

We installed 16 new street lights and replaced over 1,000 existing street lights with energy efficiency LED lamps.

We conducted over 40 parking reviews and implemented parking restrictions as required.

We responded to 1,519 enquiries relating to parking, traffic and public lighting.

We received 1590 of stormwater drainage applications and conducted 6300 site inspections.



We responded to over 3500 enquiries relating to development.

We constructed 10,014 metres of outfall drains and 724 new stormwater drainage pits as part of new developments.

We welcomed children attending Tunstall Square Kindergarten to leave their mark in the newly laid concrete path in St Clems Reserve, Doncaster East.

We renewed 7.4kms of roads in areas including Doncaster, Warrandyte and Park Orchards.

We resurfaced 12000sqm of car parks (over half an MCG in size) including Zerbes Reserve and Macedon Plaza.

We created 2.1kms of new footpath including:

- Aviemore Avenue/Granard Avenue link to Park Orchards Primary School
- Church Road North – link into Ruffey Lake Park
- Springvale Road Dellview main road link, including to bus connections
- Andersons Creek Road west between Reynolds Road and Heidelberg Warrandyte Road.

We ran infrastructure and behaviour change projects to encourage the uptake of active transport as part of our Manningham Bicycle Strategy. We further supported bicycling with the Main Yarra Trail extension project progressed and participate in the Eastern Regional Trails Strategy Working Group.

We advocated for the protection of community amenity through reviews of more than 230 detailed design packages and 220 traffic management plans associated with NELP works. We also attended four workshops to discuss the Urban Design Landscape Plan and made one submission in response to the plan.

We renewed 10 playspaces at Stiggant, Astelot, Cat Jump, Donvale, Joroma, Ted Ajani, Hodgson, Morna, Michael and Kerry Reserves.

We completed the Cat Jump Park Masterplan, which includes a basketball court, hit up wall and fitness station.

We completed the Swanston Reserve skate park expansion, including a new basketball/netball court.

We built a new public toilet facility at Ruffey Lake Park with construction underway on the Donvale Reserve public toilet upgrade.

We completed a new ninja fitness course and yoga deck at Ruffey Lake Park, Templestowe, and commenced the construction of the Victoria Street adventure playspace upgrade.

We progressed our work to construct and establish a new park and playspace at Hepburn Reserve in Doncaster. The new park will officially open later in 2024.

We commenced the preparation of a new Residential Strategy to help us manage residential development.

We started to prepare Activity Centre Design Guidelines to provide direction for growth and development in our neighbourhood activity centres.

We experienced more than 40 additional bookings per month by hirers of our community spaces. Bookings at our 46 hireable spaces improved from 10,656 in 2022/23 to 11,157 in 2023/24, helping us reach a five year high in venue utilisation.

We completed the \$1.5 million Tunstall Square Kindergarten Expansion project, including landscaping improvements to the Maternal and Child Health Centre and a new pedestrian path into St Clems Reserve.

We completed the Community Infrastructure Plan, which outlines a broad vision for our community infrastructure to meet future community needs.

We completed the first part of our Early Years Infrastructure Plan which guides our investment and facility provision for Council owned early years infrastructure.



We completed floodlight upgrades at Ted Ajani Reserve, Donvale Reserve and Serpells Reserve.

We completed tennis court resurface and floodlighting works at Donvale Tennis Club, Park Orchards Tennis Club, Koonung Park and Templestowe Park Tennis Club.

We upgraded the cricket nets at Donvale Reserve's Northern field.

We received over \$160,000 in grants from various sources including the Victorian Government, Tennis Victoria and Cricket Australia to support sport and recreation facility improvements across Manningham.

We developed the Tom Kelly Athletics Track Usage Plan, which guides how to maximise the use of the facility and balance user group and community needs.

We assessed 178 properties to ensure onsite wastewater systems were compliant.

We performed quarterly water sampling on 14 sites throughout Manningham.

We achieved a developer-funded retarding basin for a development on Newmans Road, Templestowe.

We progressed key road construction projects, including the Jumping Creek Road and upgrade to Templestowe route between Templestowe Road and Fitzsimons Lane, including Parker, Swilk, James and Anderson streets.

We constructed footpaths and shared paths at Hovea Street, Wood Street, Tunstall Square and Anderson Creek.

We upgraded bus stops at 52 King Street, 42 High Street and 115-119 Manningham Street.

We completed safety and amenity works at Macedon Square, Tunstall Square and Jackson Court.

We completed the Foote Street pedestrian operated signals.

We upgraded the MC Square facade.

We completed the construction of the new Deep Creek Pavilion.

We started works at the Tram Road and Merlin Road signalised intersection.

We patrolled approximately 130 reserves and park to ensure dog owners met their responsibilities, such as having their dogs under effective control and carrying a suitable device to pick up after their dogs.

At the Victorian Civil and Administration Tribunal, we represented our community on four significant matters.

We established the Liveable Places and Spaces Advisory Committee. The committee is made up of community representatives and meets four times a year to discuss matters related to land use planning, open space, land use, transport, environment and urban design.

We completed 27,326 hard waste collections.

We continued our maintenance and enhancement projects at sporting areas, actively encouraging the community to engage in healthy, active lifestyles. This commitment includes the upkeep of 32 sporting reserves and numerous other sports facilities.

We continued our management of nearly 100 conservation areas, providing residents and community members with opportunities to connect with nature and natural environments.

We designed, planned and started works on the redevelopment of the Templestowe memorial site and Warrandyte RSL sites.



We continued to implement the Electric Line Clearance Management Plan as part of Energy Safe Victoria's Electric Line Clearance regulations. The Plan requires us to actively manage vegetation distances from powerlines. This initiative aims to mitigate safety issues and provide a safer environment, particularly in bushfire-prone areas.

We endorsed our Affordable Housing Policy to increase the supply of housing for members of our community on very low, low to moderate incomes who can't afford housing in the mainstream property market.

We continued to plan, develop and program our facilities and spaces to enhance the community's access to health, wellbeing and social activities.

We proceeded to prosecution on 60 matters, including breaches of the *Planning and Environment Act 1987*, the *Domestic Animals Act 1994*, the *Local Law*, the *Road Safety Act 1986* and the *Environment Protection Act 2017*.

Our advocacy work on behalf of our community continues to mitigate negative impacts on access to open space as a result of North East Link.

We made a formal submission to the Victorian Government Department of Transport and Planning on their 'Modernising car parking rates' discussion paper.

We circulated more than 20 advocacy letters on transport matters including buses, SRL, NELP, and road improvements.

Challenges

Our resources continue to be stretched as we respond and action all building safety concerns referred to us by Cladding Safety Victoria as part of the Victorian Government Combustible Cladding Program to ensure the safety of residents.

Our resources continue to be stretched as we implement the ongoing Victorian Government swimming pool and spa program. The program requires all pool owners are required to submit a safety compliance certificate on a four yearly cycle.

Many of our buildings are older and upgrading them poses a challenge, as many require substantial replacements or other major works. Auditing and assessing the sites allows us to better understand and manage our building portfolio.

We continue to face public land encroachment issues where property owners extend their private property boundaries or build over public land. Dealing with these matters put additional pressure on our resources.

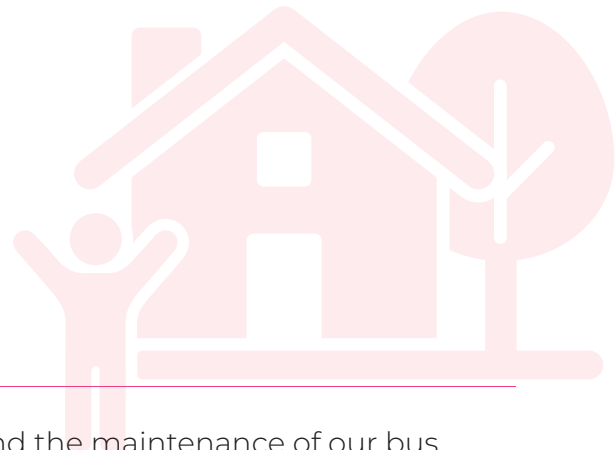
Community safety remains a key concern within our community. We continue to address pedestrian safety and public space lighting in the evening.

Our community continues to be impacted by traffic and parking congestion during peak time around school zones. We continue our work with the local schools to address these concerns.

We hear our community's concerns about road congestion and safety on major roads. We continue to advocate to the Victorian Government's Department of Transport and Planning regarding road upgrades and safety improvements.

We are working hard to manage and minimise overland water flow from surrounding drains, roads and properties.

We have experienced increased demand for new and upgraded footpaths and drainage. We prioritise projects and work within our budget to meet our community's needs.



Advertising revenue can no longer sustain and self-fund the maintenance of our bus shelters. This has resulted in challenges in the maintaining the level the shelters while we work towards a more financially sustainable and cleaner solution.

We have continued to work through building site compliance, working with contractors and developers to improve their practises to secure increased amenity for our community during construction.

We continue to work with external service authorities (water, gas, NBN) to ensure when works are completed the streetscape is left in an acceptable condition.

We have experienced increasing numbers of discarded shopping trolleys throughout Manningham. We continue to work together with shopping trolley providers and owners to address the issue.

We have experienced increased animal impoundments and surrenders due to cost-of-living crisis.

We continue to experience increased costs and reduced contractor availability which impacts our ability to upgrade and maintain community infrastructure.

We received 816 complaints about unsightly or safety inspections of properties. We undertook investigation and compulsory clearance works on 17 properties due to non-compliance.

Dog attacks continue to affect community safety. We investigated 172 dog attacks/rush related matters in 2023/24.

The release of the Victorian Government Housing Statement in September 2023 included changes within the Manningham Planning Scheme. These changes were made without consultation with Council or the community.

The Victorian Government's release of a housing target outlines a plan for 39,000 new dwellings in Manningham by 2051. We are concerned for Manningham's capacity to accommodate this level of residential growth.

We are unaware of the status of several major Victorian Government reforms including a review of the *Planning and Environment Act 1987*, Plan for Victoria, ResCode, Carparking Requirements and Ecologically Sustainable Development (ESD) roadmap. Updates to these documents will have significant impacts on our work and the Manningham community.

The Victorian Government's project timelines for the Doncaster stations as part of the Doncaster as part of the State's Suburban Rail Loop (SRL) project have been delayed. We experience uncertainty due to a lack of bipartisan support for the project.

The continued increase in demand for Community Halls has resulted in ongoing planning, scheduling and rostering to ensure community expectations are met.

The Victorian Government kindergarten reforms have prompted the need to develop the Early Years Infrastructure Plan to ensure our facilities can meet anticipated demand.

Ongoing demand for recreation and sport facilities continues, resulting in detailed planning to ensure adequate future facility provision.

From parks to urban villages: Our commitment to liveable space

We are passionate about supporting liveable places and spaces in our community through enhanced parks for people to enjoy and responsible development to accommodate our growing population.



Our Ruffey Lake Park Landscape Masterplan was endorsed in 2021 and aligns with our goal to enhance parks and open spaces while fostering well-connected and inviting community areas.

We are working to bring our Masterplan to life, with an upgraded playground, tree planting, new Ninja Warrior course, yoga deck, look out spaces, new suite of park signage, an improved Disc Golf course, tree planting, pedestrian path improvements and a new sculptural artwork.

We commenced construction works to upgrade the Victoria Street Playground to include a giant basket swing, a lookout tower and slide, a rope balance circuit, an all-abilities spinner, and an expanded sand and water play area. We added seating and landscaping to make it a great place for all family members.

A new Ninja Warrior Course has created a destination exercise feature within the park. “Ruffey Lake Park is a much-loved favourite for my kids,” local resident Jess said.

A new yoga deck/lookout space at Boulevard Hill offers stunning lake views and includes a shelter, picnic tables, public artwork and a versatile space for yoga and meditation. The significant upgrades to the Boulevard Hill precinct, including the Ninja Warrior course, were delivered in part through a partnership with the Victorian Government.

“My new favourite place” and “Looks amazing” community members said about the new lookout deck.

Thanks to our partnership with the Victorian Government, we also completed the upgraded Disc Golf course featuring 18 improved holes and new launching pads.



How you can get involved

- Find out more at Ruffey Lake Park
manningham.vic.gov.au/parks/ruffey-lake-park



What we did to support a resilient environment

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

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.

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:

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

350
PARKS AND
RESERVES



163
PLAY SPACES

Including
destination parks and
playgrounds



Council mows,
maintains and waters

440HA

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



4000
hectare green
wedge



18%
OF MANNINGHAM



64.7KM
OFF-ROAD PATHS



51
ENDANGERED
ANIMAL AND
PLANT SPECIES

**RESIDENTIAL AND
COMMERCIAL WATER
USAGE** is high at



66L

Per household per day

Electricity consumption

6.2kWh/DAY

(EMR average is 5.4
kWh/day)





What we delivered

We continue to support electric vehicle use in Manningham. We reviewed electric vehicle infrastructure across the municipality and installed EV charging stations at the Depot and Civic Centre for council vehicles. We increased our EV fleet to 9 fully electric vehicles, 4 PHEV's, 54 hybrid vehicles and 7 hybrid trucks.

We continued to work towards our target of net zero emissions by 2028 for Council operations. We upgraded lighting at MC Square and Civic Centre and installed new energy-efficient heating and cooling at many community buildings.

We investigated sustainable alternatives for waste and reuse. This review included looking at reusing drain cleaning debris in new recycled concrete paths.

We sent over 2000 tonnes of street sweeping and open drain material to be repurposed into graded organic soil.

We maintained our EPA compliance on our closed land fill site.

We reduced our environmental impact and protected our water through investigation and resolution of drainage issues, including inspections, consultation, analysis, referrals, and capital improvements. We also provided flood level advice and drainage improvement works.

We introduced new rules for cats in April 2024 to help protect the welfare of cats and wildlife. The new rules require pet owners to confine their cats within the boundaries of their property. We developed a comprehensive education and communications program to support these changes.

We extended our Car Share Trial and published our Car Share Policy to support more sustainable transport modes in accordance with our Transport Action Plan. We have seen a significant uplift in usage of the new Bulleen Park and Ride Facility that was constructed as part of NELP.

We have commenced preparation of our first Thematic Environmental History, which focuses on a description of the factors that have contributed to the culture and development of our municipality.

We have commenced preparation of our Integrated Water Management Strategy and have reviewed a range of priority projects that could form part of the action plan.

Manningham Youth Services ran the Youth Fest 2023 'Waste Not' Clothing Swap, funded by the Victorian Government to encourage clothing upcycling.

We provided continuous learning opportunities for our staff to keep updated on the latest water sensitive urban design proprietary products used for developments in design and construction.

We ran the Sustainable Schools Program at Currawong Bush Park to provide environmental education to students from over 15 primary schools. We also held the Lead to Sustain Program, hosting 240 students from across 12 schools for a day of intensive environmental education and engagement.

We ran the Solar Savers Program which encourages residents to install solar and batteries on their homes. A series of in-person sessions educated residents to enable residents to better understand the benefits of household renewable energy in lowering bills and reducing emissions.

We held sessions with all service leaders across Council to ensure our Climate Emergency Action Plan was embedded within our service planning and a climate lens was applied to service delivery. This process enables climate risk to be considered and promotes climate resilience for our community.

We rolled out our Food Organics Garden Organics (FOGO) program, resulting in an increase in FOGO tonnages of 160%. To begin the program, we delivered 43,812 kitchen caddy kits including a FOGO manual and a roll of 150 compostable green liners to residential households.

We introduced a new litter team responsible for proactively collecting litter, investigating dumped waste, gathering evidence and notifying enforcement officers regarding illegal dumping.



We hosted our largest Waste Drop Off Day, where over 1000 residents dropped off a range of items including e-waste, cardboard, polystyrene, paint, x-rays and batteries for free. We received:

- 68 cubic metres of polystyrene
- 2.78 tonnes of cardboard
- 159 car batteries
- 18,770kg of e-waste
- 10,000kg of paint
- Over 100 gas cylinders.

We were the first Council in the north to introduce the Victorian Government's Container Deposit Scheme, which we commenced in November 2023. There are five sites where our community can return eligible containers for a 10c refund. It has provided an opportunity for local organisations such as local charities, schools, community groups, not-for-profits, sporting clubs or educational and environmental organisations to fundraise.

Our staff were joined by 36 enthusiastic community members to participate in Clean Up Australia Day. This year the clean-up event was held along the Warrandyte River walk. Participants collected 16 bags of recycling and 30 bags of litter.

Our five clothing and toy swaps promoted the reduction of clothing waste and were attended by 715 people.

We ran free Garden Waste Disposal Days for residents who live in Bushfire Prone areas to assist them to remove additional garden waste from their properties. Our 2023 events had a total of 302 attendees and processed 480 cubic metres of garden waste.

We experienced a decrease in garbage tonnages of 50%.

We have continued to implement Manningham's Street Tree Planting Guide to combat the urban heat island effect and create a cleaner, more calming environment to live in.

We ran a comprehensive education and communications campaign to promote Food Organics Garden Organics (FOGO), including:

- A new FOGO website page including guides and dedicated FAQs.
- Sixty information sessions for community groups, residents and learning centres.
- Recruiting community FOGO champions.
- Creation of four 'how to videos', FOGO milestone reels and other social media posts.
- Translation of FOGO brochures into six languages and easy English.
- Designed bus shelter posters, A-Z guides, flyers, banners and surveys.
- Information sessions at market stalls, information stands and residents and school talks.
- Facilitated tours to Bio Gro organics processing facility.

We grew 15,000 trees and plants in our council nursery.

We developed plans for Manningham's first sensory garden, to be planted in 2024/25.

We ran a National Tree Planting Day activity at Ruffey Lake Park.

We actively implemented the endorsed our Tree Amenity Policy, ensuring the protection of public trees by assigning a financial value to them. This measure is enforced when community members or developers damage or request the removal of public trees.

We planted 2430 trees and responded to 4079 tree-related requests.

We responded to 753 park maintenance requests and 509 landscape maintenance requests.

We mowed 141 acres of open space.

We hosted a Climate Action Coffee and Chat with multiple agencies and Nillumbik Council to discuss how we can reduce our climate impact and prepare for extreme weather caused by climate change.



Challenges

The autumn seasons are challenging for the street sweeping crew to keep on top of customer demands. In 2023/24 we received 567 requests for street sweeping.

Ongoing maintenance of historic tip sites continue to put pressure on our resources.

We experienced increases to the cost of our waste disposal services. In our 2024/25 Budget, we have frozen the waste service charges for rate payers, meaning rate payers charges will not increase, keeping them well below the 4.8% increase in the cost to deliver waste services.

More frequent and higher impacts storm events associated with climate change is putting pressure on our existing drainage infrastructure. In 2023/24, we received 1851 drainage requests.

Our community's ability to choose more sustainable transport options is limited due to buses being the only public transport in Manningham. We meet regularly with the Department of Transport and Planning to discuss buses, and further our advocacy work through groups including the Metropolitan Transport Forum and Eastern Transport Coalition to encourage other transport options.

The continuing impacts of climate change and population growth have led to increasing and emerging challenges for the environment and our liveability.

We face challenges to promoting and empowering our community to take action on climate change. Carbon emissions for Manningham are 99.8% community emissions. We are finding the best ways of partnering with us to achieve our goal of zero emissions from our community by 2035.

We continue to work to enhance our community's understanding of stormwater from a waste for disposal to a valuable resource.

A small number of private landowners continue to undertake illegal vegetation removal which impacts our biodiversity and environment. We continue to penalise illegal vegetation removal.

We continue to advocate for the Doncaster Park and Ride redevelopment as part of NELP to be undertaken as a mixed-use Transit Oriented Development. This would mean easy access to public transport, walking and cycling to mitigate challenges associated with population growth, Victorian Government housing targets and economic feasibility analysis. Currently only a like-for-like upgrade is proposed.

Educating our community on changes in garbage bin collection frequency and the introduction of the FOGO service has been challenging. To help us, we have communicated the long-term goals which need to be achieved by implementing the Recycling Victoria – Circular Economy Policy. While we continue our waste education programs, we have still found contamination of 5% in the recycle bins and 4% in the FOGO bins, indicating more work can be done to educate our community on waste.

The climate emergency requires urgent action by all levels of government. Our changing climate will further challenge an already stretched sector, with a likely increase in resources needed to prepare for, respond to and recover from emergencies.



Championing greener futures

We started the Inspired Living Series to provide residents with valuable opportunities to explore new live sustainably and support our local environment.

Along with a variety of hands-on activities, such as toy, clothing and food swaps, the series also featured seminars, webinars, and talks from industry experts on a collection of sustainability topics.

The program of free events encourages residents to make positive lifestyle changes as we work towards our climate targets of net zero emissions by 2028 for Council operations and net zero by 2035 for community emissions.

A highlight of the series was the keynote speaker events at the Manningham Function Centre, which inspired and motivated attendees to adopt impactful lifestyle changes and deepen their connection to nature.

Renowned author, podcaster, and climate change advocate Sarah Wilson delivered the *This One Wild and Precious Life* event. Her powerful presentation was based on her award-winning book. Her session encouraged attendees to embrace a new way of living and highlighted the urgency to address climate change.

“This event opened my mind to a new way of living,” participant Amanda said.

The *Manningham's Weather and Changing Climate* event comprehensively examined local weather patterns and biodiversity.

The event featured:

- Nate Byrne, weather presenter on ABC News Breakfast, who discussed the latest climate modelling and its effects on Melbourne's weather.
- Professor David Karoly, a climate change expert, who explored recent climate science and strategies to mitigate catastrophic climate risks.
- Dr Greg Moore, a biodiversity specialist, who examined how Manningham's changing climate impacts local biodiversity.

These events underscored our commitment to environmental sustainability, aligning with our goals of protecting and enhancing the environment and biodiversity, reducing environmental impact, and adapting to climate change.

We share our community's passion for these issues and remain dedicated to proactive conservation and sustainability efforts.



Sarah Wilson presenting as part of the Inspired Living Series.



Left to right: Nate Byrne, Professor David Karoly and Dr Greg Moore discussing Manningham's weather and changing climate.

How you can get involved

- Find out more about our sustainability programs
manningham.vic.gov.au/about-council/environment-and-sustainability
- Sign up to Manningham's What's On E-newsletter
manningham.vic.gov.au/protecting-our-environment/protecting-plants-and-ecology



What we did to support a vibrant and prosperous economy

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

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

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

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



61,756

**RESIDENTS
ARE EMPLOYED**

3 in 5

Are in the labour force



36%

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

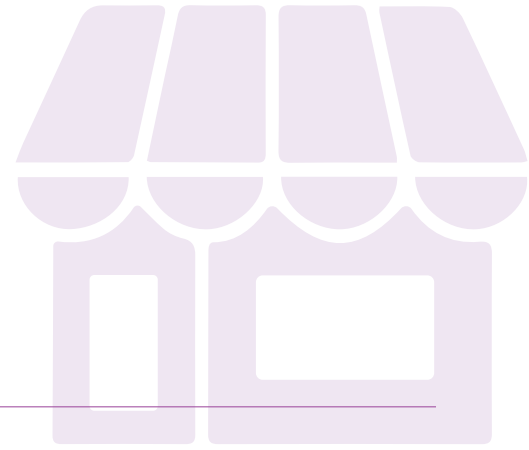


OVER
13,000

Local businesses
are registered



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



What we delivered

Council endorsed the Economic Development Strategy 2023-2028.

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

We worked with businesses and community groups to support the development of social enterprises that focus on providing sustained meaningful employment for people living with a disability.

We created the Trader Group Partnership Program to support the development and advancement of trader groups in our activity centres.

We continued to work in partnership with traders to form the Jackson Court Trader Association to support development and delivery of economic and community initiatives.

We continued to establish relationships with traders at activity centres to provide a platform for their concerns to be heard.

We partnered with Onemda to provide employment pathways for people living with a disability including at the Embrace Café.

We selected a site and appointed an architect for the creation of a Coworking Business Hub.

We undertook initial scoping for Placemaking projects designed to activate activity centres.

We audited our street banners to remove, repair, and replace damaged poles while installing new Manningham banners to bring colour and vitality to our activity centres.

We continued to offer our business support program to provide local businesses with a range of resources, tools and information to help them succeed.

We facilitated our Speed X program, which matched 40 employers with over 150 students from six local schools to discuss career pathways.

We hosted a Starting Your Small Business workshop in partnership with Business Victoria.

We facilitated Business Victoria's Small Business Bus to visit Manningham to assisted local businesses with free mentoring sessions

We ran the Buy Local campaign on the Find Your Local Instagram platform in December 2024 to February 2025, encouraging residents to explore their local activity centres and favourite places of interest.

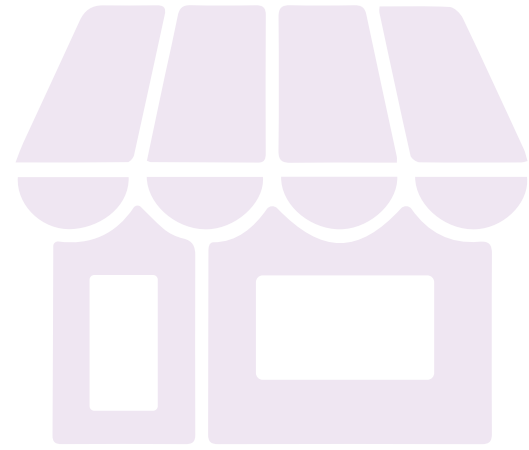
We continued our Digital Accelerator Program facilitating sessions for local businesses to attend workshops and personal mentoring sessions.

We continue to collaborate with traders to implement safety improvements in activity centres.

Challenges

The development of Activity Centres involves works required on both public and private land. Any perceived negative factors can impact on the look and feel of the centre regardless of whose land it is. The challenge is to negotiate with multiple stakeholders to gain a consensus on what is most beneficial for the entire Activity Centre

We continue to make improvements at our Activity Centres to increase visitation. We continue to engage with stakeholders in our Activity Centres to balance competing views and reduce negative impacts while we undertake our work.



Activating Activity Centres

Manningham's 39 Activity Centres are places where our community can gather, enjoy and support local traders and our economy.

Activity Centres support local businesses, employment opportunities, higher-density housing and public transport. Many businesses and services depend on population density to thrive.

We are passionate about supporting our Activity Centres to thrive through infrastructure upgrades, events and Traders Associations.

Traders Associations are groups of traders who come together to work collectively to promote and grow their centres, benefiting businesses and the community.

The Jackson Court Traders Association in Doncaster East was officially formed in September 2023. We have provided the Association with registration, governance, communication, and business development support.

The Association advocates for traders, collaborates with the Council, pursues funding opportunities and creates initiatives to promote the centre.

“Council’s involvement in helping form the Association has been paramount in helping guide us towards our goals,” Vice President of the Jackson Court Traders Association, Phil, said.

The Jackson Court Traders Association has developed a two-year Strategic Plan that outlines its purpose and goals.

“Uniting traders brings everyone together to benefit the centre,” Phil said.

The Trader Association will run events and initiatives that enhance the centre’s vibrancy and attractiveness, such as the Halloween Spooktacular event.

We have invested in infrastructure and signage to help promote the centre to the community and provide a funding mechanism to support the association.

Partnerships between Council and Traders Associations help to create a lively and vibrant place for our community to gather and local traders to thrive.



Members of Jackson Court Traders Association (left to right) Diana, Phil, Con and Jess.

How you can get involved

- Find out more about our Activity Centres
manningham.vic.gov.au/vibrant-villages-activity-centre-action-plan



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.

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.

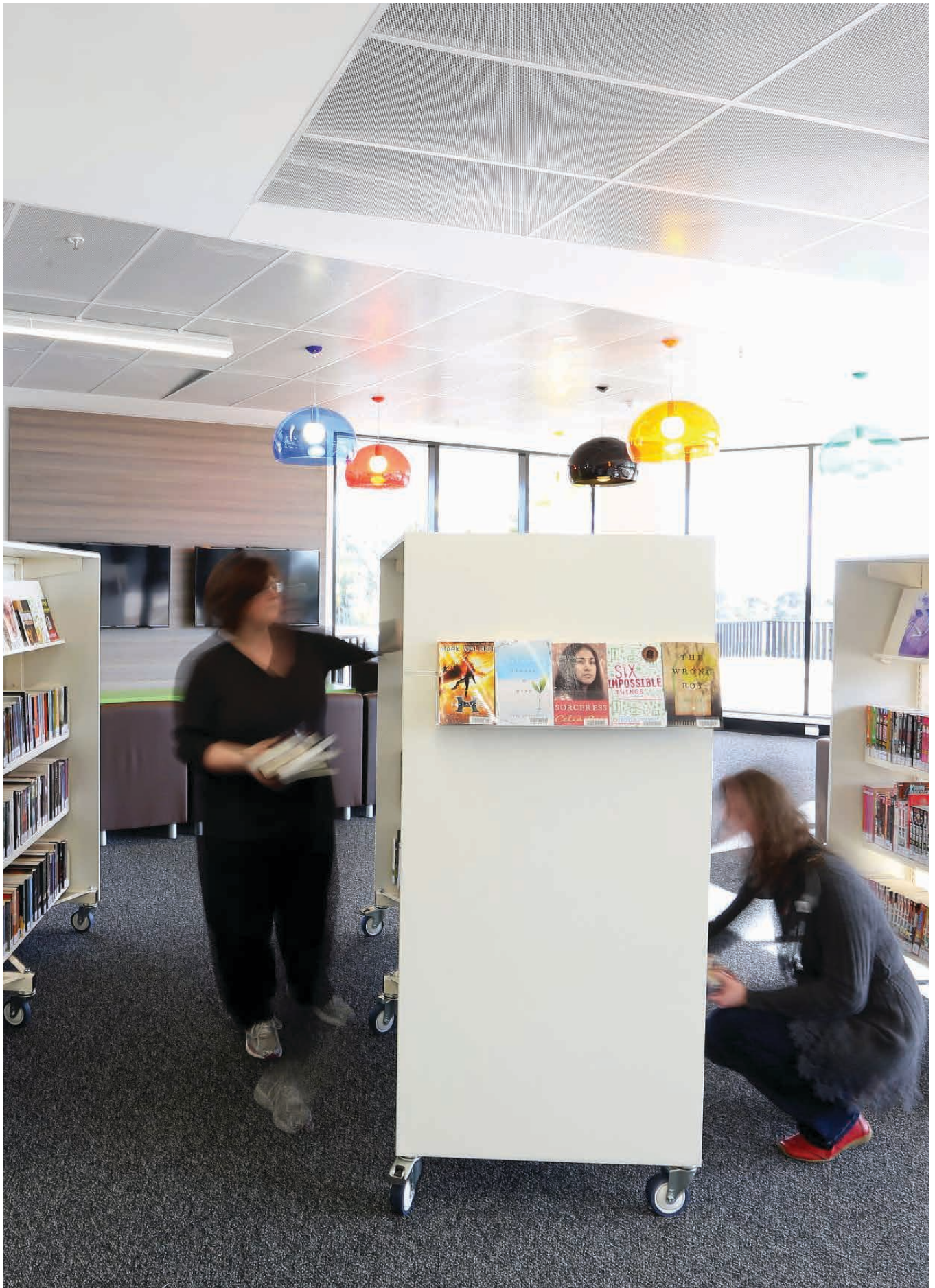
Our residents have told us they want to be kept up to date with our services, initiatives, actions and programs.

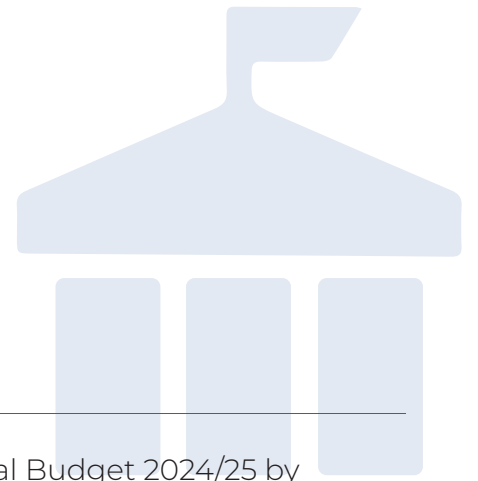
From our conversations with our community, we have committed to working towards the following goals:

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

What 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.





What we delivered

We engaged with our community as we developed our Annual Budget 2024/25 by asking for input on how they would like to prioritise spending through a community survey. We then invited community members to pitch their ideas to Council. More than 80 ideas were pitched as part of the process, and overall, approximately 800 people took part in the consultation process, a significant increase on previous years.

We were transparent in our efforts to protect and maintain our assets, including:

- Publishing and updating our Asset Management Plan.
- Completing an asset management audit.
- Completing the annual National State of the Assets Reports.
- Adopting the Institute of Public Works and Engineering NAMS+ standard to better manage and report our assets.
- Delivering 100% of the capital works projects.

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

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

We continued with our cyclical asset condition inspection programs, completing the annual drainage inspection component and commenced the building condition assessment.

We continued to document and standardise the procedures and reports required to support other service units and to meet Victorian Government requirements.

We processed 746 planning applications, with 88% of standard stream planning applications processed within the required 60 statutory days and 98% of VicSmart planning applications processed within 10 business days.

We approved a planning application for the use and development of the land for a wastewater recycling facility in Tram Reserve with a development cost of \$38 million.

We improved our ability to meet and collaborate safely by introducing conference call functionality into Civic and Depot Meeting Rooms and the Council Chamber.

We increased our transparency by introducing customer service performance and environmental outcome reporting in our Quarterly Report.

We received a commendation from the auditor on our service performance information.

We established three distinct teams to manage our facilities, assets and fleet to better serve our organisation and community.

We started engagement on our new Council Plan to ensure our community's voices are represented in how we plan and deliver our services and initiatives.

We implemented a Customer Service Quality Assurance program to improve call quality ensuring a consistent call experience for customers.

We released a tender to procure annual supply drainage contractors. This will allow our team to be more efficient and effective when procuring contractors for Minor Capital Drainage works.

We continue to provide and improve communication with our residents about upcoming works. Providing them with details of the works and direct contacts for further information helps our residents feel informed and plan accordingly.

We participated on a steering committee with Environmental Protection Authority and the Department of Energy, Environment and Climate Action to review and improve the Victorian Government's approach to onsite wastewater management.

Animal Welfare Victoria completed a comprehensive audit of our Animal Pound and deemed it compliant with relevant legislation and code of practice.



We participated in information sessions facilitated by Friends of Manningham Dogs and Cats about the introduction of the Cat Confinement Order on 1 April 2024. The session educated cat owners on the importance of keeping their cats confined to their premises and also provided tips to help cat owners transition their animals' confinement. Council City Safety Officers answered questions and provided advice.

We audited more than 200 bus stops and shelters and strengthened our focus on managing and recording our bus shelter delivery priorities. This will help us maximise efficiency of resources and meet current community needs.

We undertook extensive community engagement on the Residential Discussion Paper and Activity Centre Design concepts. We received 395 completed surveys were completed from our community. The engagement included five pop-up events at shopping centres and markets, two focus group sessions, seven Advisory Committees and presentation at the Manningham Business Breakfast Network.

We established a new Community Participation Department to support the health and wellbeing of residents through the provision of community facilities, spaces and programs.

Improvements in average utilisation (hours booked) and booking volume (total bookings) within bookable community facilities had a positive impact on our financial performance.

We reviewed our Youth Services delivery to ensure they meet the needs of our community.

We delivered leadership development programs across our organisation to ensure effective leadership and best value for our community.

We progressed the implementation of a new human resources information system to help our recruitment, staff on-boarding, performance management and professional development.

We procured a new provider for our Employee Assistance Program, which offers a wellbeing portal along with increasing the number of sessions available to staff and Councillors.

We established inclusive employment guidelines to support our approach to diversity and inclusion within our recruitment process.

We delivered on our Reconciliation Action Plan and Gender Equality Plan actions, improving our approach to providing a respectful workforce.

We commenced enterprise bargaining for our new Enterprise Agreement.

We established a Community Grants Assessment Panel to help administer our Community Grants Program.

We received 14,279 calls regarding waste and litter services and resolved 4,333 requests relating to waste, litter and illegal dumping requests with an average response time of 48 hours.

We successfully recruited 25 new staff members to our support our organisation and community in the event of an emergency. We rolled-out a mandatory introduction to Emergency Management to our staff training program and delivered multiple training sessions to boost the capability of the team.

We worked with six other councils in Eastern Metropolitan Region to develop a joint Municipal Relief Plan.

We engaged with Wurundjeri people, the Country Fire Authority and Forest Fire Management Victoria to develop draft Controlled Burning Policy and procedures (Fire as Land Management Tool – Policy and Procedures).

We were successful in achieving a Federal Risk and Resilience Grant to build capacity in the Green Wedge.



We completed a review of the Manningham Municipal Fire Management Plan in partnership with Country Fire Authority, Fire Rescue Victoria and Forest Fire Management Victoria.

We started a Social Enterprise Pilot Program to support businesses that tackle social problems, improve communities, provide people access to employment and training or help the environment.

We engaged with North East Link Project (NELP) and other agencies to protect concerns around residential amenity and community health associated with the works. This included reviewing the Independent Environmental Auditor's assessment reports on NELP's environmental performance.

We received recognition from several key organisations for our support of a range of community functions and events. This included Make-A-Wish Australia, Eastern Community Legal Centre, Eastern Health and Ambulance Victoria.

We endorsed the Pricing Policy for use of Council Active Open Space. This Policy governs the fees and charges applied for use of Council's outdoor sporting infrastructure including sports fields, netball courts and pavilions.

We established a new Healthy Ageing team to improve the health and quality of life of older adults in Manningham.

We facilitated our Youth Advisory Committee to represent the voice of young people and provide valuable input into Council strategies and policies.

We facilitated several advisory committees to represent our community including the Gender Equality and LGBTIQ+ Advisory Committee, Multicultural Advisory Committee, Health and Wellbeing Advisory Committee and Disability Advisory Committee.

We ran our annual Community Photo Competition with 350 entries received featuring photos from across Manningham.

We produced six editions of our *Manningham Matters* magazine distributed to all Manningham households and businesses.

We started a review of our *Manningham Matters* publication to make sure it meets the needs of our diverse community. This review will be completed during 2024/25.

We continued to look at ways to improve the accessibility of our communications. This has included trialling translated language options on our letter templates and on our Your Say Manningham website as well as producing Easy English versions of our key documents.

We made ongoing content and feature enhancements to the website to ensure users can find what they need.

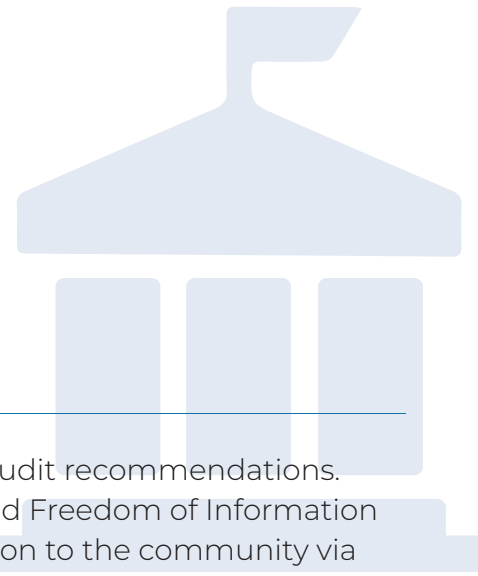
We increased the number of followers on our social media channels by 5,420. We published 1,230 social media posts resulting in 190,000 engagements with an additional 454,000 actions and 111,111 through paid advertising.

We continued to improve our intranet to help staff with knowledge sharing across the organisation.

We supported staff understanding of inclusive language to better communicate with our diverse community.

We approved a new Technology and Data Strategy, which includes technology governance and a roadmap for key technologies and additional enhancements to our core technology services.

The Victoria Auditor General's Office (VAGO) conducted an External Information Technology Audit and identified no issues.



We implemented all of the 2022/23 Freedom of Information Audit recommendations. We improved the governance and management of privacy and Freedom of Information protocols and introduced proactive public release of information to the community via our website.

We strengthened our IT Security platforms and recruited an IT Cyber Security Analyst.

An external audit for our Data Security and Management was undertaken, and we have started implementing the recommendations.

Challenges

We continued to experience challenges to the supply of vehicles due to a global supply shortage. We expect to see improvements in 2024/25.

We found it challenging to recruit staff with required experience and expertise to fill some critical roles.

We experienced a reduction in external funding, primarily from the Victorian Government.

We need to continue to enhance and resource engagement with our community to better understand and meet their needs.

We continue to work hard to enhance our community's understanding of the role and responsibility of council. For example, some roads in Manningham are managed by Council while others are managed by the Victorian Government.

We have continued to work through building site compliance, working with contractors and developers to improve on-site practises through information and discussion to gain increased amenity for the community during building process.

We experienced increased costs to deliver our capital works program. This makes it increasingly challenging to improve infrastructure for our community within the available budget.

We experienced challenges in rehoming animals (predominantly cats), due to the hangover effects of COVID-19 and an oversupply of animals needing rehoming. Unfortunately, this is a state-wide issue facing all pounds and shelters.

We continue to face challenges recruiting critical roles such as School Crossing Supervisors. We use our Local Law Officers to back fill these roles, which removes them from other duties. The total number of operational shifts covered by Officers for the financial year 2023/24 was 567.

Compliance with changing legislation and government reporting continues to place additional responsibilities on our staff to meet and administer. To respond to the introduction of new legislation or guidelines we must update our systems and processes and train our staff to ensure we can support compliance.

There are changing expectations employees and candidates applying for positions within our organisation. We are looking to improve our employee value proposition so we can promote the many benefits to working for Council so we can retain staff and attract strong applicants.

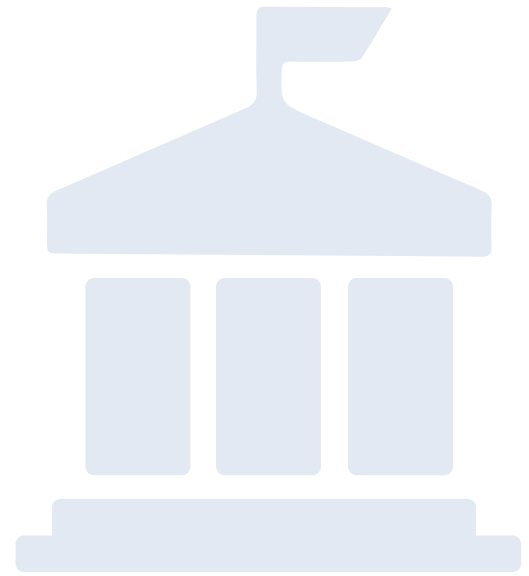
It has been challenging to manage the increase in costs for major events, like Carols by Candlelight.

Councils are expected to fill Municipal Recovery Manager (MRM) and Municipal Emergency Management Officer (MEMO) to support the community in the event of an emergency. We continue to call on the Victorian Government to better support us with dedicated training for statutory emergency management roles.

Finding a balance between cost-effectiveness and quality engagement remains a challenge.

A pathway to success

We recently launched a graduate program, attracting over 800 applicants eager to begin their careers in local government.



Following a thorough selection process, we welcomed five new graduates who have started roles across City Planning, City Services, and Experience and Capability.

This program offers recent graduates valuable experience in roles related to their fields of study. The full-time, fixed-term positions span 24 months and provide graduates with opportunities for continuous learning, professional development, and career planning.

Chara, a Graduate Performance Analyst and 2023 Monash University graduate with a Bachelor of Applied Data Science (Honours), expressed her enthusiasm: “The opportunity to work in local government was intriguing. It provided an opportunity to work in my field while also being exposed to a large organisation.”

In her first month, Chara said “It’s a great entry to the workforce as you’re surrounded by a supportive team. I’ve been given the opportunity to get really involved in projects that will positively affect residents’ experiences with us.”

Chara's role involves working across Customer Service, Planning and Performance, and Enabling Projects, focusing on data quality in system migrations. Her contributions help enhance the efficiency and effectiveness of our services, benefiting the community directly.

"I'm all about making a real impact. I get to do work that contributes back to our community." Chara said.

Our graduate program is part of our commitment to foster innovation and improve service delivery.



Manningham Graduates Anson, Ariane, Chara, Trinity and Yang.

How you can get involved

- Find out more about career opportunities manningham.vic.gov.au/careers



Our financial performance

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

Operating position

- In 2023/24, we achieved an operating surplus of \$8.27 million which was \$3.18 million lower than the adopted budget surplus of \$11.45 million.
- The reduction in the operating surplus was mainly due to one-off restructuring costs as a result of Council's decision to transition out of Commonwealth aged care home support assessments (Regional Assessment services).
- Expenditure originally budgeted in the Capital Works Program but was classified as non-capital in nature included sustainability initiatives and LED lighting and smart lighting retrofit projects.
- The operating surplus was also impacted by a change in the timing of Financial Assistance Grants payments to Councils. The Federal Government brought forward the payment of 100% of the 2023/24 grant allocation into the prior year (2022/23). The 2024/25 grant allocation was paid in 2024/25 and not brought forward further impacting the 2023/24 result.

Within Council's surplus, there are several income items that are either restricted in use or 'non-cash' in nature. The adjusted underlying result excludes these items such as non-recurrent capital grants, non-monetary asset contributions and other contributions to fund capital expenditure (including developer and open space contributions).

The adjusted underlying deficit was \$5.54 million due to the one-off expenditure items (restructure costs and capital program costs that were non-capital in nature) and the impact of the change in the timing of Financial Assistance Grants payments to Councils.

Income

We derived our income from various sources, including rates, user fees and charges, grants, interest, and other contributions. Our total income for 2023/24 was \$161.09 million, compared to a budget of \$158.38 million.

Table 3: 2023/24 Income

Income \$'000	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
General rates	85,838	88,853	92,216	95,767	98,317	100,853	104,934
Waste charges	10,831	13,126	13,737	13,916	15,998	16,627	17,607
User fees, charges and fines	14,940	14,570	12,308	9,676	10,110	11,675	12,278
Operating grants	12,229	12,129	12,257	13,641	13,292	13,860	6,904
Capital grants	3,578	2,043	1,661	3,622	6,800	7,079	2,250
Contributions (monetary and non-monetary)	14,766	14,578	18,406	18,857	23,128	7,185	12,344
Other income	1,714	3,301	2,864	2,444	2,014	3,976	4,771
Total	143,896	148,600	153,449	157,923	169,659	161,255	161,088

Expenditure

Our total expenditure for 2023/24 was \$152.82 million, compared to a budget of \$146.93 million. In 2023/24, the main expense was employee costs, which accounted for \$58.81 million.

Table 4: 2023/24 Expenditure

Expenditure \$'000	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Employee costs	52,505	53,326	54,120	56,221	53,813	61,530	58,812
Materials and contracts	20,961	23,446	28,469	27,853	29,029	32,020	37,113
Depreciation and amortisation	20,566	21,640	23,946	26,028	26,394	29,124	32,695
Other expenses	19,736	21,036	20,586	18,859	28,303	30,984	24,202
Total	113,768	119,448	127,121	128,961	137,539	153,658	152,822

Net worth

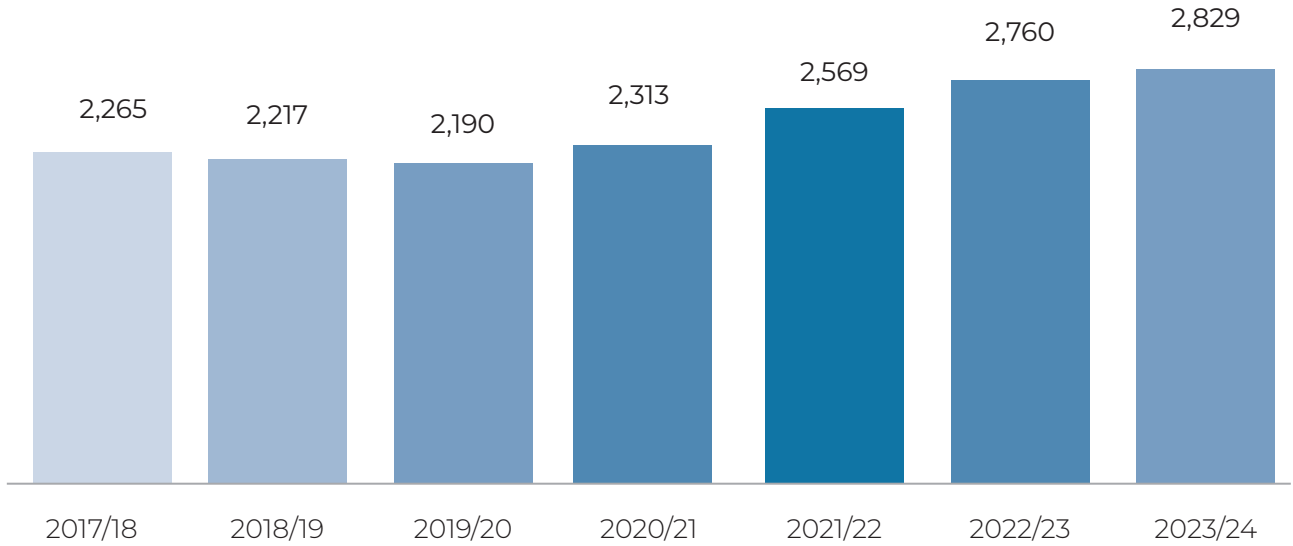
Our financial strength is indicated by net assets (what we own less what we owe). As of 30 June 2024, Council owns net assets of \$2.77 billion, including community infrastructure assets of \$2.73 billion.

Assets

Our total assets are valued at \$2.83 billion. This is an increase of \$69 million or 2.5% on the prior year and is primarily due to an increase in the value of land and infrastructure assets.

Figure 3: Total assets (\$millions)

Total Assets (\$ millions)



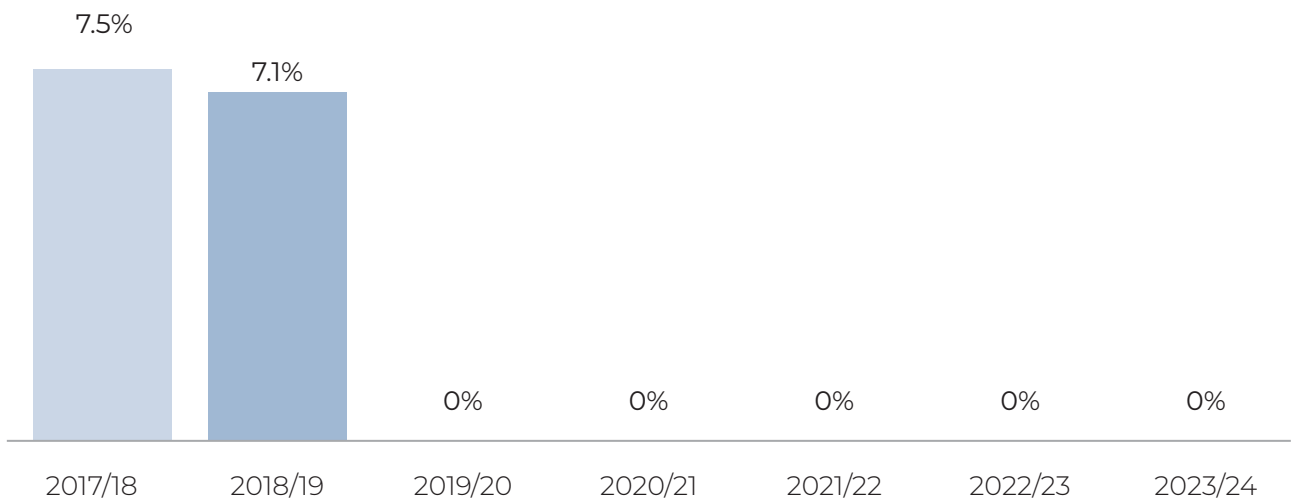
Liabilities

Our liabilities include amounts owed to suppliers and employee leave entitlements. Total liabilities at 30 June 2024 were \$55.15 million, a slight increase of \$2.95 million over the previous year.

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

Figure 4: Debt to rates and charges (%)

Debt to rates and charges (%)

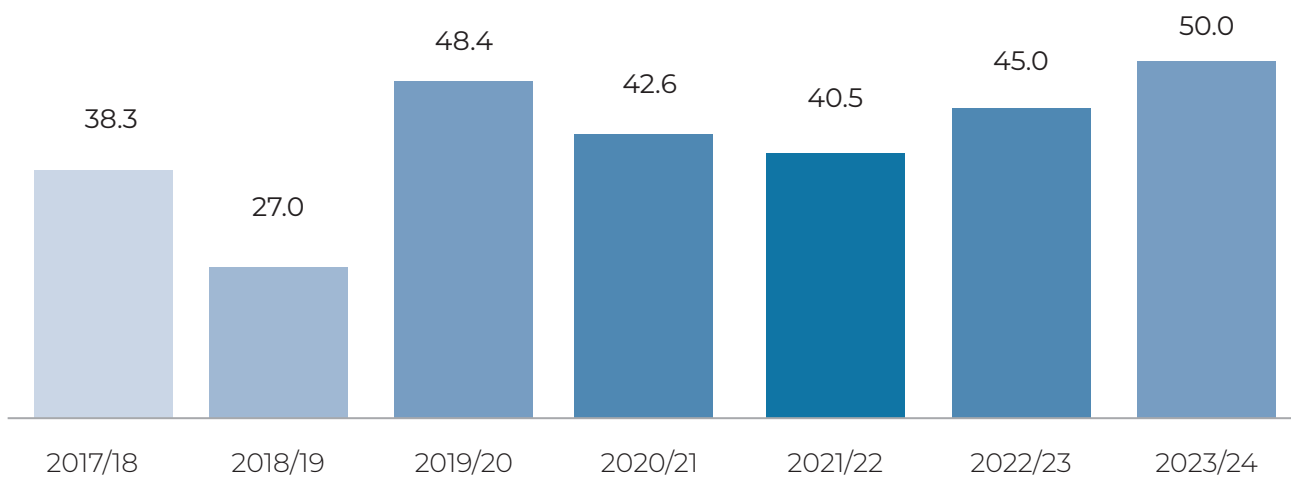


Capital investment

We invested \$50 million in an extensive Capital Works Program to renew and upgrade community assets throughout the municipality.

Figure 5: Capital Works Program (\$millions)

Capital works program (\$ millions)

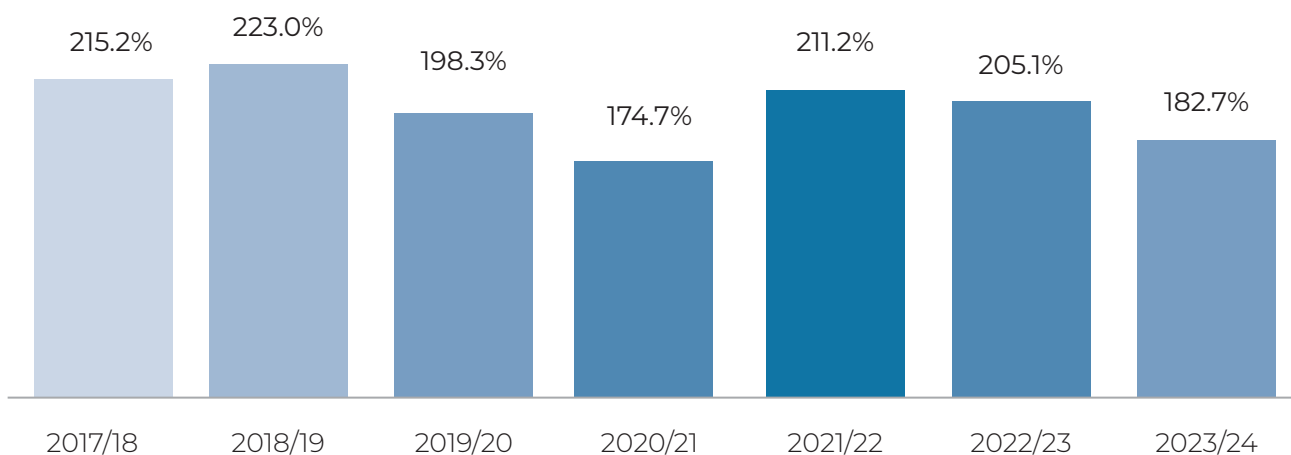


Liquidity

Cash and term deposits at 30 June 2024 were \$66.33 million, a decrease of \$23.67 million from the previous year. Our working capital ratio is strong at 183%, which indicates that for every dollar of short-term liabilities, we have \$1.83 worth of assets.

Figure 6: Working capital ratio (%)

Working capital ratio (%)



Our year ahead

We will continue to pursue the Manningham Community Panel recommendations to Council for the 2021-2025 Council Plan.

We address the recommendations through our major initiatives. These set out what we are working towards achieving for our community

Initiatives are organised by the themes of our Council Plan. For 2023/24 and reported on through the Manningham Quarterly and Annual reports.

Healthy Community



Community Panel Recommendation

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

Major Initiatives

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

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

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

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

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

Other Initiatives

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

Liveable Places and Spaces



Community Panel Recommendation

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

Major Initiatives

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

We will provide ways for people to connect by:

- i. Grant funding to support community inclusion and connections to respond to priority community needs.
- ii. Transport options through the 2021 Transport Action Plan and by contributing to planning of the Suburban Rail Loop, Doncaster Busway, Bus Rapid Transit, bus network and service review and enhancing the walking and cycling network.
- iii. Community safety in and around schools through traffic and parking management programs.

We will continue to improve our local road, parks and recreation facilities (as scheduled) to a high standard:

- Drains including Melbourne Hill Road Drainage Upgrade.
- Road Improvement Program including Jumping Creek Road and Templestowe Route.
- Parks and Recreation Facilities upgrade Doncaster Reserve playspace upgrade, Katrina Reserve playspace upgrade and Carawatha Reserve Park expansion and playspace upgrade.

Other Initiatives

We will continue to advocate to the North East Link Project for improved outcomes for the Manningham community, particularly around urban design.

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:

- i. Implementing the Community Infrastructure Plan's 20-year Action Plan.
- ii. Strengthening utilisation and performance of stadiums in conjunction with stadium managers.
- iii. Improving community access to sport and recreation facilities and spaces for broad community use and benefit.
- iv. Maximising use of our aquatic facility, Aquarena, through the planning and implementation of the Aquarena Outdoor Masterplan (as scheduled).

Resilient Environment



Community Panel Recommendation

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

Major Initiatives

Deliver environmental activities to:

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

Vibrant and Prosperous Economy



Community Panel Recommendation

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

Major Initiatives

We will support local businesses and the City through:

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

Well Governed Council



Community Panel Recommendation

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

Major Initiatives

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

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

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

We will ensure the long-term financial sustainability of Council through preparing the Budget and 10-year Financial Plan incorporating key strategies to Council by 30 June 2025.





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

Get involved

Thank you for reading Manningham Council's Annual Report 2023/24. 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

-  [facebook/ManninghamCouncil](https://www.facebook.com/ManninghamCouncil)
-  [Instagram/ManninghamCouncil](https://www.instagram.com/ManninghamCouncil)
-  [manningham.vic.gov.au](https://www.manningham.vic.gov.au)
-  [yoursaymanningham.com.au](https://www.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](https://www.manningham.vic.gov.au/manningham-matters)



Appendix

Contents

Welcome	103	Our performance: major initiatives and initiatives	115
Our community	103	Our performance: LGPRF indicators	115
Our history	103	Our performance: healthy community	116
Our employees	104	Services funded in our annual budget	116
Major achievements with our employees	104	Goal 1: healthy, resilient and safe community	118
Our people	106	Key focus areas	118
Staff profile	107	Our performance — major initiatives and initiatives	118
Staff turnover	108	Our performance: LGPRF indicators	128
Conditions of employment	110	Goal 2: connected and inclusive community	132
Diversity and inclusion in the workplace	110	Key focus areas	132
Reward and recognition	111	Our performance — major initiatives and initiatives	133
Service awards	111	Our performance: liveable places and spaces	140
Reporting on our performance	112	Services funded in our annual budget	140
Planning and reporting framework	112	Goal 1: inviting places and spaces	142
Our council plan	114	Key focus areas	142
How we developed our council plan	114	Our performance — major initiatives and initiatives	142
Reporting our progress	114		

Our performance: LGPRF indicators	145	Goal 2: reduce our environmental impact and adapt to climate change	166
Goal 2: enhanced parks, open space, and streetscapes	147	Key focus areas	166
Key focus areas	147	Our performance — major initiatives and initiatives	167
Our performance — major initiatives and initiatives	147	Our performance: LGPRF indicators	172
Goal 3: well connected, safe and accessible travel	150	Our performance: vibrant and prosperous economy	173
Key focus areas	150	Services funded in our annual budget	173
Our performance — major initiatives and initiatives	150	Goal 1: grow our local business, tourism, and economy	174
Our performance: LGPRF indicators	154	Key focus areas	174
Goal 4: well maintained and utilised community infrastructure	155	Our performance — major initiatives and initiatives	175
Key focus areas	155	Our performance: well governed council	177
Our performance — major initiatives and initiatives	156	Services funded in our annual budget	177
Our performance: resilient environment	160	Goal 1: a financially sustainable council that manages resources effectively and efficiently	178
Services funded in our annual budget	160	Key focus areas	178
Goal 1: protect and enhance our environment and biodiversity	161	Our performance — major initiatives and initiatives	179
Key focus areas	161		
Our performance — major initiatives and initiatives	162		

Goal 2: a council that values our customers and community in all that we do	181	Corporate governance	196
Key focus areas	181	Senior officers	196
Our performance — major initiatives and initiatives	182	Employee code of conduct	197
Our performance: LGPRF indicators	185	Management	198
		Audit and risk committee	198
		Internal audit	199
Our Governance System	186	External audit	199
Governance framework	186	Fraud and corruption control	199
Democratic governance	187	Risk management	200
Decisions	187	Compliance and assurance	202
Council meetings	187	Safety and wellbeing	203
Strategic briefing sessions (sbs)	188	Statutory information	210
Committees	188	Governance and management checklist	207
Code of conduct	192	Public transparency	210
Conflicts of interest	192	Grants and funding	210
Councillor allowances	194	Public interest disclosures (formerly protected disclosure procedures)	211
Councillor expenses	194	Reconciliation Action Plan 2023-25	211
CEO expenditure 2023/24	195		

Welcoming Cities	212	Financial Report	226
Freedom of information	212		
Information privacy	213	Performance Statement	283
The Manningham Healthy and Wellbeing strategy 2021–2025	213		
Domestic animal management plan	214	Glossary and abbreviations	297
Road management act — ministerial directions	217	Glossary	297
Infrastructure and development contributions	217	Abbreviations	298
Development contributions plan (dcp)	217	Index	299
Local law	218		
Property holdings	218		
Procurement policy	221		
Asset Management overview	223		

Welcome

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

This Annual Report details our performance against the strategic themes outlined in our Council Plan 2021–2025, our 2023/24 Annual Budget initiatives, and our 2021–2025 Strategic Resource Plan.

Our community

Manningham has an estimated population of 129,514, living in 49,918 dwellings with an average household size of 2.67.

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. Even with this strong level of housing ownership, Manningham has a higher proportion of very low-income households (25%) than the Greater Melbourne average (19%).

Overall, 19.7% of the population is aged between 0 and 17 which is slightly lower than the Greater Melbourne average, with 28.4% aged 60 years and over which is higher than the Greater Melbourne average. Manningham has a larger percentage of seniors and retirees and a smaller percentage of young workforce and parents/ homebuilders.

Manningham has a high proportion of the population who were born overseas and increasing cultural diversity over time. Of our community, 46.3% speak a language other than English at home, with Mandarin (13.9%) and Cantonese (8.5%) being the most common. 43.5% of our community were born overseas, mostly in China.

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

To improve safety culture of the organisation, we conducted several preventative activities including:

- Safe Work Method Statement Training.
- Training on Occupational Violence and Aggression De-escalation.
- Mental Health First Aid.
- New Employee Assistance Program and Wellbeing Portal.
- Plant and equipment risk assessments.

We increased safety knowledge, skills, and awareness through targeted initiatives including:

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

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

- Providing ongoing support to staff in managing safety related incidents.
- Developing a new Asbestos Management Procedure.
- Undertaking incident investigation along with sharing of safety information for continuous improvement.
- Consulting through our Work Health and Safety Committees.
- Effective emergency response management through central emergency planning committee.
- Completing Audits and inspections as well as testing and tagging of electrical equipment.
- Proactively managing and supporting injured employees including developing guidance material for injured workers

Improving our workplace experience through targeted culture and leadership initiatives

We elevated our commitment to workplace equality and inclusion through continued support and leadership to the Committee for Diversity and Inclusion. We have now implemented Year 1 and Year 2 actions in the Gender Equality Action Plan (GEAP) including:

- Ensuring staff have the tools and capability to effectively complete self-led Gender Impact Assessments on policies, programs and services that have a direct and significant impact on the community.
- Submitting our first *Gender Equality Act Progress Report* to the Commission for Gender Equality in the Public Sector.
- Strengthening the governance of our gender equity work through the Gender Equity Steering Committee.
- Progressing the implementation of all actions in the Reconciliation Action Plan assigned to People Experience.
- Delivering training to educate our people on how to conduct a GIA (Gender Impact Assessments), the Active Bystander approach, inclusive language, what is unconscious bias and the nature and effects of institutional racism.
- Supporting diversity and inclusion events such as Pride March, a combined International Women's Day/Harmony Day panel and a Men's Health Week breakfast for Dads at work.
- Establishing tailored leadership development programs for four cohorts of our people leaders with content aligned to our Capability Framework.
- Revising our corporate induction program updating the content and approach.
- Delivering an employee pulse survey to measure engagement and collaboration across the organisation.

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

We have focused on harnessing available technology and transforming our internal systems. This includes undertaking the procurement process for a new Human Resources Information System and commencing implementation of this system. In addition, we have utilised existing technologies to deliver efficiencies in the Gender Impact Assessment program through the development of Power BI dashboards.

We have revised strategies, plans and policies, in particular compliance with the *Local Government Act 2020*. This included updating our Code of Conduct, Recruitment and CEO Remuneration Policies along with our Workforce Plan.

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

We have empowered positive experiences and best-value outcomes through:

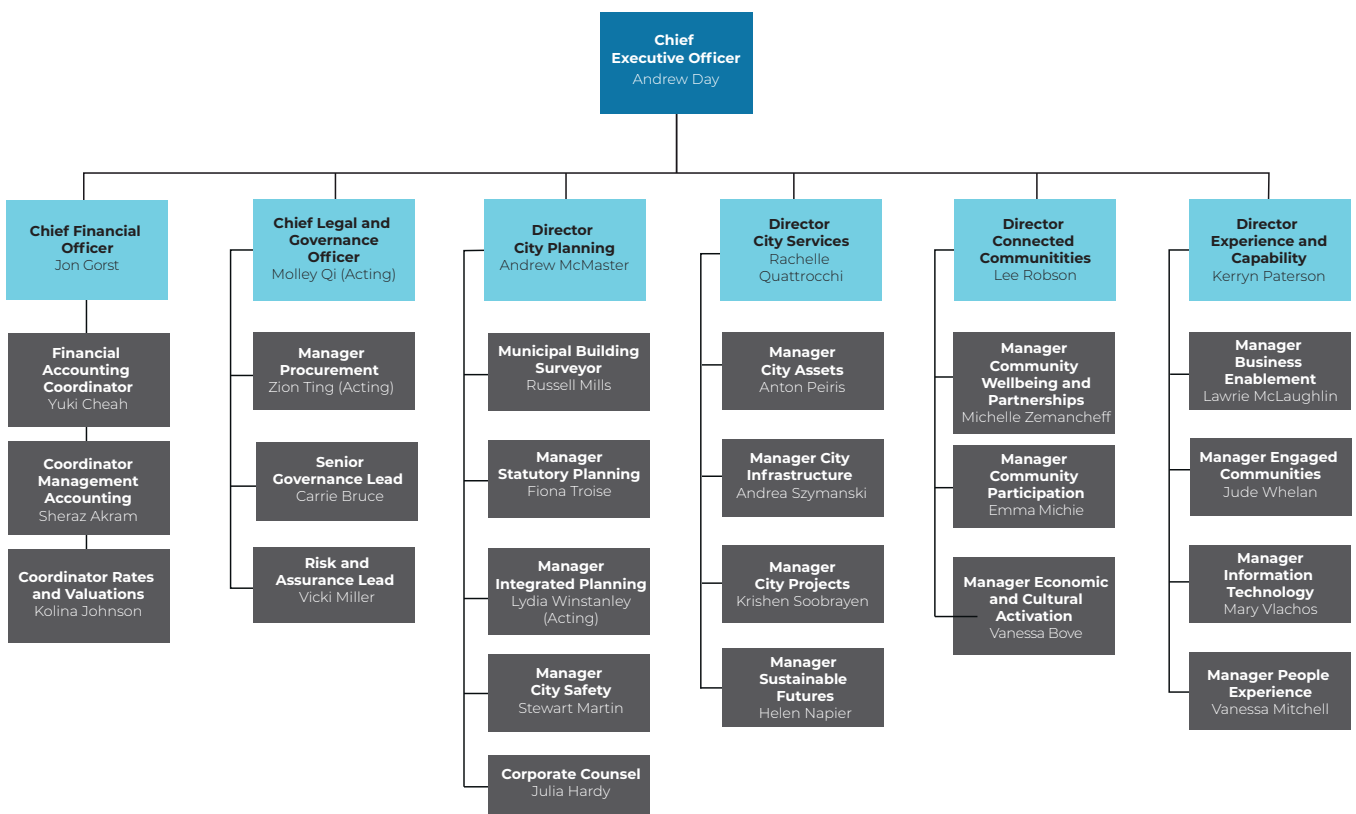
- The application of our Alternate Work Location Policy.
- The introduction of a new workforce resource management process to support sustainable and responsible management of total employee numbers and costs.
- Renewal of human resource forms, processes and reporting to improve efficiency.

Our people

As of 30 June 2024, Manningham Council employed 593 people full-time, part-time, or casual, equating to 475.9 full-time equivalent (FTE) employees.

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

Figure 1: Manningham Council Organisational Chart as at June 2024



Staff profile

The tables below show the total number of full-time equivalent (FTE) Manningham employees as of 30 June 2024. The tables break down our workforce by directorate, employment type, employment classification and gender.

Table 1: 2023/24 Staff Profile

Employment Type/ Gender	Chief Executive Office	City Services	City Planning	Connected Communities	Experience & Capability
Full Time – Female	29	34	38	32	41
Full Time – Male	8	132	36	12	27
Full Time – Self Described	-	-	1	-	-
Part Time – Female	8	10	48	50	20
Part Time – Male	3	4	18	1	1
Part Time – Self Described	-	-	1	1	-
Casual – Female	-	2	11	15	-
Casual – Male	1	1	5	3	-
Casual – Self Described	-	-	-	-	-
Total	49	183	158	114	89

Table 2: 2023/24 Employment Classification

Employment Classification	Female FTE	Male FTE	Self -Described FTE	Total FTE
Band 1	5.4	3.6	0.2	9.1
Band 2	1.8	4.8	-	6.6
Band 3	4.8	45.0	-	49.8
Band 4	21.6	20	-	41.6
Band 5	61.1	28.7	1.0	90.8
Band 6	64.9	35.8	0.8	101.5
Band 7	43.5	39.6	-	83.2
Band 8	17.2	33	-	50.2
Nurses	9.3	-	-	9.3
Senior officers*	20.8	13	-	33.8
Total	250.4	223.5	2.0	475.9

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

As of 30 June 2024, most (82%) of our employees were over 35 years old. 50% of our employees were between 46 and 65 years old and 17% less than 35 years old.

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

Staff turnover

In 2023 the Commonwealth Government reforms to the in-home aged care system have led to around 50 out of 79 Victorian Councils moving out of direct service delivery. Council exited Aged and Disability Support Services (ADSS) in late October 2023, impacting just over 100 staff. The additional exit of the Regional Assessment Service (RAS) which was contracted until 30 June 2024. The exit of these services combined contributed to a significant percentage of our planned turnover of 20.55% with our overall turnover rate of 32.55%. The unplanned turnover was 12%.

The following tables show unplanned staff turnover such as resignations or other unplanned reasons, employee level and age breakdown of our employees (represented as individuals, not FTE).

Table 3: 2023/24 Staff turnover

Staff turnover	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Staff turnover	14%	10%	10%	12%	9%	18%	15%	12%

Table 4: 2023/24 Employment level

Employment level	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Officer Level	95%	95%	95%	95%	93%	95%	98%	94%
Senior Officers*	5%	5%	5%	5%	7%	5%	2%	6%

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

Table 5: 2023/24 Staff Age Profile

Age profile	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
≤25 years	19	16	12	14	10	8	9	20
26 – 35 years	107	87	79	72	73	75	79	82
36 – 45 years	133	140	128	134	138	134	138	146
46 – 55 years	221	206	203	210	188	175	167	154
56 – 65 years	157	160	161	165	175	182	183	145
> 65 years	65	63	74	71	65	64	69	46
Total	702	672	657	666	649	638	645	593

Conditions of employment

Most of our staff are employed under the conditions of the Manningham Council Agreement 2021, which had a nominal expiry date of 30 June 2024. We are currently in negotiations with the three unions who are party to our agreement to establish the Manningham Council Agreement 2024.

The benefits we offer to our employees include:

- Flexible working arrangements, such as purchasing additional leave and working from alternate work locations.
- An Employee Assistance Program that provides confidential and independent personal or professional support and counselling.
- A Study Assistance program supporting staff to study at colleges or universities, providing up to \$3,006.02 per person per financial year towards costs, and up to four hours a week of extra leave.
- Learning opportunities that support personal and professional development, as well as compliance-related learning aligned to regulatory and governance frameworks. In 2023/24 our staff undertook over 3,220 development hours across 50 learning programs.
- A range of proactive injury prevention health and wellbeing programs such as participation in the Local Government Employees (LGE) Health Plan, access to immunisations and manual handling.
- Fleet cars and MYKI cards for employees to use when travelling for work purposes.
- Discounted memberships to Manningham's leisure facilities.
- Employee-led social club.

Diversity and Inclusion in the workplace

This year, we have enhanced our commitment to diversity and inclusion. We have delivered a range of initiatives across our organisation designed to foster a more equitable and inclusive workplace. Key highlights include:

- Developed and revised resources to support inclusive recruitment and attraction practices to enhance diversity across all levels of the organisation.
- Reviewed and updated policies and practices related to the recognition and reporting of inappropriate workplace behaviours (bullying, discrimination, sexual harassment).
- Offered staff diversity, equity, and inclusion training, including:
 - The Active Bystander approach
 - How to conduct a self-led Gender Impact Assessment
 - How to recognise unconscious bias
 - The effects of institutional racism.
- Provided stewardship to the Committee for Diversity and Inclusion and Gender Equity Steering Committee which helps to advocate for and drive meaningful cultural change.
- Regularly reported on our achievements and progress towards achieving our diversity and inclusion goals to a range of internal and external stakeholders including staff, leadership, unions, Councillors, and the community.

Table 6: Discrimination, Harassment and Bullying Policy success measurements

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

Reward and recognition

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

Directorate Excellence Awards

In 2023/24, we presented 135 Excellence Awards to staff across the organisation at five directorate-based events. At Manningham Council, we value the great work and contribution of our staff who demonstrate our values in their workplace behaviour, decisions, and achievements. The Directorate Excellence Awards are designed to recognise workplace behaviour that demonstrates our values in action and excellent performance.

Our values are the cornerstone of our organisation, guiding our behaviours, decisions, and culture.

Service Awards

We recognised long-standing employees' contributions by presenting awards at milestones of 10, 15, 20, 25, 30, 35, 40, 45 and 50 years of service. This year we recognised 64 employees with these awards.

Reporting on our Performance

Planning and reporting framework

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

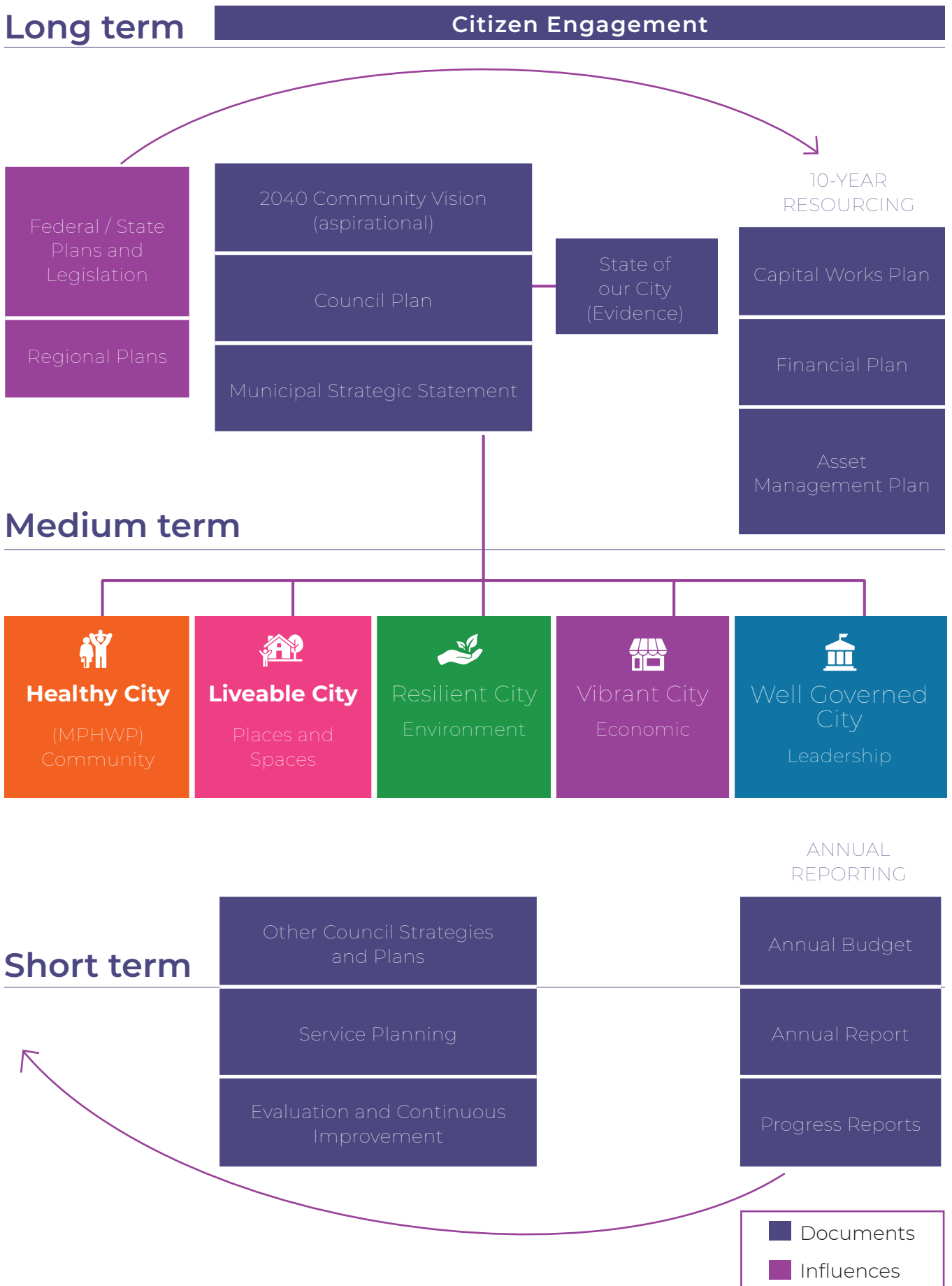
To report on our performance, we prepare:

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

Figure 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. As illustrated below, we support our commitments through resource plans and reporting on our progress in the Annual Report.

Figure 2: Planning and accountability framework



Our Council Plan

How we developed our Council Plan

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

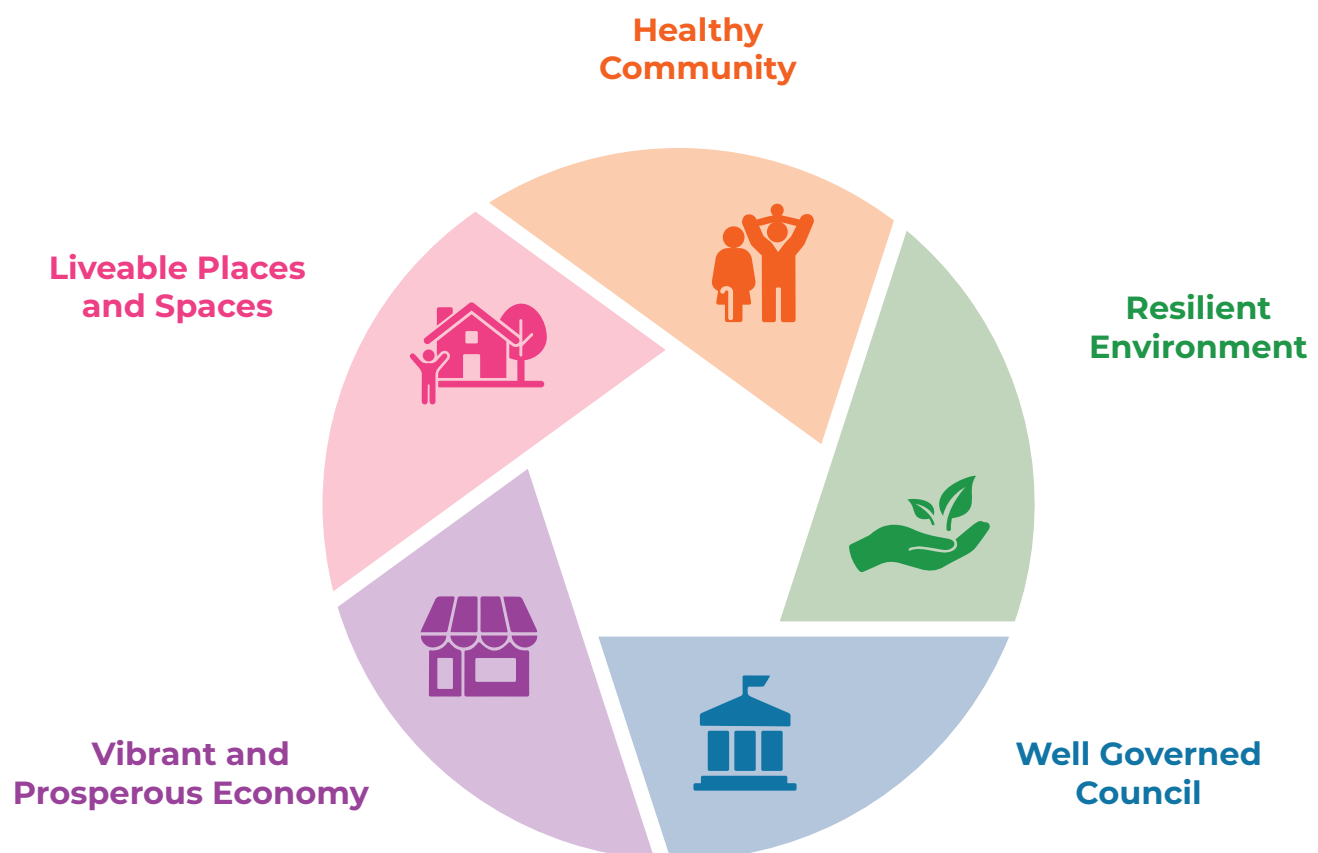
This year marks the final year of reporting on our Council Plan 2012–2025.

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 our Council Plan actions for the 2023/24 year below.

Figure 3: Our Council Plan themes



Our performance: major initiatives and initiatives

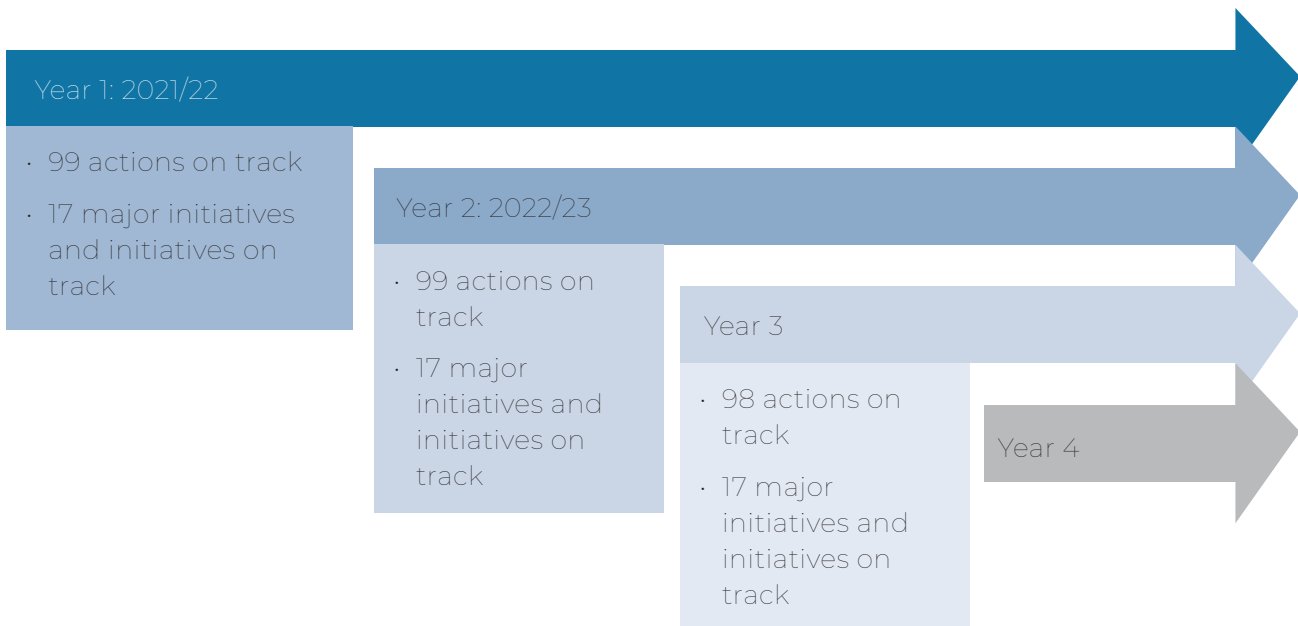
Our major initiatives and initiatives are identified in our Annual Budget 2023/24 and Strategic Resource Plan 2021–2025.

We report on our progress of major initiatives and initiatives for the 2023/24 year below.

Our performance: LGPRF indicators

This is the tenth 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 2023/24 year below.



Our progress towards the aspirational community vision is below covering:

- Major initiatives and initiatives in our Annual Budget 2023/24
- Council Plan actions and indicators in our Council Plan 2021-2025
- Service, financial and sustainability performance indicators under the Local Government Performance Reporting Framework (LGPRF).

Our performance: Healthy Community

Services funded in our Annual Budget

Activity	Description	Budget \$'000	Actual \$'000	Variance \$'000
Aged and Disability Quality and Services	Support service provision through management of business information systems and processes that enable reporting, compliance and service delivery. Provision of delivered and centre based meal services to eligible Commonwealth Home Support Program clients.	90	78	12
Aged and Disability Support Services	Maintains community connections and enhance the quality of life for older adults and their carers, by providing home and community-based services to support independent living in their own home.	223	319	(96)
Arts, Culture and Local History	We build inclusive and connected community through participation in arts and culture through coordinating education programs, promoting local creative industries, commissioning public art and managing our local Gallery, Art Studios and Playhouse.	520	693	(174)
Building Services	We protect the amenity and safety of Manningham's community by ensuring buildings and structures are constructed in accordance and maintained in accordance with the Building Regulations	674	618	55
Children and Family Services	We support and build the capacity of educators, families, children and the youth and advocate for community infrastructure that meets the needs of the community.	21	147	(126)
City Compliance	We protect community safety and the liveability of the city by coordinating animal management, parking management, school crossings and compliance with municipal local laws.	929	1,270	(341)

Activity	Description	Budget \$'000	Actual \$'000	Variance \$'000
Customer Liaison and Service Provision	Enhances health, resilience and quality of life for older adults to maximise their independence at home and in the community through providing short-term or complex care services.	437	(188)	625
Environmental Health	We protect community health and the liveability of the city in environmental health, food safety, health premises/ smoking activity, domestic waste water the management and immunisation.	925	865	60
Healthy Ageing	We maintain community connections and enhance the quality of life for older adults and their carers.	1,562	1,333	228
Libraries	Provide opportunities for local learning in modern and efficient services delivered through local branches and e-services. Including book collection, research tools and interactive learning programs. Managed by the Whitehorse Manningham Library Corporation.	4,626	4,505	121
Maternal and Child Health	We provide services to support growing local families. This includes providing universal access to health services for children from birth to school age in the provision of expert care to monitor and record health and development, and the mental health and wellbeing of new parents.	728	806	(78)
Positive Ageing and Community Access	Support for older adults to be included and connected and healthy and resilient with social groups, events and assisted transport as well as dementia friendly and positive ageing initiatives. Also provides assessment services to access Commonwealth funded aged care.	75	51	25

Activity	Description	Budget \$'000	Actual \$'000	Variance \$'000
Recreation and Leisure	We plan, manage and deliver diverse, accessible and sustainable sport, recreation and leisure activities, programs and facilities across the municipality for people of all ages and abilities.	130	386	(256)
Social Planning and Community Strengthening	We build community health and wellbeing for our diverse community through prevention, education and support activities in areas such as gambling, violence and social isolation. Social planning for the future needs with co-ordination of social data and infrastructure. Promotes inclusion through reconciliation and cultural activities.	1,086	837	249


Goal 1: Healthy, resilient and safe community

Key focus areas

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

Our performance — major initiatives and initiatives

Theme	Details	Result	Our progress
Major initiatives			
We will undertake evidence-based planning for equitable, inclusive and accessible services and infrastructure improvements for prominent issues including:			
	<p>Continue gender equality impact assessments on significant Council policies, services and programs.</p>		<p>To date, 15 Gender Impact Assessments have been undertaken with the assistance of external consultants on our programs, services and policies including:</p> <ol style="list-style-type: none"> 1. Car Share Policy 2. Manningham Road and Safety Strategy and Action Plan 2025-2034 3. Aquarena Aquatic and Leisure Centre 4. Governance Rules and Election Period Policy 5. Aquarena Outdoor Masterplan Redevelopment 6. Health and Wellbeing Action Plan 2024-2025 7. Vehicle Crossing Policy 8. Tom Kelly Athletics Track Usage Review 9. Warrandyte Scot Hall Redevelopment 10. Stintons Reserve Master Plan 11. Donvale Tennis Club Courts 1 & 2 Floodlight Upgrade 12. Outdoor Sports Infrastructure Policy and Sporting Facility Allocations Policy 13. Manningham Council Homelessness Protocol 2023 14. Economic Development Strategy 15. Draft Affordable Housing Policy 2023.
	<p>Improving the range of accessible supports and services available to young people within Manningham, exploring a youth hub, advocating for improved mental health resources and working collaboratively with youth agencies.</p>		<p>We have advocated for improved access to mental health support and services for young people through:</p> <ul style="list-style-type: none"> · Opening a new Youth Hub in Manningham. Works are underway with the opening anticipated later this year. · Advocating strongly for more local youth mental health services. We are working with the successful provider for Box Hill Headspace on collaborative opportunities. · Reviewing our Youth Services and identifying improvement opportunities for the future.


Theme	Details	Result	Our progress
	<p>Continue collaborative forums to engage with businesses, community leaders, community groups and residents from culturally diverse backgrounds.</p>		<p>We worked to connect, and profile community outcomes by:</p> <ul style="list-style-type: none"> · Together with Boroondara and Whitehorse Councils, we hosted three events to welcome international students to Melbourne's East. After a well-documented rise in racism often targeting international students, these events aim to link international students into their immediate communities and service. · We held an International Day Against Homophobia, Biphobia and Transphobia (IDAHOBIT) event with keynote speaker Sally Goldner AM talking to the theme: No one left behind: Equality, freedom and justice for all. The event attracted 70+ staff and community members. · We updated the Manningham Well-being Support card, for people during crisis. The cards were distributed across Manningham.
	<p>Investigate extended use of community facilities, including libraries, to address social isolation.</p>		<ul style="list-style-type: none"> · Our 20-year Community Infrastructure Plan is now in place to guide and maximise the use of our community facilities. · We are extending the use of community facilities including a new Youth Hub at MC Square and Warrandyte Library after-hours access. · We are focused on opportunities for the Pines Shopping Centre, Bulleen library site and Doncaster and Bulleen Libraries layout.

Initiatives



Theme	Details	Result
	 <p>Pursue strategies to reduce the impact of gambling on the community, considering areas such as poker machines and advertising on Council buildings.</p>	<p>Our progress</p> <ul style="list-style-type: none"> · We've developed a new draft Gambling Policy and Action Plan 2024 to focus on key concerns of the community on the harm of gambling. · The Policy will deliver actions to educate the community on the effects of gambling harm and providing residents with opportunities to engage in alternative social activities. · The Policy was informed by research, targeted engagement and interviews as well as workshops held with seven Advisory Committees representing the voice of Manningham's diverse community. · We are also regularly attended network meetings, and the Local Government Workgroup on Gambling.
<p>Actions 2021-2025</p>		
	 <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>	<p>Our Advisory Committees covering Health and Wellbeing, Multicultural Communities, Gender Equality and LGBTQIA+, Disability and Youth Advisory Committees are playing a vital role in sharing their insights on:</p> <ul style="list-style-type: none"> · Strategies including Residential Strategy and Activity Centre Design, Health and Wellbeing Action Plan and a new VicHealth partnership and the outdoor area at Aquarena. · Significant dates such as International Womens Day, 16 days of activism, Pride and IDAHOBIT, International Day of Elimination of Racial Discrimination and IDAHOBIT. Reconciliation Week and Law Week. · Issues include gambling harm and alcohol harm. · Committee specific projects including a sensory garden design and volunteers in sport. · Review of Federal, State and local strategic directions on social issues of importance. · Continued to build strong partnerships with local services to support residents with the challenging cost of living and wellbeing issues.



Theme	Details	Result Our progress
	<p>Increase diversity of opportunities to participate in life-long arts and cultural learning for adults, youth and children.</p>	<p>We hosted a variety of creative workshops and public programs including:</p> <ul style="list-style-type: none"> · Term based and holiday programs continue to attract strong enrolments. · Additional GenConnect sessions with EACH in January, and new songwriting workshops for young people. · School holiday workshops in final weeks of January, with good attendance continuing, though down slightly on other periods. · Additional GenConnect sessions due to popularity of program, and supported Library to present Writeability program for adult writers living with disability. · School holiday workshops at Art Studios, with Creative Together sessions for parents and children proving popular. · Increased diversity of Art Studios programs with the addition of an all abilities pottery course and workshops for younger age groups and families during school holiday periods. Community workshops held as part of Warrandyte Community Centre mural. Supported grant funded workshops by Doncaster Templestowe Artists Society. Collaborated with EACH Youth Services to deliver a series of pottery workshops for youth and older adults, GenConnect. <p>We have also scheduled series of workshops/performances with Doncaster Primary school students to support the commissioning of the new public artwork at Hepburn Road, Doncaster and plans are underway for series of workshops/arts events to support opening of new youth hub at MC Square.</p>

Theme	Details	Result
	<p>Improve access to community legal services.</p>	<p>Our progress</p> <p>We worked to understand and improve legal services through:</p> <ul style="list-style-type: none"> • Promoting law week with local activities held at neighbourhood houses, libraries and online. The activities included young people and affirmative consent, disability and understanding medical power of attorney and general legal guidance in a variety of safe settings. • Working with local Eastern Community Legal Services, Neighbourhood Houses, local legal services and libraries to prepare a range of information stalls, activities and events to occur during National Law week in May 2024. • A workshop with the Healthy Ageing Advisory Committee to help fill gaps in legal services knowledge. Workshops with other Advisory Committees were scheduled. • Continued work with Boroondara and Whitehorse Council to advocate for the need to locate Mabels services in our local area. Mabels enables women to receive (legal) advice and assistance at a much earlier point in their experience of family
	<p>Provide opportunities to promote local arts and culture in the community.</p>	<p>We provided opportunities for local art and artists by:</p> <ul style="list-style-type: none"> • Installing boomerang sculpture component of Simone Thomson's commission at wonguim wilam. • Hosting the solo exhibition 'Flowing and Crossing' by local artist Guoping Lu in the Walk of Art. • Further building our collection of works by contemporary First Nations artists with the acquisition of two works by renowned artist Christian Thompson and a smaller work by emerging artist Keedan Rigney. • Commissioning two temporary sculptural pieces by Alchemy Orange in the MC Square and Civic foyer, as part of Reconciliation Week and NAIDOC Week celebrations. • Installing a major sculpture by Natasha Johns-Messenger for Ruffey Lake Park. • Commencing the Manningham Migrant Peace Project, an artwork to be developed in conjunction with community members who have a migrant experience.

Theme	Details	Result
	<p>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>	<p>Our progress</p> <p>We assisted our community to be more active through our leisure facilities and our Active Manningham programs, including:</p> <ul style="list-style-type: none"> · Endorsing the Melbourne East Region Sport and Recreation Fair Access Policy to address known barriers experienced by women, girls, transgender and gender diverse people in accessing and using community sports and recreation infrastructure. Online and in-person presentations for sports clubs were delivered in June, and we are now developing an action plan. · Continued promotion of the Get Active Kids Voucher Program, to help subsidise the costs of getting involved in organised sport and recreation activities. 28 sport and recreation clubs and service providers in Manningham supported the program in 2023/24, providing subsidies for 1,226 participation opportunities. This included 126 activities for children with a disability and 533 activities for people from multicultural backgrounds. For 244 of the funding recipients, this was their first experience in organised sports/ recreation participation. · We funded the Victorian Skateboard Association to complete its 2023/24 'All Aboard' learn to skate program for children and young people. 28 sessions were delivered across our local skate parks, providing fun and inclusive skateboarding workshops aimed at building skateboarding skills and confidence. The program was facilitated by a Manningham community partnership grant and led by experienced instructors to create a fun environment, offering games with a social focus. There were 709 attendances by 373 children and young people, with 31% female attendance. · We attended a Vicsport event on IDAHOBIT Day to support LGBTIQ+ young people's participation in sport and physical activity. We gave our local sports clubs resources to foster inclusive environments for all. · We held a free 'Activate Inclusion Sports Day' for children aged 5-18 with a sensory, physical or intellectual disability to provide an opportunity to experience a variety of modified sporting activities and experience sports in a positive and inclusive environment using specialised equipment.

Theme	Details	Result
	<p>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>	<p>Our progress</p> <ul style="list-style-type: none"> · We continued promotion of the free Inclusive Clubs program delivered in partnership with Access Health and Community. Three clubs have registered to participate in the program which is built on the foundation principles of diversity, equity and inclusion. · Our facilities contractor, Aligned Leisure, again delivered its 'Serenity for Women' Pilates program, which provides a safe space for multicultural women to exercise. Aligned Leisure also delivered the 'Supported Access' program, which provides subsidised access to recreation, leisure and sport activities for people experiencing disadvantage.
	<p>Review and implement the new Community Local Law to protect the amenity and safety of Manningham.</p>	<p>We have adopted a new Community Local Law to better align with the Council Plan 2021 - 25, particularly in community safety and amenity to improve our ability to respond to issues in the community.</p>
	<p>Develop and activate Council's network of cultural venues and public art sites as community arts spaces through innovative public programs and engagement.</p>	<p>We held activities to activate the following venues and sites:</p> <ul style="list-style-type: none"> · We presented a diverse range of exhibitions at Manningham Art Gallery, including solo shows by emerging and mid-career artists and the ACMI touring show 'Between the Details: Video Art from the ACMI Collection'. · We held artist talks at the Gallery and creative workshops with community to inform the development of public artworks, such as Angharad Neal-William's mural at the Warrandyte Community Centre. · We presented a grant-funded exhibition in the Walk of Art by local Onemda participants celebrating the achievements of people living with disabilities. · We acquired artworks by local artists including Richard Young, Grace Dlabik and Jade Plitz, along with other works by Christian Thomson, Keedan Rigney, Rhys Cousins and Atong Atem that relate to the environment or cultural identity of the area. · We engaged with local artists Vivian Qiu and Carol Yang to develop small satellite exhibitions for Craft Contemporary, which were displayed in second quarter.

Theme	Details	Result
	<p>Improve access to active, leisure and recreation destinations across the municipality by embracing the 20-minute neighbourhood.</p>	<p>Our progress</p> <p>We have embedded the 20-minute neighbourhood plans in our new Liveable City Strategy 2040, and Vibrant Villages Action Plan to link Activity Centres. The 20-minute neighbourhood remains at the centre of planning for transport, activity centres and open space, which contributes to improving access to active, leisure and recreation destinations.</p>
	<p>Support effective preparation, response and recovery for emergency events</p>	<p>We supported effective preparation, response and recovery for emergency events through:</p> <ul style="list-style-type: none"> · Summer preparedness arrangements in place and appropriate. · Organisation Wide Emergency Management Support Team Recruitments coming to an end in mid-February. · Led cross-departmental response team to ensure safety of community and user groups at Bulleen Park following a flood at Bulleen Park. · Led the multi-agency coordination group for Relief/ Recovery for Hunter Valley Bus Crash (Warrandyte Victims). · Updated the Municipal Fire Management Plan (MFMP) and made it available to the community on the internet. · Our Emergency Management Support Team attended and contributed to the large Exercise East at Box Hill Town Hall. · We developed a new Standard Operating Procedure for the Closure of Pound Bend to Tourists on Extreme and Catastrophic Fire Danger Days. · We worked with local body corporates and building managers of multi-level dwellings and emergency services on emergency preparedness and the way to respond in emergencies. · The Municipal Emergency Management Planning Committee continued to operate and deliver effective Preparedness, Response and Recovery Strategies and doctrine.

Theme	Details	Result
	<p>Investigate and implement improvements to reduce future climate and environmental impact to the community in Council buildings and facilities</p>	<p>Our progress</p> <p>We reduced the future climate and environmental impact on our community in our buildings and facilities through:</p> <ul style="list-style-type: none"> · Installing new solar PV systems in several municipal buildings. These upgrades include new solar panel and battery installations, which will help reduce the council's carbon footprint. · Using recycled building materials and low-emission products in our projects. The mechanical, electrical, and hydraulic system designs incorporate energy-efficient products to improve our facilities' energy rating. · Utilising modular techniques and sustainable construction methods, we aim to reduce our projects' overall environmental impact by reducing emissions, waste, material reusability, and increasing energy efficiency.
	<p>Develop an Economic Development Strategy to ensure we plan for a diverse business community that supports local employment</p>	<p>We endorsed a new Economic Development Strategy 2023-2028 and are now focused on delivering the Strategy's actions.</p>

Our performance: Local Government Performance Reporting Framework indicators

LGPRF Indicators	2021	2022	2023	2024	
Aquatics Management					
Health inspections of aquatic facilities	2.00	1.00	4.00	4.00	We place a high priority on community safety. We have been able to undertake our inspections in accordance with the <i>Public Health and Safety Act 2008</i> .
Utilisation of aquatic facilities	1.66	1.44	3.38	5.14	Aquarena provides great value with a variety of programs and activities. We are pleased to see visits continue to rise with a 52% increase in the indicator result compared to last year under our new centre manager.
Cost of aquatic facilities	\$3.62	\$4.33	-\$0.29	\$0.16	We have seen the cost of facilities increase as the service levels begin to return to pre-COVID 19 times. Aquarena provides great value with a variety of programs and activities.
Animal Management					
Time taken to action animal management requests	1.00	n/a	n/a	n/a	We work hard to provide a timely response to all animal management requests. All requests are triaged based on risk and actioned in a timely manner. We know that our workload associated with animal management continues to rise and are working on our case management system to extract data for this indicator.
Animals reclaimed	36.44%	50.00%	50.00%	54.01%	We continue to make every effort to reunite stray domestic animals with their owners. We have seen a slight improvement to the result compared to last year, despite the impact of increasing high numbers of unowned cats which continue to overload all agencies in the sector.
Animals rehomed	48.89%	33.77%	40.48%	86.36	We continue to work with animal welfare organisations to re-house all suitable animals who are unable to be reunited with their owners or are surrendered.

LGPRF Indicators	2021	2022	2023	2024	
Cost of animal management service per population	\$3.03	\$3.21	\$3.52	\$4.21	We incurred some additional costs this year as we implemented actions from the Domestic Animal Management Plan. There were also additional pound operating costs incurred due to increase in numbers of cats impounded and length of time being held prior to successful rehoming.
Animal management prosecutions	100%	100%	100%	100%	Our focus is to promote responsible pet ownership, however we pursue prosecutions for serious matters and in the interest of community safety. We continue to be 100% successful in animal management prosecutions.
Food Safety					
Time taken to action food complaints	1.95	2.20	1.17	1.46	We will continue to work hard to ensure the community can eat safely in Manningham with all food complaints triaged according to risk and actioned in a timely manner.
Food safety assessments	73.88%	83.16%	99.67%	99.3%	We continue to prioritise class 1 and two food premises assessments and achieved a 99.3% result for this important indicator.
Cost of food safety service	\$41783	\$40044	\$39862	\$42857	We work hard to provide a high-quality cost-efficient food safety service. Overall, the cost of service only increased slightly this year due increased cost of service and the appointment of a new Health Officer to deal with the increased workload efficiently.
Critical and major non-compliance outcome notifications	93.38%	96.10%	98.88%	97.15%	One of our highest priorities is community safety. Environmental Health Officers followed up 97% of non-compliance notifications.

LGPRF Indicators	2021	2022	2023	2024	
Food Safety Samples				\$1.32	We will continue to work hard to ensure the community can eat safely in Manningham and exceeded our statutory food sampling quota by 32%
Maternal and Child Health (MCH)					
Infant enrolments in the MCH service	101.19%	101.54%	101.66%	100.97%	Enrolments to our Maternal Child Health service exceeded 100%, as the number of infants enrolled was greater than new birth notices received. As with our neighbouring Councils, we also saw a drop in birth notices, which anecdotally is due to the higher costs that come with raising a child.
Cost of the MCH service	\$70.11	\$74.85	\$72.32	\$82.58	The increase in costs is due to a few factors. We have seen a significant rise in demand on our Maternal Child Health service despite the lower birth notifications. This stems from the increasing complexity of issues that some families present with, leading to longer and additional appointments. Notably, is the increase of family and partner violence concerns. We have also seen the cost of labour rise compounding the increased number of hours worked.
Participation in the MCH service	77.44%	77.86%	81.28%	81.08%	We are pleased to see our overall participation rates remain positive as we make a concerted effort to follow up with families that have missed appointments.
Participation in the MCH service by Aboriginal children	73.53%	100.00%	100.00%	94.29%	We are pleased to see our continued effort to strengthen participation of Aboriginal and Torres Strait families in the Enhanced Maternal and Child Health remains high. This demonstrates the high quality of engagement and continuity of care offered by the Maternal Child Health service.

LGPRF Indicators	2021	2022	2023	2024	
Participation in 4-week Key Age and Stage visit	96.84%	99.39%	93.25%	96.55%	We have achieved 96.55% participation this year, slightly higher than last year. A small number of families chose to see a private midwife until 6 weeks of age and other families moved out of the municipality before the health visit.
Collected from the start of the 2021 Council Plan					
People using library services and facilities		252,217	502,525	484,265	This decrease is likely to have resulted from unavoidable, temporary library closures.




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
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"> · Progressing the delivery of the Manningham Reconciliation Action Plan, including the I Fall to Pieces art exhibition and the Manningham Bush Park program. · Supporting the Manningham Yarning Circle conversations on the importance of nature and cultural workplace, safety and employment. The information from these yarning circles has supported us in the preparation and endorsement of our First Nations Employment Strategy. · Developing interpretative signage for Ruffey Lake Park. · Holding an Unfinished Business exhibition and installing artwork at wongium william in Warrandyte. · Support from the Wurundjeri Woi-wurrung Elders for the annual audit submission to Reconciliation Australia. · Completing roadshows with staff and progressing cultural emersion training with Wurundjeri Woi-wurrung corporation and Councillors. · Holding a forum with Eastern Reference Group First Nations Network on cultural safety and employment strategies. · Holding initiatives for NADOC Week and National Reconciliation Week. <p>We focussed on the prevention of family violence through:</p> <ul style="list-style-type: none"> · Relaunching the updated the Wellbeing Card across the City on online, on issues including resources to support responses to family violence. · Consulting with the Advisory Committees, resulting in promotion of the wellbeing card on local bus shelters. Completing the development work for posters to be on bus shelters. · Holding a well-attended women's only session at a neighbourhood house to provide legal guidance during Law Week.


Theme	Details	Result
		<p>Our progress</p> <ul style="list-style-type: none"> · Applying for Victorian Government funding on Free from Violence. We use the Free from Violence framework in our approach. Unfortunately, our funding application was unsuccessful. · Establishing a homelessness protocol so a consistent approach is taken by staff when working on issues relating to homelessness and people sleeping rough. · Participated in the MAV Gender Equity and the Prevention of Violence Against Women Group, and the Eastern Regional Group of Councils network.
	<p>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>	<p>We worked with local leaders to build understanding through:</p> <ul style="list-style-type: none"> · Holding regular meetings with cultural organisations to learn about local needs and provide local connections. As an outcome the Wellbeing Card and website has been updated and reprinted. · Completing the development work for poster to be on bus shelters with our Multicultural Advisory Committee · Hosting a Tackling Racism information event to acknowledge the International Day of Elimination of Racial Discrimination. Over 60 people attended the community event. · Working with the Multicultural Advisory Committee to understand the needs of local multicultural residents. This has been captured in the Manningham Welcoming Cities work plan. · Working with Victoria University to understand racism within our local areas. · Growing our Manningham Multicultural Communities Network, with over 30 residents regularly attending. The network meets monthly (Council attends four times per year).
	<p>Enhance and create meaningful, inclusive opportunities for older people to connect, participate and contribute to the community through partnerships, volunteering and activities.</p>	<p>We enhanced opportunities for older people through:</p> <ul style="list-style-type: none"> · Opening the Memory Place Café in partnership with MannaCare, funded via the Mayoral Gala 2023 · Delivering the Manningham Community Transport by EV Community Transport. · Engaging with clubs to build meaningful connections and social participation in the community.

Theme	Details	Result
	<p>Develop and deliver diverse community arts and public art programs that enable a celebration of local culture.</p>	<p>Our progress</p> <p>We developed and supported the local arts culture through:</p> <ul style="list-style-type: none"> • Presenting the exhibition 'I Fall to Pieces' in celebration of National Reconciliation Week, along with solo shows by artists including Bridget Hillebrand, Matt Butterworth, Elmira Ng, Nani Puspasari and Deborah White. • Appointing the artist Julian Clavijo to undertake the Migrant Peace Project commission for Ruffey Lake Park, to be developed in consultation with community over late 2024. • Presenting the exhibition 'Between the Details: Video Art from the ACMI Collection' in Manningham Art Gallery, increasing the representation of new media work. • Presenting the grant-funded exhibition in the <i>Walk of Art</i> by local Onemda participants celebrating the achievements of people living with disabilities, as well as 'Flowing and Crossing' by local artist Guoping Lu. • Supported new hirers at the Doncaster Playhouse, including a community grant funded artist who presented a work of Persian dramatic dance developed with children from the community.
	<p>Develop meaningful relationships with the Wurundjeri Woi-wurrung people and Aboriginal and Torres Strait Islander community groups, organisations, and local networks.</p>	<p>We have worked to strengthen meaningful relationships with First Nations people through:</p> <ul style="list-style-type: none"> • Meeting with the Wurundjeri Woi-wurrung Corporation every two months to discuss local items of importance. • Meeting with the Manningham Reconciliation Action Plan Committee quarterly to oversee the implementation of the action plan and report to Reconciliation Australia. • Conducting yarning circles to progress items of importance including cultural safety in the workplace and provide an opportunity for Council to engage early with First National people on ideas and projects.

Theme	Details	Result
	<p>Deliver activities to support anti-ageism and share resources and stories with the community to raise awareness around stereotypes, prejudice and discrimination on the basis of age.</p>	<p>Our progress</p> <p>We have continued to tackle ageism and to challenge the stereotypes of older people and encourages people to speak up and act through:</p> <ul style="list-style-type: none"> · Establishing a new Healthy Ageing team, and the commencement of the Navigation service, as well as a new Healthy Ageing Advisory Committee. · Commencing Age-friendly City Framework for Manningham in partnership with LaTrobe University. · Hosting World Elder Abuse Awareness Day panel discussion in partnership with Eastern Community Legal Service and Eastern Elder Abuse Network.
	<p>Recognise the contribution of our volunteers through Council's Civic Awards and Volunteers Recognition activities..</p>	<p>We recognised the valued contribution of volunteers in Manningham through:</p> <ul style="list-style-type: none"> · Holding our Civic Awards in October to recognise locals across categories such as Sports Achiever of the Year, Community Group Achievement, Volunteer of the Year, Young Citizen of the Year, and Citizen of the Year. · Hosting the annual Volunteers Reception and Civic Awards in Q1 2023/24, where, on Thursday 21 September, we announced our 2023 Manningham Civic awardees. These individuals and groups go above and beyond for our community through their volunteer or paid work. <p>The awardees are as follows:</p> <p>Citizen of the Year – Dennis Clarke</p> <p>Dennis is a pillar within our community through his work with Doncaster RSL as the Senior Vice President, Secretary of RAEME Vietnam Southern Chapter (previously Inaugural President), Anzac and Poppy Appeals, and active participation in committees such as VVAA Box Hill Committee, ALPGA, VACC, RACV, and more.</p> <p>Doreen Stoves Volunteer of the Year – Frank Johnston</p> <p>Frank has been volunteering for Manningham organisations for over 30 years. He has dedicated his time and purpose to our community through organisations including Manningham Uniting Church, LinC Manningham Inc., MannaCare nursing home, Outback Links, Blaze Aid, and planting trees for the Tree Project.</p>

Theme	Details	Result
<p style="text-align: center;">Our progress</p> <p>Sports Volunteer of the Year – Caroline Clarkson</p> <p>Caroline has devoted her energy to the Committee of Doncaster Dolphins Masters Swimming Club in various roles such as club Registrar, Recorder, Secretary, and President.</p> <p>Community Organisation of the Year – LinC Manningham Inc.</p> <p>LinC Manningham Inc. is a community organisation made up of volunteers from various Christian churches within Manningham. It provides house cleaning, social support to new migrants and women affected by domestic violence, home-cooked meals, decluttering homes, gardening, goods from Eastern Emergency Relief, and even the little things like taking clients out for coffee or to do their shopping.</p> <p>Young Volunteer of the Year – Shin Thant (Berry) Eain</p> <p>Berry is committed to making a difference and is determined to bridge the gap between local and international students within her school and the wider community. She is an incredible role model to her peers and is an advocate for student voice.</p> <p>Highly Commended Community Organisation – Doncaster Junior Football Club</p> <p>DJFL fosters the importance of sportsmanship, diversity, teamwork, and pride in our local community, consistently working towards a community culture that enriches friendships and fosters joy in sport.</p>		
	<p>Improve housing choice to meet community needs by reviewing the Affordable Housing Policy and Manningham Planning Scheme.</p>	<p>We reviewed the Affordable Housing Policy 2012-2020 and have prepared a draft new Affordable Housing Policy. The Manningham Planning Scheme Review is complete.</p>
	<p>Increase seating and amenities along our footpaths and trails to give people places to meet and rest.</p>	<p>We improved seating, especially along major trails with new furniture and drink fountains installed at Domenev Reserve, Cat Jump Park, Ted Ajani Reserve, Swanston Reserve. Footpath lighting has been installed at Ted Ajani and Swanston Reserves to improve safety.</p>

Theme	Details	Result
	<p>Deliver a 10-year Public Toilet Plan to ensure a network of safe, accessible, well maintained, and sustainable toilet facilities.</p>	<p>Our progress</p> <p>New public toilets have been installed at Tunstall Square Shopping Centre, Jackson Court Shopping Centre, and Donvale Reserve.</p>
	<p>Increase activities to improve community understanding and conservation of areas of significance.</p>	<p>The Liveable City Strategy 2040 aims to strengthen recognition and preservation of Manningham's heritage and historical collections. Activities that we delivered to achieve this include:</p> <ul style="list-style-type: none"> · Delivering the Manningham Bush Park Program, which involved local schools and included playing "marn-grook." · Working with the Wurundjeri Woi-wurrung Corporation to develop interpretative signage at Ruffey Lake Park, encouraging visitors to understand First Nations' significant locations and culture. · Implementing initiatives for NAIDOC Week and National Reconciliation Week and providing advice for the wording of the Mayor's speech for 26th January - Australia Day. · Consulting the Reconciliation Action Plan working group to change the structure to a yarning circle.
	<p>Improve energy efficient lighting in public places for community safety and activity</p>	<p>Activity through the year included:</p> <ul style="list-style-type: none"> · Auditing all Council-owned metered public lighting (streetlights, path lights, solar lights, building lights, sports lights, etc.). · Using the audit results to shortlist sites where smart and energy-efficient public lighting could be trialled. · Undertaking preliminary design for the smart lighting system for the trial, considering five to 10 lights at this stage.
	<p>Support and promote local businesses through the Manningham Business Network.</p>	<p>The Manningham Business Network has completed a successful 12 months of delivering events and supporting its members. We are proud to provide support to this group and look forward to partnering with them next year and into the future.</p>

Theme	Details	Result
	<p>Work with Manningham Youth Services and other partners to support young people to engage in education, employment and community life.</p>	<p>Our progress</p> <p>We have worked closely with Manningham Youth Services (MYAC) and EACH to encourage and support young people. This has included:</p> <ul style="list-style-type: none"> • Consulting with MYAC on the draft gambling policy review and the review of the Health and Wellbeing Action Plan. • Attending and promoting services at Templestowe College Pool Party, Templestowe College Athletics Day, Doncaster Secondary College Wellness Expo, and Warrandyte Festival. Hosting fortnightly Songwriter Sessions at Doncaster Playhouse, monthly Job Ready sessions at Doncaster Library, monthly pop-ups at the Pines, Bulleen, and Warrandyte Libraries and continuing MY Pride. • Providing individual and single session support and referrals, which saw an increase in reports of housing instability and family violence. <p>We have improved our communication and engagement practices through:</p> <ul style="list-style-type: none"> • Working on standard letters for regular communications to include more assistance for reading the letter in one's own language. • Completing a two-year progress report with translations available on demand. • Continuing to work with teams to deliver accessible information using translations and QR codes. • Reviewing Manningham Matters. • Establishing the deliberative engagement panel, which has considered the needs of our multicultural communities.

Our performance:

Liveable Places and Spaces

Services funded in our Annual Budget

Activity	Description	Budget \$'000	Actual \$'000	Variance \$'000
Assets and Environment	We maintain a liveable city and protect the environment through underground drain and pit maintenance, street cleaning and sweeping and tipping costs. Also includes roadside street furniture and sign maintenance and depot operations.	4,938	4,696	242
Building Projects	We deliver and maintain Council buildings that are high quality, accessible, environmentally and financially sustainable and align to community need. Responsibility covers construction, upgrading, refurbishing and delivery.	20	80	(60)
City Assets	We plan for liveable places and spaces across Council's assets including buildings, roads, drains and open spaces so that we can deliver services to the community.	895	694	201
City Design	Our services include the planning, designing and delivering high quality liveable places and spaces including open spaces and streetscapes.	743	959	(216)
City Infrastructure	We maintain local roads, footpaths and drains to a high standard, as well as developing Council's capital works to meet current and future needs.	1,076	1,020	56
City Planning	Future planning for Manningham as a liveable and connected '20 minute' city. Including integrated transport, precinct planning, open space, planning scheme and water planning.	(2,836)	(2,933)	97
City Projects	Our services include the management and administration support for capital works delivery.	713	771	(58)


Activity	Description	Budget \$'000	Actual \$'000	Variance \$'000
Community Projects and Planning	We maintain local roads, footpaths and drains to a high standard, as well as developing Council's capital works to meet current and future needs.	360	687	(327)
Facilities Management	We provide community facilities that are well maintained and utilised with responsibility for the maintenance of Council buildings and assets, management of asset portfolio and ensuring regulatory compliance.	3,464	3,835	(371)
Parks and Natural Environment	We protect and maintain our local parks, trees and open space and playgrounds with asset inspection and maintenance, fire mitigation, grass cutting and maintenance, sports ground maintenance, arboriculture services and landscaping.	12,162	12,583	(420)
Roads and Infrastructure	We maintain and upgrade existing local roads, bridges and footpaths to deliver liveable places and spaces.	3,380	3,297	83
Statutory Planning	We oversee responsible development with the administration and enforcement of the Manningham Planning Scheme and coordination of statutory planning permits received from our community to the pre-application and application service.	1,453	1,468	(16)
Traffic and Development	We promote community safety on our roads through traffic, transport, public lighting and road safety services including managing L2P for young drivers.	2,449	2,845	(396)

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 for housing, services and infrastructure 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			
	We will implement our principles to guide responsible planning for new developments and enhance protection of the environment through implementation of high-priority recommendations of the Manningham Planning Scheme 2020 Review.		<p>With the Planning Scheme Review complete, we are now pursuing protection of the environment and responsible planning with a new Residential Strategy:</p> <ul style="list-style-type: none"> · Engaging with the community on a Manningham Residential discussion paper for six weeks, ending in May. · Hearing from the community about the value of good design and the need to emphasise high-quality development that enhances local neighbourhoods while preserving Manningham's leafy, green, and open character. · Preparing a draft Manningham Residential Strategy to balance meeting housing needs with protecting the valued character of local neighbourhoods in Manningham.

Theme	Details	Result
Actions		
	<p>Improve activation of places and neighbourhoods for people to recreate, gather and participate in community life.</p>	<p>We completed ten playspace upgrades at Joroma, Ted Ajani, Hodgson, Cat Jump, Morna, Kerry, Michael, Astelot, Stiggant, and Donvale Reserves. Implementation of the Ruffey Lake Park Landscape Masterplan continued with the development of a Ninja fitness course and yoga deck at Boulevard Hill and the upgrade of the adventure playground at Victoria Street.</p> <p>The new Hepburn Reserve, Doncaster was completed, providing a new playground, plaza area, seating, and BBQ area for the local community.</p>
	<p>Increase activities to improve the Manningham community's 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"> • Delivering the Manningham Bush Park Program involving local schools, which included playing "marn-grook." • Working with the Wurundjeri Woi-wurrung Corporation to develop interpretative signage at Ruffey Lake Park, encouraging visitors to understand First Nations' significant locations and culture.
	<p>Develop a preferred neighbourhood character to make sure our neighbourhoods are well designed as part of the Liveable City Strategy 2040.</p>	<p>Our Liveable City Strategy 2040 has a key objective of neighbourhood character, including housing. This year, we focused on recommendation 10 of the endorsed Manningham Planning Scheme Review 2022 – 2026. This recommendation identifies the need to progress the preparation of a Housing Strategy and Neighbourhood Character Study to identify preferred character precincts and guide residential growth and development across the municipality. We consulted extensively throughout the year and are now preparing a draft Housing Strategy.</p>
	<p>Improve our streetscapes with increased vegetation and water sensitive design to cool the landscape and bolster biodiversity.</p>	<ul style="list-style-type: none"> • We have worked to improve our streetscapes with the implementation of a new Street Tree Planting Guide and completion of the tree establishment program for 2023. • Considering vegetation and water-sensitive design as part of the Urban Forestry Working Group and ongoing biodiversity work. • Upgrading the Morris William Reserve catchment, with plant stock ready in the nursery for the planting season and National Tree Planting Day on track.

Theme	Details	Result
	<p>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.</p>	<p>Our progress</p> <p>We have reviewed our Management Plan and Policy. This has resulted in a new Street Tree Planting Guide.</p>
	<p>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>	<p>Our long-term planning is represented in the new Liveable City Strategy 2040 and is supported through the newly adopted Streetscape Strategy. Progress continues on the creation of greenways through projects including:</p> <ul style="list-style-type: none"> · Delivering on our existing bicycle strategy through the capital works program to complete links in the network. · Progressing land acquisition for open space. · Reviewing the Manningham Open Space Strategy.
	<p>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>	<p>We successfully co-delivered a program to support employment pathways for people living with a disability and is currently working with program partners to deliver stage two of the project. Increased levels of projects being delivered in Activity Centres is focussed on improving the visitor experience and levels of visitation.</p>
	<p>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>	<p>Westfield Doncaster has been granted a permit providing for increased night-time activities at the centre, which also has resulted in additional employment opportunities within Doncaster Hill.</p> <p>A Draft Economic and Development Strategy 2023-2026 has been prepared with the focus on reinvigorating and supporting existing businesses.</p>

Our performance: LGPRF indicators

LGPRF Indicators	2021	2022	2023	2024	
Loans per population (new indicator)	New	New	New	10.45	We are pleased to see the high value the community places on the library and its resource over 10 loans per head of population.
Recently purchased library collection	72.79%	72.28%	64.91%	64.13%	Our library collection continues to be maintained to a high standard consistent with previous years.
Library Membership	New	New	New	27.61	This new measure captures the number of active library users per head of population. The expected range set by the State Government is 20% to 40% participation. We are pleased to see this result demonstrating that our community place a high value on our library service.
Cost of library service per population	\$27.19	\$28.13	\$27.45	\$29.10	We have seen the cost of providing the library service increase slightly this year.
Library visits per population (new indicator)	New	New	New	3.74	We are pleased to see the high value the community places on the library with over three visits per head of population.
Statutory Planning					
Time taken to decide planning applications	58	67	76	70	We have continued to process planning applications in a timely manner with a decrease in median days from 76 in 2022/23 to 70 in 2023/2024.
Planning applications decided within required time frames	87.29%	78.99%	93.30%	90.21%	We have continued to process a high percentage of all applications within statutory time frames, well above the metropolitan average.
Cost of statutory planning service	\$2,787.18	\$2,685.23	\$3,178.86	\$3564.19	We have seen an increase in the cost of the service from the previous year because of an increase in employee costs.

LGPRF Indicators	2021	2022	2023	2024	
Council planning decisions upheld at VCAT	63.33%	57.14%	71.43%	63.16%	There has been a slight reduction in the number of appeals decided by VCAT from 21 application in 2022/2023 to 19 in 2023/2024. 63.15% of planning decisions have been upheld at VCAT.

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


Council Plan	2021	2022	2023	Source
Satisfaction with our local area (overall performance)	66	63	63	Community Satisfaction Survey (Overall performance)
Maintain the balance of city and country by limiting two-thirds of medium and high-density development to our growth area	met	met	met	Council Data
90% of capital works programs delivered	88% achieved	87% achieved	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			
	<p>We will continue to improve our local road, parks and recreation facilities (as scheduled) to a high standard:</p> <p>Parks and Recreation Facilities upgrade including Ted Ajani playspace, Joroma Reserve playspace, Astelot Reserve playspace.</p>		<p>Improvements to parks included:</p> <ul style="list-style-type: none"> · Implementing the Ruffey Lake Park Landscape Masterplan, which includes the installation of new interpretive signage, a third exercise station with a ninja style, a new lookout deck with a shelter and picnic space, and ongoing planting of new trees and path upgrades. · Awarding a tender for the installation of two new bridges and a boardwalk on the lake, with additional work to widen the King Street underpass for shared path width. Construction of the new open space at Hepburn will commence in January and is expected to open in mid-2024. · Commencing construction of the Victoria Street playspace shortly, with an expected opening in mid-2024. Wonguim Wilam will feature a new artwork by a First Nations artist, including a new gathering space. The final artwork, a large boomerang, will be installed in early 2024.

Theme	Details	Result
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 completed and opened the following to the public, and they are being enjoyed by our local community:</p> <ul style="list-style-type: none"> · Upgrades to playspaces at Stiggant, Cat Jump, Hodgson, Joroma, Morna, Donvale, Michael, Astelot, Ted Ajani, and Kerry Reserves. · The Swanston Reserve skate bowl.
	<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, including:</p> <ul style="list-style-type: none"> · Collaborating with Andersons Creek Landcare, Parks Victoria, and Melbourne Water to plan and implement tenure-blind rehabilitation works along Andersons Creek. This included weed control and planting days with Donvale Christian College, a local church in East Doncaster, and corporate groups. · Partnering with Parks Victoria and Friends of Warrandyte State Park to plan and implement weekly activities supporting environmental works in Warrandyte State Park. · Supporting Jumping Creek Landcare in continuing the deer monitoring and control program.
	<p>Protect and enhance the sustainability of parks and reserves using environmentally sustainable materials to build paths, trails, and more street furniture.</p>	<p>We have upgraded paths in Zerbes Reserve and planned sections of Jenkins Park. A major upgrade of the Yarra Trail through Warrandyte, using materials in keeping with the natural environment, was completed in late 2023.</p>


Theme	Details	Result
	<p>Facilitate an increase in tree canopy across our parks as part of the Resilient Melbourne - Metropolitan Urban Forest Strategy.</p>	<p>Our progress</p> <p>We are actively implementing our annual street and park tree planting program to enhance tree canopy cover, having planted 2430 trees this year. Our efforts have primarily concentrated on infill planting in streets, and we've identified 2000 potential future planting locations. Additionally, we are maintaining 3000 recently planted trees to ensure their successful establishment and survival.</p> <p>We have also created an Urban Forest Strategy working group and decided to integrate the Urban Forest Strategy into our Climate Strategy and targets will be set.</p> <p>The Street Tree Planting Guide has been endorsed and is being implemented by the Arboriculture team. Tree Planting is organised and trees purchased ready for the planting season starting in May/June.</p>
	<p>Deliver sustainability initiatives throughout the green wedge to preserve and protect our local environment.</p>	<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 two years to update and review Manningham's biological sites of significance. · Progressing works to address vegetation and biodiversity loss in Manningham, which has equated to 3% of the municipality over the past 15 years.
	<p>Acquire and develop new or expanded parks, open spaces, and pedestrian links to support our growing population.</p>	<p>We have grown our open and active spaces by:</p> <ul style="list-style-type: none"> · Starting construction of the new open space on Hepburn Road, scheduled for completion in August 2024. · Initiating the expansion of Carawatha Reserve, Doncaster, with completion scheduled for late Q3 2025. · Progressing land acquisition for open space.
	<p>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>	<p>We implemented a new administration process for responding to our customers, which has improved our response times. We also introduced clearer and easier-to-understand calling cards and letter templates for customer communication. Additionally, we updated our Naturestrip Guidelines to streamline and improve our approach and response to customer requests, including the use of the Parks TreePlotter system.</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>We continued to maintain a high standard for our roads, footpaths, and drains by developing:</p> <ul style="list-style-type: none"> · A 10-year drainage program for prioritisation within the capital works program, with a funding model to be established. This model will include criteria for core assets (drainage, buildings, roads, and footpaths) and will inform the development of a 30-year infrastructure program. · A Stormwater Management Strategy to prioritise and inform the long-term investment in drainage improvement works.

Theme	Details	Result
	<p>We will deliver the Road Improvement Program (as scheduled) including Jumping Creek Road, Templestowe Route and Tram/Merlin Traffic signals.</p>	<p>Our progress</p> <p>The Road Improvement Program we undertook in 2023/24 included:</p> <ul style="list-style-type: none"> Continuing trail works along Jumping Creek Road in advance of the major roadworks planned for 2025. The majority of the trail is now connected, with the remaining sections to be constructed as part of the roadworks. Nearing completion of early works on the Templestowe Route projects, with the main works package set to commence in 2025. Awarding the contract for the Tram Merlin Project, with early work completed this financial year. The main works are anticipated to be completed by the end of 2024. Progressing other major drainage and roads projects, with Council commencing the process for appointing a Major Roads and Civil Contractor to deliver the capital program.
	<p>Provide ways for people to connect by:</p> <p>i. Prioritising grant funding to support community inclusion and connections in a way that respond to community needs.</p>	<p>We approved 18 grant applications for funding with a total value of \$199,063 in our Annual Grant Program.</p> <p>We endorsed the recommendations for three grant applications totalling \$20,723 in funding. These recommendations were supported by the Lord Mayor's Charitable Foundation board.</p> <p>We continued to fund the Community Partnership Grant Program (2022-25).</p>
	<p>ii. Improving transport options through the 2021 Transport Action Plan and by contributing to planning of the Suburban Rail Loop, Doncaster Busway, Bus Rapid Transit, bus network and service review and enhancing the walking and cycling network.</p>	<p>We progressed improving transport options through:</p> <ul style="list-style-type: none"> Implementing actions set out by the 2021 Transport Action Plan, leading to ongoing improvements in transport options within Manningham. Future-focused planning for the State's Suburban Rail Loop, alongside proactive advocacy for bus network and service improvements, and enhancements to the walking and cycling network. Continuing liaison with NELP on the Eastern Express Busway and working internally on the case for a further busway extension via Bus Rapid Transit, in alignment with the 2021 Transport Action Plan.

Theme	Details	Result	Our progress
	<p>iii. Community safety in and around schools through traffic and parking management programs.</p>		<p>We started work with Serpells Primary School to improve traffic access and parking availability following the completion of Tuckers Road and the associated footpaths and shared path. We prepared formation sheets in several languages and distributed them to parents through school contacts. Meetings were held with school leadership to seek approval for suggested traffic and parking management changes.</p>
Actions			
	<p>Advocate for improved safety on public transport.</p>		<p>We continued to advocate for improved safety on public transport by:</p> <ul style="list-style-type: none"> · Meeting and corresponding with the Department of Transport and Planning (DTP) to advocate for upgraded and safer bus stops. · Keeping safety at the forefront of discussions with NELP regarding the future Eastern Express Busway and the redevelopment of the Doncaster Park and Ride facility.
	<p>Expand and upgrade our shared trail network to improve connectivity.</p>		<p>We improved connectivity by:</p> <ul style="list-style-type: none"> · Planning is underway to contribute to the extension of the Main Yarra Trail, with the Beasleys Nursery section recently completed. · Undertaking improvement works to the Koonung Creek Trail and other trails within parks and reserves. · Commencing construction of the new bridge across the Yarra River in Bulleen (Banksia Bridge).
	<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 Program progressed as scheduled, including:</p> <ul style="list-style-type: none"> · Progressing Jumping Creek Road as planned, with design and consultation complete and the commencement of early works (footpath). · Progressing the Templestowe route as planned, with consultation underway and early work packages commenced.

Theme	Details	Result
	<p>Deliver activities to encourage people to use public and environmentally friendly transport.</p>	<p>Our progress</p> <p>We encouraged the use of public and environmentally friendly transport through:</p> <ul style="list-style-type: none"> · Prioritising the shift from private car use to more sustainable transport options is a key focus in our Transport Action Plan and environmental strategies. · Continuing collaboration on sustainable transport matters, including preparing a submission to the Federal Government's 'Transport and Infrastructure Net Zero Roadmap'. · Implementing our new Manningham Car Share Policy to promote ride-sharing as a more sustainable option. · Bus improvements. · Enhancing footpaths.
	<p>Engage with private car and rideshare companies to encourage an establishment of a car share program in Doncaster Hill.</p>	<ul style="list-style-type: none"> · Our initial car share trial with GoGet in the Doncaster area has been extended for a further 18 months due to its success. · Our new Manningham Car Share Policy aims to encourage further participation by the community and other car share providers.
	<p>Investigate options for land for employment use to reduce Council's reliance on rate revenue.</p>	<p>We have identified Strategic Property Investment Portfolio and approved further investigation of future usage and income from the Quarry and 300 Blackburn Road.</p>

Our performance: LGPRF indicators


LGPRF Indicators	2021	2022	2023	2024	
Roads					
Sealed local road requests	73.95	71.54	106.04	82.57	We have seen a decrease in the number of requests which demonstrates a return to similar request volumes received in years past. Significant rain events generally result in an increase in requests. We have experienced fewer weather events this year resulting in fewer road requests.
Sealed local roads maintained to condition standards Target for 2024: 98.40%	99.55%	98.91%	98.49%	95.88%	The condition of our roads remains relatively steady and consistent. We inherited a transfer of road responsibility from the State, which slightly reduced this figure and impacted the expected targeted result.
Cost of sealed local road reconstruction	\$28.13	\$112.77	\$0.00	\$0.00	There was no reconstruction this year. Significant planning for major road reconstruction works has been a focus. We have engaged with stakeholders, and consultation continues to be a focus to ensure a holistic outcome and the best result for our community.
Cost of sealed local road resealing	\$19.35	\$16.41	\$28.27	\$20.53	We saw the cost of road resurfacing decrease and return to rates seen in previous years. This reflects an industry mostly returning to normal following the complexities and difficulties relating to the pandemic. Larger areas of resurfacing works were planned and completed, reducing the overall cost, and ensuring works were completed in a more cost-effective manner.
Satisfaction with sealed local roads	64.00	66.00	58.00	58.00	We work hard to maintain our local roads and have seen results consistent with last year. We have increased community engagement this year and it may take time to see the impact of this reflected in our survey results. The survey is a sample of 400 residents participating in a Community Satisfaction Survey, managed by 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>We will investigate and review current facility use and opportunities to develop or repurpose existing facilities and use of Council land for multi-use purposes and to meet changing community needs through:</p> <ul style="list-style-type: none"> · Finalising the Community Infrastructure Plan by 31 December 2021 and implementing the 20-year Action Plan. · Strengthening utilisation and performance of stadiums in conjunction with stadium managers. · Improving community access to sport and recreation facilities and spaces for broad community use and benefit. 		<p>We worked to optimise our facilities through:</p> <ul style="list-style-type: none"> · Finalising the Community Infrastructure Plan in August and focusing on the implementation plan. · Awarding a new Leisure Service Contract from 1 July 2023 to Aligned Leisure, expanding services and programs across a range of Council facilities. Aligned Leisure is collaborating with us to explore repurposing or reprogramming facility components to meet changing community needs, which has already led to improved usage in 2023/24. · Endorsing Stage Two of the Sports Facility Development Plan in early 2023. The Plan outlines recommendations for various sports, and we are beginning to implement it with provisions for horse and pony club facilities. The Community Infrastructure Plan also includes actions to support community groups by maximising existing assets. · Engaging in ongoing discussions to maximise our facilities for all local sport and recreation activities.

Theme	Details	Result
Actions		
	<p>Identify the current and future capacity of our facilities and pavilions to make sure they meet community needs now and in the future.</p>	<p>We worked to optimise our facilities through:</p> <ul style="list-style-type: none"> · Finalising the Community Infrastructure Plan in August, and are now focused on the implementation plan, · Awarding a new Leisure Service Contract from 1 July 2023 to Aligned Leisure to provide an opportunity to expand services/programs that are offered throughout a range of Council facilities. Allied Leisure are working with Council on a fresh approach to investigate the potential of repurposing or reprogramming facility components to meet changing community needs. This has already resulted in improved usage for 2023/24. · Supporting community groups by maximising existing assets. · Facilitating ongoing discussions to maximise our facilities for all local sport and recreation activities.
	<p>All works on our community facilities will be compliant with disability and accessibility standards.</p>	<p>When designing our projects, we strictly follow <i>Disability Discrimination Act 1992</i> (DDA) guidelines and the National Construction Code (NCC).</p> <p>All of our new projects include DDA parking as well as compliant footpaths and ramps to improve accessibility, universal design, and inclusivity.</p> <p>The interior design of amenities complies with the standards and NCC, including accessible and ambulant toilets and circulation spaces that allow for easy wheelchair access, with kitchen design improvements to accommodate height-adjustable benches.</p>
	<p>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>	<p>We are planning and consulting the community on a number of Masterplans:</p> <ul style="list-style-type: none"> · Stintons Reserve Masterplan: Community consultation included targeted sessions with key user groups and a broader survey through Yoursay Manningham. The outcomes will inform the draft master plan, which will be released for further community consultation, including additional community sessions. · Manningham Templestowe Leisure Centre (MTLC): Initial consultation with key stakeholders, including Manningham Netball and Netball Victoria, has commenced. A wider community consultation will be scheduled for a future date. · Donvale Indoor Sports Centre (DISC): The masterplan for this project is currently on hold.

Theme	Details	Result
	<p>Explore partnerships to maximise the use of community facilities.</p>	<p>Our progress</p> <p>Our new 20-year Community Infrastructure Plan was developed in partnership with key stakeholders and adopted in 2023. We are now implementing projects in collaboration with these stakeholders, including:</p> <ul style="list-style-type: none"> · Tunstall Square Kindergarten Expansion · Warrandyte Facilities Review · Early Years Infrastructure Plan Part A and B · Doncaster and Bulleen Library Layout Changes · Bulleen Library Feasibility Study · Youth Hub and Co-Working Spaces at MC Square Civic Building.
	<p>Demonstrate leadership in environmentally responsive building materials and locations to promote resilience to flood, bushfire, and climate.</p>	<p>We are preparing a functional concept to assess the degasification of the Aquarena Aquatic Centre. This will improve the comfort of the site for the community user group. This concept plan will use innovative heat pump technology and improve the overall ESD / thermal comfort.</p> <p>We also conducted multiple electrical upgrades to reduce emissions of council sites including LED lighting upgrades across high profile community centres, assessing the feasibility of replacing gas heating at our Depot building and upgrading the aged hot water units at Deep Creek Childcare and Heimat House with all electric upgrades.</p>
	<p>Proactively plan, upgrade, and improve our recreations facilities to ensure they are maintained and accessible for a broad range of community uses.</p>	<p>We focused on Master Planning to identify opportunities for diversifying the activities and spaces within our facilities and enhancing community participation, including:</p> <ul style="list-style-type: none"> · Incorporating opportunities for active recreation within open spaces at Wonga Park Reserve, Aquarena outdoor space, and Donvale Indoor Sports Centre. · Considering facilities such as a bocce rink (DISC), swimming amenities (Aquarena), dirt jumps (Wonga Park) and fitness equipment (Wonga Park). · Including amenities like toilets, shelters, and other spaces to encourage longer duration stays in these Masterplans.

Theme	Details	Result
	<p>Deliver management and maintenance programs to manage the balance of bushfire prevention with the protection of biodiversity.</p>	<p>Our progress</p> <p>Our bushland maintenance is ongoing.</p> <ul style="list-style-type: none"> · A commitment has been made for the bushland maintenance budget to be increased by \$76,000 annually. · We convene a monthly Fire Mitigation Working Group.
	<p>Explore the need for a broad heritage review and assessment to protect and promote the cultural and historical significance of Council's assets.</p>	<p>We are progressing work associated with the preparation of a Thematic Environmental History.</p> <p>We asked the community and historical societies for stories of people, groups, places and events that have helped shape Manningham. The stories will be pulled into a Thematic History and shared with the community.</p>
	<p>Improve water management with the development of an Integrated Water Management Strategy.</p>	<p>We undertook the following actions to improve water management:</p> <ul style="list-style-type: none"> · Adopting revisions to the Integrated Water Management Strategy Implementation Plan on 27 June 2023, which incorporates key recommendations from the Integrated Water Management Transition Report. · Appointing a consultant to provide technical input, including modelling, to support the development of the Integrated Water Management Strategy. · Progressing the Manningham Flood Mapping Project in partnership with Melbourne Water. Council engaged its consultant in April 2023, and flood modelling for local catchments is underway. · Continuing community engagement through ongoing discussions with the Flooding and Stormwater Management Community Reference Panel and the Manningham's Water Future survey, which closed in June.

Our performance:

Resilient Environment

Services funded in our Annual Budget


Activity	Description	Budget \$'000	Actual \$'000	Variance \$'000
Climate Emergency and Environment	We protect our environment through climate change mitigation, biodiversity protection and community engagement to protect the local environment.	1,346	2,191	(845)
Drainage and Technical Services	We provide services and support to reduce our environmental impact and protect our water through investigation and resolution of drainage issues including inspections, consultation, analysis, referrals and capital improvements. We also provide flood level advice and drainage improvement works.	521	555	(34)
Fleet	We promote environmental stewardship through advice, maintenance, servicing and replacement of all Council's plant, vehicles and equipment including electric and hybrid vehicles.	(1,185)	(1,251)	66
Waste and Resource Recovery	We reduce and manage waste including the kerbside rubbish collections of garbage, hard waste and green waste from all local households and some commercial properties. Also includes roadside litter pickup, waste call centre, education services and the strategic planning of waste services.	(1,362)	(504)	(859)

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
Major initiatives		
	<p>We will deliver environmental activities 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 for 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 Woiwurrung Cultural Heritage Aboriginal Corporation, Melbourne, and Parks Victoria. Build stewardship in sustainable waste management practices with the community. 	<p>To advocate and protect the environment, biodiversity and wildlife we:</p> <ul style="list-style-type: none"> Reviewed the Sites of Biological Significance Report (2004), with Part A (mapping) completed and Part B commenced. This project will inform a review of the Manningham Planning Scheme to implement overlays to protect the Green Wedge. Undertook ongoing maintenance of Council's bushland reserves by contractors. A new bushland maintenance work program has been developed and forms the core of a contract renewal tender. This new work program and contract renewal will improve on-ground biodiversity outcomes. Adopted the Domestic Animal Management Plan to manage domestic animals in Manningham. We will launch this plan in 2023 to make our community safer and protect the welfare of our community's cats and dogs. It also includes a pilot 24-hour cat confinement order to benefit cats, cat owners, and the community. Provided advice to the North East Link on the environmentally sustainable design features of sport and recreation facilities they will newly build. Continued to collaborate with a range of government organisations and local community environment groups to deliver biodiversity improvement programs. Completed significant work to introduce FOGO in July to assist residents in reducing waste going to landfill. Included environmental actions in the Reconciliation Action Plan adopted by Council. Adopted the Community Local Law in May 2023. We consulted with the Wurundjeri about our actions in the Burndap Birrarung Burndap Umarkoo/Yarra Strategic Plan. We are partnering with Melbourne Water to enhance outcomes along the Birrarung.

Theme	Details	Result
		Our progress
		<ul style="list-style-type: none"> · We continued collaboration with the community, Melbourne Water, and the Wurundjeri to develop a strategy for Mullum Mullum Creek, with a focus on enhancing biodiversity and overall creek health and future management through collaboration. · Improved Council's own environmental practices to deliver the adopted Climate Emergency Action Plan, which included ambitious zero emissions targets. · Worked to transition to electric cars for a number of Council's fleet services and added power outlets to promote greater uptake of electric vehicles.
Actions		
	<p>Empower the community to protect biodiversity through education and incentives for private landholders.</p>	<p>We have supported the community to protect biodiversity through the LEAF grants program by:</p> <ul style="list-style-type: none"> · Covering environmental works, including weed and pest animal control (deer, rabbits, foxes) and revegetation. · Hosting a monthly walk and talk series with topics such as weed identification
	<p>Collaborate with community environment groups and other public land managers to protect biodiversity.</p>	<p>We worked to protect biodiversity with:</p> <ul style="list-style-type: none"> · Collaborating with Andersons Creek Landcare, Parks Victoria, and Melbourne Water to plan and implement tenure-blind rehabilitation works along Andersons Creek. This has included weed control and planting days with Donvale Christian College, a local church in East Doncaster, and corporate groups. · Partnering with Parks Victoria and Friends of Warrandyte State Park to plan and implement weekly activities to support environmental works in Warrandyte State Park. · Continuing the deer monitoring and control program with Jumping Creek Landcare.
	<p>Increase tree and vegetation coverage to bolster biodiversity.</p>	<p>Our work to increase tree and vegetation included:</p> <ul style="list-style-type: none"> · Developing an Urban Forest Strategy. · Delivering a tree planting program. · Starting a bio site review and implementing the Climate Emergency Action Plan.

Theme	Details	Result
	<p>Continue maintaining and improving Council bushland areas.</p>	<p>Our bushland maintenance included annual winter revegetation with 2000 plants to increase tree and vegetation coverage in parks and streetscapes. We have also made an ongoing commitment of an additional \$500,000 for tree-planting each year.</p> <p>We have made significant improvements in our bushland maintenance, including:</p> <ul style="list-style-type: none"> · Reviewing the bushland team structure and piloting a new role. · Creating new Bushland Work Plans and establishing a new Conservation and Engagement role, which has been advertised and filled. · Ensuring the bushland contract runs smoothly and continuing works to improve conservation sites as planned.
	<p>Reduce threats to biodiversity and wildlife habitat, including pest management and reducing vegetation removal.</p>	<p>We undertook work to reduce threats to biodiversity, including:</p> <ul style="list-style-type: none"> · Ensuring the bushland maintenance contractor Felix Botanica runs smoothly for the next three to five years, with ongoing works to improve conservation sites as planned. · Providing LEAF grants and education. · Supporting private landholder biodiversity protection work, incorporating pest deer control, funded by the Victorian Government. · Offering advice through the Biodiversity Impact Assessment Committee to reduce vegetation removals resulting from Council's capital works program, including the Jumping Creek Road project. · Supporting the Planning Compliance team in penalising illegal vegetation removal on private land, which is a significant contributor to the 3% municipality-wide loss of vegetation that occurred between 2009 and 2018.
	<p>Help grow the market for recycled and sustainable products and materials through sustainable procurement.</p>	<p>We have integrated sustainable procurement criteria, including environmental sustainability, into the procurement sourcing planning process.</p> <p>We now require our major procurement activities to consistently consider and pursue opportunities for the supply of eco-friendly products and services.</p> <p>We have planned further work to make this a priority.</p>

Theme	Details	Result	Our progress
	<p>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.</p>		<p>We have continued the Biodiversity Impact Assessment Committee to proactively minimise the environmental impact of our planned capital works program.</p>
	<p>Deliver our drainage program (as scheduled), including the Melbourne Hill Road Drainage Upgrade.</p>		<p>Key drainage projects including Everard Drive (nearing completion delayed due to Telstra works) and Melbourne Hill Road are well underway with major parts of the projects completed.</p>
	<p>Explore with other Councils, garden and food waste processing and separated glass collection service to reduce waste to landfill.</p>		<p>To reduce waste to landfill, we are:</p> <ul style="list-style-type: none"> · Continuing our extensive education campaign to support our community for the rollout of FOGO. · Working with stakeholders, local Councils, and Victorian Government departments on the implementation of the Recycling Victoria - Circular Economy actions. · Advocating to the Victorian Government regarding the proposal for a separate glass service and the recycling service standards.

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			
	<p>Support and educate to connect inclusive and healthy communities (inclusive of our culturally diverse communities) through environmental education and waste programs.</p>		<p>We successfully introduced FOGO in July with a weekly collection and changing the garbage collection frequency to a fortnightly collection. This was a key initiative to reduce waste sent to landfill and has already seen more than a 30% reduction in our garbage tonnage.</p> <p>We delivered community education programs including Plastic Free July pop events, Cloth Nappy workshops, Garden Waste Disposal Days for residents who live in bush fire prone areas. Waste programs were conducted during the school holidays with kids composting, seed bomb and bees wax wraps.</p> <p>Our Waste Drop Off Day had 1342 registrations: our largest event ever. The day provides residents with the opportunity to dispose of items that cannot be recycled or placed into their household bins e.g. paint, gas bottles, e-waste and x-rays.</p> <p>We delivered cultural events to coincide with Spring Outdoors and in partnership with Wurundjeri Woi-wurrung Cultural heritage Corporation and Banyule and Nillumbik Councils. Local residents across the partnership region were invited to spend time in local reserves with Traditional Owners to enable residents to deepen their understanding and appreciation of the oldest continuous culture on earth. These events were oversubscribed, acknowledging the importance of this partnership.</p>
Actions			
	<p>Encourage solar uptake in the community and explore other energy sustainability innovation.</p>		<p>We encouraged solar uptake by:</p> <ul style="list-style-type: none"> Expanding the Solar Savers program to include a battery subsidy for all homeowners and a solar subsidy for low-income/pensioner households. Holding a series of engagement sessions, which were fully booked out with plenty of follow-up. To date, there has been \$50,000 worth of rebates processed. Including a new category for apartments, which will help many of our residents.

Theme	Details	Result
	<p>Deliver sensors for parking, bins and drains and irrigation to use technology to better meet customer needs and improve service delivery in activity centres and waste management.</p>	<p>Our progress</p> <p>We have implemented traffic sensors for parking within Templestowe Village and Jackson Court, with the opportunity to look at other locations within our Activity Centres.</p> <p>We are also reviewing the waste and litter service within our Activity Centres, parks and reserves, with an opportunity to include technology improvements as part of a new contract model to improve service response times.</p>
	<p>Trial new recycled material on our roads to minimise the use of new materials and emissions to reduce our environmental impact.</p>	<p>We have successfully used new and innovative asphalt mixtures and innovative asphalt products and into our roads. The use of recycled road material is being specified and made available for use by our contractors.</p> <p>We are continuing to look at the reuse of other materials within roads and concrete including recycled road material, rubber from tyres, fly ash etc.</p>
	<p>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.</p>	<p>This was achieved through the state-wide single-use plastics ban from 2023 under Recycling Victoria's Circular Economy Policy. We also encouraged participation in the Plastic Free July challenge to support residents.</p>
	<p>Investigate the provision of e-waste drop off hub(s) to collect small e-waste items.</p>	<p>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%.</p>

Theme	Details	Result
	<p>Reduce emissions with improved garden and food waste processing.</p>	<p>Our progress</p> <p>Our Food Organic Green Organic service (FOGO) started in July 2023, introducing a weekly FOGO collection and a fortnightly garbage service.</p> <p>Residents have achieved a diversion of 20,000 tonnes of food waste from landfill, which will see a reduction of 38,000kg of carbon emissions. The introduction of FOGO will greatly assist in achieving net zero emissions by 2028 and net zero community emissions by 2035.</p> <p>Our processing facility Bio Gro, located in Dandenong South, initially shreds and decontaminates the FOGO material then it is transported to either Newbridge, Mt Gambier or Dutson Downs where it is then composted for 6-12 weeks.</p>
	<p>Install more solar power on Council buildings, make environmental improvements to Council facilities and switch to wind and solar generated grid electricity supply.</p>	<p>We improved our environmental practices through:</p> <ul style="list-style-type: none"> · Advancing phase two of the solar program procurement stage, which includes Shramms Reserve Pavilion No 2, Doncaster Bowling Club, Donvale Hockey and Bowls Club, Zerbes Scout Hall and Templestowe Valley Preschool. · Installing solar at the civic centre, along with the solar carport.
	<p>Engage the community, collaborate with other Councils and advocate for reduced greenhouse gas emissions at the local, state, and federal levels.</p>	<p>We continued to collaborate to reduce greenhouse emissions through:</p> <ul style="list-style-type: none"> · Participating in the Northern Alliance for Greenhouse Action (NAGA) Strategic Planning Day to collaborate and advocate on climate change and emission reduction initiatives across all levels of government and with private sector partners. This has enabled leverage on a number of issues, including Climate Emergency, All Electric/Electrify Everything, and Zero Emissions Vehicles. · Promoting and transitioning to Hybrid and Electric Vehicles (EV) in our fleet and car share initiatives. · Endorsing our Climate Emergency Action Plan. This is a milestone in formalising further action and guiding future work.

Theme	Details	Result
	<p>Demonstrate stewardship in developing and implementing our Climate Emergency Plan actions.</p>	<p>Our progress</p> <p>We demonstrated environmental stewardship throughout the year including:</p> <ul style="list-style-type: none"> · Adopting a new Climate Emergency Action Plan with net zero emissions targets: <ul style="list-style-type: none"> – Achieving net zero for Council by 2028. – Achieving net zero for the community by 2035. · Allocating \$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"> – Conducting flood mapping. – Reviewing areas of biological significance. – Trialling public electric vehicle charging. – Expanding the residential solar program. – Implementing Food Organics Green Organics (FOGO). · We are creating a Climate Emergency Implementation Plan which identifies four focus areas after community consultation. We are reporting on our progress in the Manningham Quarterly Report. · We have adopted solar programs and environmentally sustainable design measures, including an LED lighting upgrade at the Civic building of Council.

Theme	Details	Result
	<p>Facilitate uptake of electric vehicles in our operations and support the implementation of community infrastructure to enable the uptake of electric vehicles.</p>	<p>Our progress</p> <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 six EVs, 40 hybrid cars and six small hybrid trucks. · Investigating public charge points to increase community uptake. · Planning an ongoing shift to more electric vehicle (EV) and hybrid vehicles in the Council fleet. · Investigating public charge point installation opportunities to increase community EV uptake. · Installing 14 EV charge points at the Civic Centre and Depot for Council fleet use. · Replacing petrol-only vehicles in our fleet with six EVs, 40 hybrid cars and six small hybrid trucks. · Investigating public charge points. A new provider will 'install, maintain, operate' under a licence agreement, to reduce risk and expense to Council. · Eight sites including Jackson Court, Tunstall Square, Templestowe Village, Warrandyte Community Centre, Mullum Mullum Stadium, Aquarena, Macedon Square, Civic Centre and MC Square will have an EV charge point. · This initiative will direct \$4m to \$8m investment into Manningham over 10-15 years and will bring first-in-class infrastructure and additional benefits to the community (such as e-bike and e-scooter charging bays), while helping to address the high level of transport emissions recorded in Manningham.

Our performance: LGPRF indicators

LGPRF Indicators	2021	2022	2023	2024	
Waste					
Kerbside collection bins missed	4.45	3.80	3.27	2.77	We are pleased to see that our service continues to improve with a missed bins decrease of 15% compared to last year.
Cost of kerbside garbage bin collection service	\$109.37	\$131.62	\$142.13	\$80.70	The cost of our kerbside garbage has continued to decrease which is related to the change in collection frequency from weekly to fortnightly and the introduction of the weekly FOGO collection (which has resulted in food waste being moved from the garbage to FOGO bin).
Cost of kerbside recyclables collection service	\$45.97	\$54.61	\$56.12	\$56.35	The cost of our recyclables service has increased due to collection and transport costs.
Kerbside collection waste diverted from landfill	55.21%	53.60%	54.95%	75.51%	The 37% increase on last year is due to the success of the introduction of FOGO (Food Organics, Green Organics) and the change to a fortnightly garbage collection. With the introduction of FOGO, our community can now place their food waste into their FOGO bin rather than their garbage bin, reducing the amount of waste going to landfill.

Our performance: Vibrant and Prosperous Economy

Services funded in our Annual Budget


Activity	Description	Budget \$'000	Actual \$'000	Variance \$'000
Community Grants and Events	We promote a vibrant and prosperous local economy through support to local business, economic development and tourism, corporate and community events and community grants process.	1,926	1,982	(56)
Community Venues and Functions	We manage Council's portfolio of bookable external Community Venues, Hireable Spaces at MC Square, Civic Centre Operations and the flagship Manningham Function Centre. We provide safe, accessible and high-quality spaces which support and promote Community Participation	(54)	570	(624)
Economic and Community Wellbeing	We explore partnerships to maximise use of community facilities.	1,265	1,326	(61)
Economic Development	We deliver services to local business that support economic development and tourism, support corporate and community events that create opportunities to gather and celebrate, and support community initiatives through a comprehensive community grants process.	505	413	91

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>We will support local business and the City through:</p> <ul style="list-style-type: none"> i. Increased procurement with organisations that produce economic, environmental, and social outcomes for Manningham. ii. Capacity building and support through business development activities. iii. Exploring local opportunities to support local businesses to collaborate via a hub / co-working space. iv. Activities to encourage and support tourism and employment opportunities. 		<p>We have supported local businesses through:</p> <ul style="list-style-type: none"> · Implementing proactive sustainable procurement in several major tendering projects, forming part of the evaluation criteria. Efforts are focused on selecting suppliers that demonstrate positive economic, environmental, and social impacts. · Building capacity and supporting the business community through training courses, mentoring services, and meetings with trader groups and individual businesses. · Evaluating need, selecting sites, and choosing an architect to design the co-working space. Next, we are consulting with stakeholders, including the Manningham Business Network, to inform detailed design and construction. <p>We have refocused resources, and the support of tourism will come from our new approach to investment attraction.</p> <p>We are working with Onemda to develop a program that supports people in gaining experience in the hospitality sector and delivering outcomes in a real-world situation before exploring options for further employment within the Manningham business community.</p>
Actions			

Theme	Details	Result
	<p>Support the development of local creative industries.</p>	<p>Our progress</p> <p>We supported local creative industries with:</p> <ul style="list-style-type: none"> · Liaising with historical societies to ensure their exhibitions during the Australian Heritage Festival were promoted in Manningham Matters and on the council webpage. · Enabling the staging of 13 productions at the Doncaster Playhouse, including a new hirer presenting a work of Persian dramatic dance developed with children from the community, and readings/previews of new works by local playwrights. We continued to support the library to present the Writeability program and collaborated with Mullum Mullum Indigenous Gathering Place and other regional councils on the development of the Eastern Region Indigenous Arts Trail project. · Supporting the Warrandyte Pottery Expo through a partnership grant. · Holding an exhibition of Onemda participants' work in the Walk of Art. · Establishing a new Arts Advisory Committee. · Delivering an arts grant to the Doncaster Templestowe Artists Society. · Working with Mullum Mullum Indigenous Gathering Place and other regional councils on the development of the Eastern Region Indigenous Arts Trail project, which included hosting two creative workshops at Currawong Bush Park.
	<p>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>	<p>We have actively been involved in the Eastern Region Group of Council's (ERG) development of the Plan East Plan to guide a regional approach to land use planning. This collaboration has also included promoting the current consultation being invited by the Victorian Government on its new Plan for Victoria strategy.</p>
	<p>Develop a '10-Year Vibrant Villages Plan' to prioritise future upgrades or precinct Masterplanning of all major and local neighbourhood activity centres.</p>	<p>We endorsed the Vibrant Villages Activity Centre Action Plan last year and planning for works and upgrades in and around Templestowe Village.</p>

Our performance: Well Governed Council

Services funded in our Annual Budget

Activity	Description	Budget \$'000	Actual \$'000	Variance \$'000
Business Enablement	We lead our customer promise to make it easy, celebrate choice, serve consistently and respond proactively. Enables the organisation through project management advice/support for corporate projects, planning for and reviewing our services and reporting our progress on council activities.	4,791	3,820	971
CEO Office and Councillor support	We provide support to our Mayor and Councillors in their role to benefit the City.	1,275	1,292	(17)
Emergency Management	We build resilience in community preparedness, response and recovery in an emergency. Works with agencies and organisations to facilitate local emergency management planning and lead coordination of local relief and recovery support for affected communities.	348	510	(163)
Engaged Communities	We oversee engaging and informing the community about our activities and decisions. Includes community engagement, internal communications, publications, social media, website, design and advocacy.	2,206	2,264	(58)
Financial Services	We provide strategic leadership towards a financially sustainable Council that manages resources effectively and efficiently. Includes budget management and partnering with the organisation to improve the delivery of financial services, internal controls and revenue services including rates.	4,111	4,263	(153)
Information Technology	We lead delivery and support of technology to improve efficient and effective ways to deliver services. Includes privacy and information management, process and system support across Council, and pursuit of digital and innovative technology solutions.	8,951	9,600	(649)
Legal Counsel, Governance and Risk	We oversee well governed Council with management of legal services and provision of legal advice, governance, risk and assurances services and advice.	1,716	1,572	144



People Experience	We lead our people experience to attract, support and retain employees that perform their best for our community. Includes recruitment, organisational development, employee and industrial relations and workplace health and safety.	2,911	2,860	51
Procurement	We are responsible for governance of procurement and contract management services to support the goals of Council.	988	974	14
Strategic Property Portfolio	This service manages Council's property portfolio to reduce our reliance on rates to enhance services and infrastructure and support our mission to be a financially sustainable Council.	339	633	(295)

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>We will maximise public value through the systematic planning and review of our services and effective, early and broad engagement on our projects.</p>		<p>We have:</p> <ul style="list-style-type: none"> Completed the five scheduled services reviews for 2023/24. Engaged on projects including the Plan Manningham 2025+ Survey, Manningham Residential Discussion Paper, Activity Centre Guidelines, and Thematic Environmental History, plus upgrades to several of our reserves and playspaces.
	<p>Explore ways to enhance performance reporting across social, environment and economic outcomes against community need</p>		<p>We have improved ways that we report outcomes to the community including:</p> <ul style="list-style-type: none"> Preparing and including new customer and environment sections in our quarterly report as well as additional financial information to improve transparency. Including more community outcomes in our Annual Report. The report covers social, economic and environmental outcomes and we are working to include more service performance in Council publications and online.
	<p>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).</p>		<p>Our Budget and 10-Year Financial Plan were adopted by Council following extensive involvement of the Community, Council and Officers.</p>

Theme	Details	Result	Our progress
Actions			
	<p>Deliver our annual Capital Works Program to maintain, upgrade and develop Council assets to meet current and future needs.</p>		<p>We spent \$30.2 million on capital projects enabling significant improvements to roads, drains, sporting facilities and footpaths.</p>
	<p>Ensure that future land use planning balances amenity and economic pressures.</p>		<p>We are progressing high priority actions in the Vibrant Villages Action Plan 2023 (focusing on providing guidance in the public realm), as well as commencing the preparation of the Activity Centre Design Guidelines (focusing on improvements in the private realm).</p>
	<p>Demonstrate leadership in sustainable and innovative environmental practices e.g. Installation of solar panels on Council building.</p>		<p>We have demonstrated leadership in sustainable practices by:</p> <ul style="list-style-type: none"> · Creating a functional concept design to assess degasification of the Aquarena Aquatic Centre. This plan will utilise innovative heat pump technology and improve the overall ESD/thermal comfort of the site, benefiting community user groups. · Conducting multiple electrical upgrades to reduce emissions at council sites, including LED lighting upgrades across high-profile community centres, assessing the feasibility of replacing gas heating at the depot, and upgrading the aged hot water units at Deep Creek Childcare and Heimat House with all-electric upgrades. · Delivering Climate Emergency Action Plan initiatives and supporting environmentally sustainable design in our capital works program.
	<p>Identify initiatives that save money and deliver stronger return on investment in Council owned and managed places and spaces</p>		<p>We developed a Strategic Property Investment Portfolio. During the year the Manningham Quarry, 300 Blackburn Road, and 895 Doncaster Road were identified. This is being done as part of capital works planning, especially as part of the environmentally sustainable initiatives rollout.</p>

Theme	Details	Result	Our progress
	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.		Our Mayor and CEO continued to pursue Council’s adopted advocacy priorities through regular meetings with local MPs and correspondence with relevant Ministers. Council collaborates to pursue our community’s interests with regional partners with a range of interest groups and neighboring Councils.
	Take a proactive and motivated approach to be an open and transparent Council (initiative).		<p>We have amended Council reporting procedures to maximise the amount of confidential information that can ultimately be released to the public by using confidential attachments.</p> <p>We have created a new Transparency Working Group to explore a new transparency page on our website where particular data sets are open to the public. The website is proposed to go live in the last quarter of 2024.</p>
	Collaborate with other Councils in the region to pursue grant funding for improvements to Council services and facilities.		Available collaborative grants and procurement opportunities are monitored and pursued via the Eastern Region Group of Councils, Procurement partnership and localised partnership groups.

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			
	<p>Improve our customer experience to better understand and meet their specific needs (major initiative).</p>		<p>To improve our customers' experience, we have:</p> <ul style="list-style-type: none"> · Made several enhancements to the Customer Relationship System (CRM). Contractors are now able to access case details such as mapping/location details via the Contractor Portal. This has enabled contractors to respond and resolve cases more efficiently. · Proactive Contact Centre quality assurance measures have been implemented and used to inform targeted staff training to better respond to customer needs across various channels such as phone and front counter operations. This will be further enhanced via direct customer feedback mechanisms for phone interactions, and conversation analytics following implementation of new telephony system.
Actions			
	<p>Deliver initiatives that advocate or demonstrate Council leadership to promote equality across gender, age, diversity, ability, and culture.</p>		<p>Our initiatives to demonstrate and promote equality include:</p> <ul style="list-style-type: none"> · Creating and filled five new graduate roles as part of a two-year pilot program. Graduates were successfully inducted and have ongoing training. · Training people leaders and officers regarding completing gender impact assessments (GIAs) on our relevant policy, programs and services. Updated guidelines on the intranet on how to conduct a GIA. · Approving revised recruitment documentation which includes drafting of inclusive recruitment guidelines with future training to be offered aligned with the updated approach. · Providing support and guidance to the Gender Equality Steering Committee regarding the structures of the nceGIA (Gender Impact Assessment) process and communications. · Running an all-staff summit covering the outcomes of the Pulse survey in respect to improvements. · Holding a workshop in relation to institutional racism with our senior leaders. · Introducing a Dad's Breakfast event which was held at the depot and focused on being a father.

Theme	Details	Result
	<p>Work with our partners and advisory networks to advocate and raise awareness of inclusive practices for key priority areas - considering people from First Nations, LGBTIQ+ communities, youth, culturally diverse communities, and people with disability.</p>	<p>Our progress</p> <p>We improved our practices to understand key priority groups through:</p> <ul style="list-style-type: none"> · Receiving comments from Advisory Committees on items such as the Residential Strategy, Activity Centre Design, and significant dates like International Women’s Day, 16 Days of Activism, Pride and IDAHOBIT, Reconciliation, and Law Week. Each committee also provided input on projects specific to their focus, such as sensory garden design and volunteers in sport. · Working with Eastern Community Legal Services to advocate for an increase in local legal services. · Gathering comments from Advisory Committees on issues like gambling harm, food insecurity, and reviewing Federal, State, and local strategic directions on important social issues. This has allowed key priority areas to be considered in the delivery of major initiatives. Council conducted community events to acknowledge International Women’s Day, International Day of Racial Discrimination, participated in the Pride March, and hosted a Pride activity at Aquarena. The focus of each activity came from discussions with the Advisory Committees. · Conducting “Words Matter” training for internal staff at Depot and Civic. The EOI process for new members to join the MYAC was promoted broadly to encourage diverse membership. The Terms of Reference for each of the advisory committees were reviewed to ensure inclusive processes.
	<p>Continue to advocate, influence, and respond to the North East Link Program (NELP) Authority for improved mitigation measures and environmental outcomes, particularly around urban design and to reduce the construction impact of the project on the community (major initiative).</p>	<p>We continue to proactively seek improved outcomes for the Manningham community through review of design plans, and by providing input to NELP on planning, design, construction, and communication matters associated with the project. Formal submissions to three exhibited Urban Design and Landscape Plans (UDLP) have been prepared and submitted to-date, and work on a submission to the upcoming Doncaster Park and Ride UDLP is already underway.</p>

Theme	Details	Result
	<p>Attract and support young people through jobs and career development opportunities, both at Council and within the community.</p>	<p>Our progress</p> <p>Last year we revised the Youth Employment Plan and created an additional five full-time graduate positions targeted at those between 15 to 24 years.</p> <p>This year we were thrilled to fill all five graduate positions with roles in different service units across the organisation. Induction and training have been provided with graduates having regular check ins for support and guidance. This program will be monitored and evaluated for future direction.</p>
	<p>Pursue transparency, innovation and efficiencies through the use and sharing of open data sources.</p>	<p>We continued to regularly update Manningham's published data sets on data.gov.au website for public access.</p> <p>We started publishing Freedom of Information requests on our website so that information of interest to our community and other groups is readily available.</p>
	<p>Engage in strategic partnerships that deliver benefits for our community and the Eastern Region.</p>	<p>We participated actively in several regional partnerships for the benefit of the community including:</p> <ul style="list-style-type: none"> · Eastern Region Group of Councils · Eastern Affordable Housing Alliance · Eastern Transport Coalition · Northern Alliance for Greenhouse Action. <p>In addition, Council is working with 10 other Councils across the state to develop a Centre of Excellence (joint service provision) and also in an Eastern Region Procurement Collaboration.</p> <p>At a state level, Council is actively engaged with:</p> <ul style="list-style-type: none"> · Metro Transport Forum · Municipal Association of Victoria Australian · Local Government Women's Association · Victorian Local Governance Association.

Our performance: LGPRF indicators

LGPRF Indicators	2021	2022	2023	2024	
Governance					
Council decisions made at meetings closed to the public	1.79%	2.67%	10.08%	6.62%	Our Council continues to demonstrate its commitment to transparency with the low number of resolutions made at closed Council meetings. Nine out of 131 decisions were made confidential as the items related to personnel, legal and contractual matters.
Satisfaction with community consultation and engagement	56	56	56	55	We have worked hard to improve the way we engage with our community on the things that matter. This result is the same as last year. The result is from a sample of residents participating in a Community Satisfaction Survey, managed by independent research company on behalf of the Victorian Government.
Councillor attendance at Council meetings	99.26%	98.41%	97.22%	96.83%	Our Councillors' attendance at ordinary and special council meetings remained high with almost 100% attendance for the period.
Cost of elected representation	\$47,890.78	\$51,057.78	\$55,473.11	\$66,276.89	Our Councillors work hard to deliver an exceptional service to the Manningham community. Following the determination for Councils from the Victorian Independent Remuneration Tribunal, allowances have increased and a deputy mayoral allowance was introduced. This has resulted in a slight increase in the cost of governance.
Satisfaction with Council decisions	58	58	57	54	Our Council has worked hard to improve transparency and community involvement in decision making to benefit the city. This result is 4 points about the state-wide average. Overall, 64% rated Council as good or very good. 17% were unable to say, which may have impacted the result. This information is collected from a small sample of 400 people in a Community Satisfaction Survey managed by the Victorian Government.

Our Governance System

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

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

There are two types of governance in our operations:

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

Governance framework

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

- Voting for Councillors (the Council) every four years.
- Writing to, emailing, or calling Councillors (the Council).
- Making submissions on our budget each year and Council Plan every four years.
- Participating in public forums like question time at a Council meeting.
- Participating in surveys, focus groups, workshops and other consultation activities.
- Logging onto yoursay.manningham.vic.gov.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.
- Ensuring the organisation implements Council decisions without delay.

The Council reviews the CEO's performance annually.

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

Council meetings

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

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

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

In 2023/24, there were 12 scheduled meetings of Council and two additional meetings. The table below provides a summary of Councillor attendance at these meetings.

Table 7: Council meetings held 1 July 2023 – 30 June 2024

Councillor	Scheduled	Additional
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 OAM (Mayor from 2 Nov 2023)	12 out of 12	2 out of 2
Cr Carli Lange	12 out of 12	2 out of 2
Cr Deirdre Diamante	11 out of 12	2 out of 2
Cr Laura Mayne (Deputy Mayor 2 Nov 2023)	11 out of 12	2 out of 2
Cr Stephen Mayne	12 out of 12	2 out of 2
Cr Tomas Lightbody	11 out of 12	2 out of 2

Strategic briefing sessions (SBS)

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

Committees

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

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

Table 8: 2023/24 Councillor Internal Committee Appointees

Committee	Appointees 1 Jul 23 – 31 Dec 23	Appointees 1 Jan 24 – 30 Jun 24
Arts Advisory Committee	n/a	Cr L Mayne
Audit and Risk Committee	Cr L Mayne Cr S Mayne	Cr S Mayne Cr Diamante Cr Lange
CEO Performance and Remuneration Committee	All Councillors	All Councillors
Disability Advisory Committee	Cr Kleinert OAM	Cr Kleinert OAM
Flooding and Stormwater Management Community Reference Panel	n/a	Cr Lange Cr Gough Cr Conlon
Gender Equality and LGBTQIA+ Advisory Committee	Cr Lightbody Cr L Mayne	Cr Lightbody Cr L Mayne
Health and Wellbeing Advisory Committee	Mayor	Mayor
Healthy Ageing Advisory Committee	n/a	Cr Chen Cr Diamante
Historical Societies Working Group	Cr S Mayne	Cr Diamante
Liveable Places and Spaces Advisory Committee	n/a	Cr Gough Cr Lange Cr Chen
Manningham Community Fund Grants Assessment Panel	Mayor Cr Conlon	Mayor Cr Conlon
Manningham Youth Advisory Committee	Cr Chen Cr L Mayne Cr Gough	Cr Gough Cr L Mayne Cr Chen

Multicultural Communities Advisory Committee	Cr Lange Cr S Mayne Cr Chen	Cr Diamante Cr S Mayne Cr Chen
Municipal Emergency Management Planning Committee	Cr Lange	Cr Lange
Municipal Fire Management Planning Committee	Cr Lange	Cr Lange
Reconciliation Action Plan Working Group	Cr Lange	Cr Lange
Recreation and Sport Advisory Committee	Cr S Mayne Cr Lange Cr Conlon	Cr L Mayne Cr S Mayne Cr Conlon

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

Table 9: 2023/24 Councillor External Committee Appointees

External Committee	Appointees 1 Jul 23 – 31 Dec 23	Appointees 1 Jan 24 – 30 Jun 24
Australian Local Government Women's Association Victoria (ALGWA - Vic)	Cr L Mayne	Cr L Mayne
Eastern Affordable Housing Alliance	Cr L Mayne	Cr Lightbody
Eastern Region Group of Councils (ERG)	Mayor and Deputy Mayor	Mayor and Deputy Mayor
Eastern Transport Coalition	Cr Lightbody Alternate – Cr Chen	Cr Chen Alternate – Cr Lightbody
Metropolitan Transport Forum	Cr Chen	Cr Chen
Municipal Association of Victoria	Cr Conlon Substitute – Cr S Mayne	Cr Lange Substitute – Cr Diamante
Northern Alliance for Greenhouse Action Executive Committee	Cr Lightbody	Cr L Mayne
Victorian Local Governance Association	All 9 Councillors	All 9 Councillors
Whitehorse Manningham Regional Library Corporation	Cr Kleinert OAM Cr S Mayne Substitute – Cr Conlon	Cr Kleinert OAM Cr Conlon

Code of conduct

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

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

- Find out more at manningham.vic.gov.au/about-council/how-council-works/council-elections/role-councillor or at the Manningham Civic Centre, 699 Doncaster Road, Doncaster.

Conflicts of interest

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

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

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

During 2023/24, five conflicts of interest were declared at Council meetings. These are listed below.

Council meeting date	Person	Item	Conflict Details
25 July 2023	Cr Lightbody	Item 2 – Apologies and requests for leave of absence	A material conflict was declared in relation to a request for leave to participate as a candidate in the Warrandyte By-election. Cr Lightbody noted that he would forgo his Councillor allowance during this period of leave.
26 September 2023	Chief Executive Officer	Item 17.2 – Procurement of Independent Advisor – Chief Executive Officer Employment and Remuneration Committee	A material conflict of interest was declared as the successful tenderer would be advising on CEO employment and remuneration matters.
31 October 2023	Chief Executive Officer	Item 18.1 – CEO Performance and Remuneration (Confidential)	A material conflict of interest was declared as the item related directly to the CEO's performance and remuneration.
12 December 2023	Cr Lange	Item 11.4 – Endorsement of Advisory Committee Membership	Both a general and material conflict of interest were declared as the Mayor's daughter had applied to be a member of the Youth Advisory Committee.
28 May 2024	Cr Lange	Item 11.3 – Manningham Community Grant Fund Program Recommendations	A material conflict of interest was declared as the Mayor's children attend the school where one of the applicants is based.

Councillor allowances

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

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

The value of the determination was adjusted by the Tribunal effective from 18 December 2023 until 17 December 2024 as follows:

Mayor	\$130,390
Deputy Mayor	\$65,195
Councillor	\$39,390

Councillor expenses

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

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

Table 12 shows the actual expenses for 2023/24. Council also publishes its travel register on its website in July each year showing interstate and overseas travel by Councillors and Council officers.

Table 10: 2023/24 Councillor Expenses

Cr	Travel	Car mileage	Childcare	Information and communication	Conferences and training	Formal attendance	Meeting expenses	Memberships	Other	Total
Cr Anna Chen	\$696.68	\$1876.29	\$0	\$0	\$859.09	\$587.37	\$0	\$0	\$0	\$4019.43
Cr Andrew Conlon	\$0	\$1831.65	\$0	\$741.57	\$0	\$479.95	\$0	\$0	\$0	\$3053.17
Cr Deirdre Diamante	\$997.20	\$0	\$0	\$0	\$1018.18	\$745.10	\$64.06	\$0	\$0	\$2824.54
Cr Geoff Gough	\$2198.82	\$1382.93	\$0	\$1376.09	\$2244.71	\$195.00	\$0	\$0	\$0	\$7397.55
Cr Michelle Kleinert OAM	\$1918.56	\$214.26	\$0	\$805.29	\$559.69	\$1009.59	\$115.51	\$100	\$53.64	\$4776.54
Cr Carli Lange	\$1013.43	\$1806.05	\$0	\$327.27	\$5418.18	\$1236.27	\$363.82	\$977.27	\$0	\$11142.29
Cr Tomas Lightbody	\$0	\$0	\$0	\$0	\$105.39	\$495.94	\$22.24	\$195	\$0	\$818.57
Cr Laura Mayne	\$74.56	\$0	\$0	\$864.20	\$4224.50	\$55	\$0	\$100	\$0	\$5318.26
Cr Stephen Mayne	\$127.50	\$681.75	\$0	\$785.34	\$0	\$0	\$0	\$0	\$0	\$1594.59

CEO expenditure 2023/24

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 11: CEO expenditure

Travel	Food and Beverage	Conferences and seminars	Gifts declared*	Miscellaneous	Total Expenses 2023/24
\$1,265.72	\$136.36	\$2,280.89	\$0	\$4,500	\$8,237.97

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. Meetings such as these are usually held by local government-related organisations, professional bodies and institutions, educational institutions and private sector providers on areas and events that impact the CEO's role and the general municipality.
- Gifts Declared* – relates to any gifts that exceed the token gift threshold (\$50) that the CEO is required to declare as per the Token Gift Policy. This category is not added to the total expenses as it is a declaration, not a cost to Council.
- Miscellaneous – relates to any other costs associated with the CEO role not covered by the categories above.

Corporate governance

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

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

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

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

Senior officers

Senior Officers include the CEO, any officer of Council who has management responsibilities and reports directly to the CEO or any other member of Council staff who is employed beyond a Band 8 classification.

As at 30 June 2024, we had 34 senior officers, with a total remuneration of \$7.07 million. The following table captures our senior officers and salary ranges:

Table 12: Executive Management Team Total Annual Remuneration

Senior Officer Ranges	2022/23	2023/24
Less than \$160,000	3	1
\$160,000 - \$169,999	6	6
\$170,000 - \$179,999	1	1
\$180,000 - \$189,999	6	4
\$190,000 - \$199,999	4	6
\$200,000 - \$209,999	2	5
\$210,000 - \$219,999	3	1
\$220,000 - \$229,999	2	3
\$230,000 - \$239,999		1
\$240,000 - \$249,999	1	
\$250,000 - \$259,999		
\$260,000 - \$269,999		1
\$270,000 - \$279,999	3	
\$280,000 - \$289,999		3
\$290,000 - \$299,999	1	
\$300,000 - \$309,999		1
\$330,000 - \$339,000		
\$360,000 - \$369,000	1	
\$370,000 - \$380,000		1

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

However, in accordance with the *Secure Jobs Better Pay Act 2022*, a new workplace right exists where employees can elect to disclose or not disclose their salary. The CEO has elected to fully disclose his remuneration.

Name and position	Date commenced position	Current Contract expires	Total annual remuneration
Andrew Day CEO	17 September 2018	16 September 2028	\$380,000

Employee code of conduct

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

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

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

Management

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

The *Local Government (Planning and Reporting) Regulations 2020* require us to assess our performance against the prescribed governance and management checklist.

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

Audit and Risk Committee

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

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

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

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

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

Table 13: Audit and Risk Committee members

Independent	Councillors
Mr Andrew Dix (Chair)	Cr Laura Mayne (until 31 Dec 2023)
Ms Evy Papadopoulos (until 30 Nov 2023)	Cr Deirdre Diamante (commenced 1 Jan 2024)
Mr Jonathan Kyvelidis	Cr Stephen Mayne (until 28 May 2024)
Sharon Copeland-Smith (commenced 28 May 2024)	Cr Carli Lange (commenced 28 May 2024)

Internal audit

The function of the internal audit is to provide independent and objective assurance to the Audit and Risk Committee that the appropriate processes and controls are in place across Council. In October 2023, Council appointed Crowe Australasia (Crowe) as contracted provider of internal audit services to Council following a procurement tender process. Crowe have extensive local government expertise.

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

The findings and recommendations of each audit are presented to the Audit and Risk Committee. Full and timely completion of management actions arising from the audits are monitored by the Committee.

In 2023/24 we delivered a program of five internal audits, including:

1. Asset Management Renewal
2. Grants Management
3. Cyber Security
4. Community Engagement
5. Climate Change Engagement.

External audit

Each year we are externally audited by the Victorian Auditor-General's Office (VAGO). For the 2023/24 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 226.

Fraud and corruption control

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

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

The Fraud and Corruption policy sets out specific guidelines and responsibilities including reporting and investigation of any irregularities. The procedure documents our approach to controlling fraud and corruption at both strategic and operational levels.

These key documents are aligned with Council's Public Interest Disclosure Procedures to assist disclosers and prospective disclosers in accordance with Section 58 of the *Public Interest Disclosures Act 2012*.

Key activities in our integrity framework include leadership in person training, fraud and corruption risk assessments/risk register, staff e-learning training modules, internal audit and compliance programs, fraud and corruption assurance map reporting.

Risk management

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

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

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

Three lines of defence assurance model

- Risk Registers (strategic, operational and fraud and corruption)
- Risk reporting
- Risk management incident and near-miss procedure
- Executive Risk Management Committee (management committee)
- Audit and Risk Committee (independent committee)
- Assurance Map – strategic risks.

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

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

Figure 4: Manningham’s risk management process



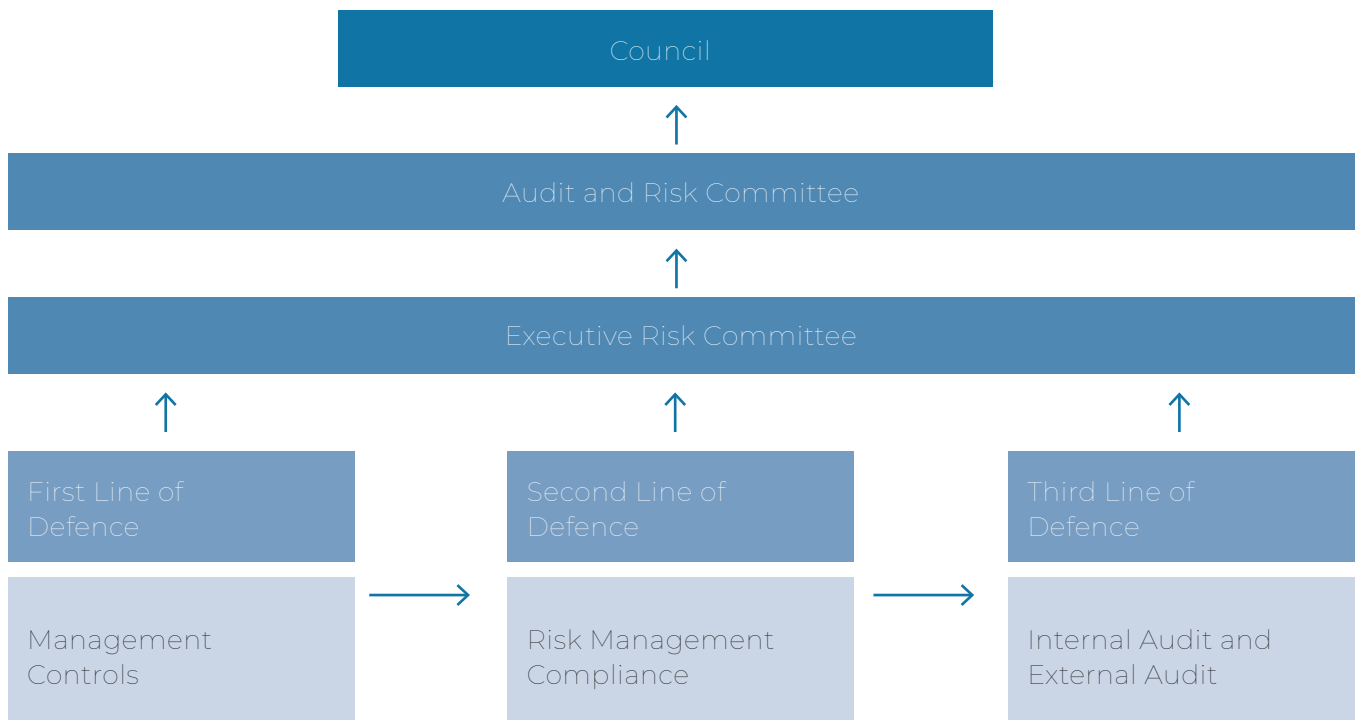
Compliance and assurance

Our compliance program tests and continuously improves Manningham’s systems of control and is monitored by the Executive Risk Committee. In 2023/24, four reviews were conducted and addressed operational business risks.

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

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

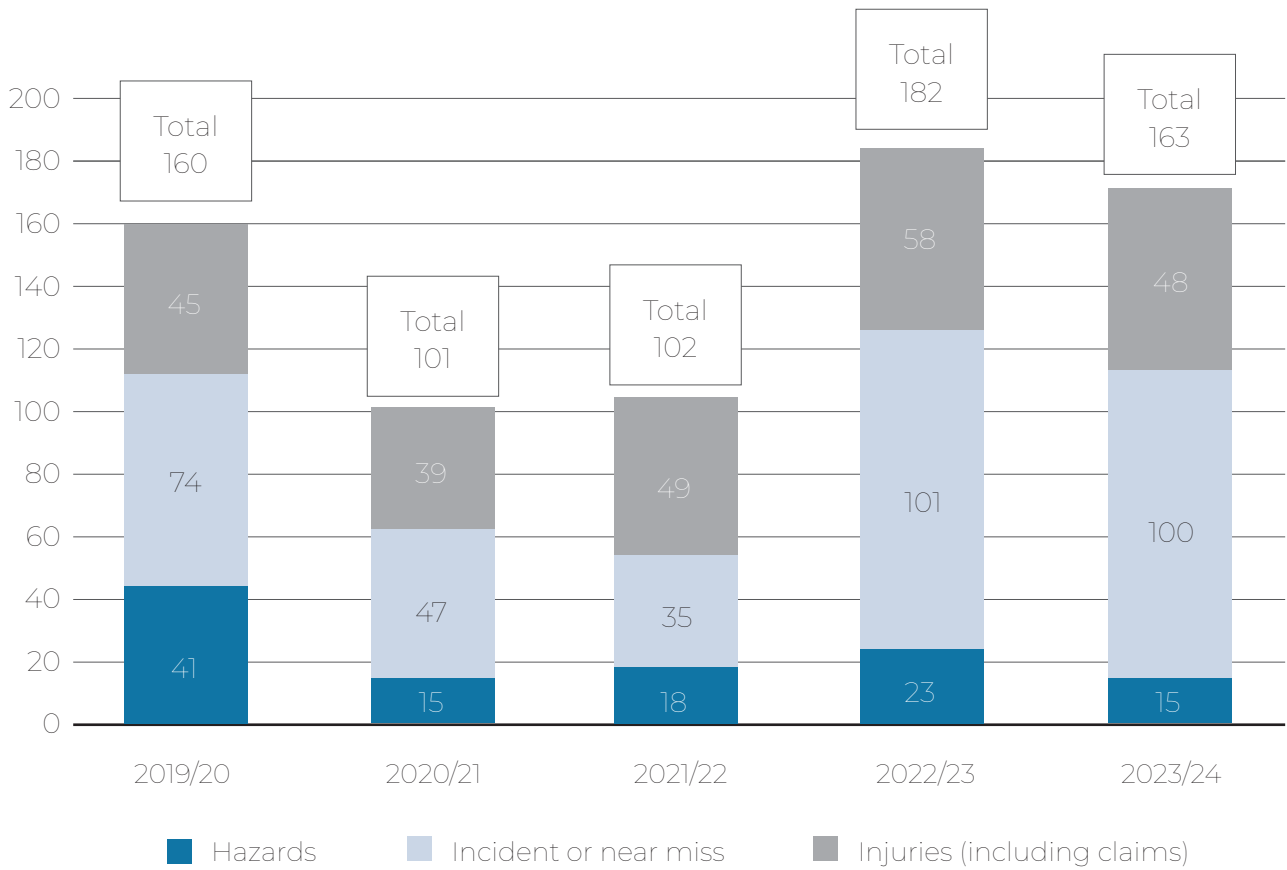
Figure 5: Assurance: Three Lines of Defence



Safety and wellbeing

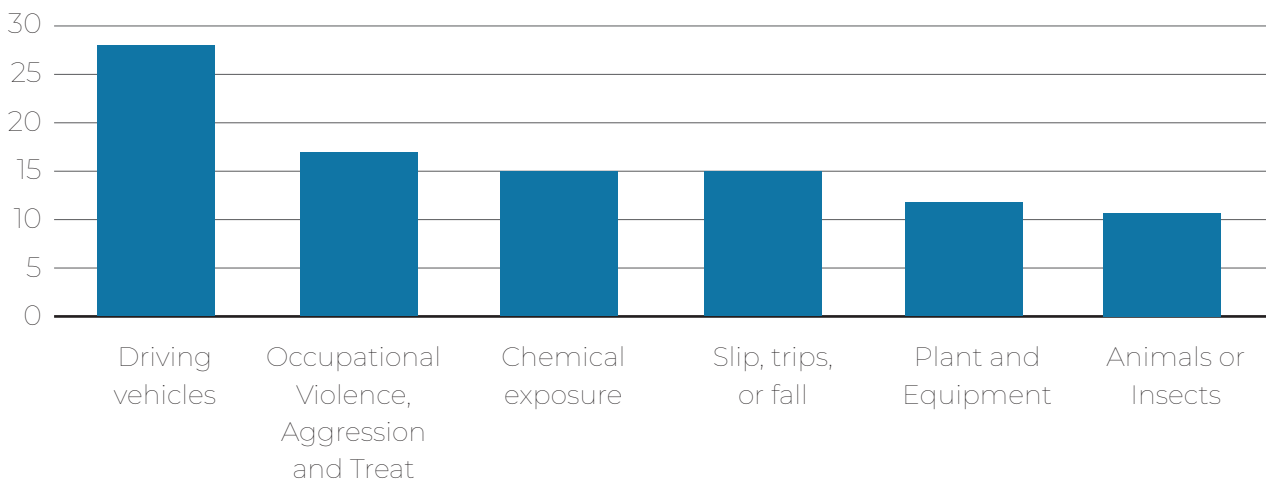
We are committed to providing a safe and healthy workplace for our employees and regularly report on our workplace health and safety performance. We are dedicated to learning from previous incidents, sharing knowledge and empowering our people to take a proactive approach to managing workplace hazards by building a positive safety culture.

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



The total number of incidents, hazards, near misses and injuries reported this financial year has decreased by 10% compared to the previous year. Recorded injuries have decreased by 17% and hazard reporting decreased by 34%, whilst incident and near miss reporting is similar to last year.

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

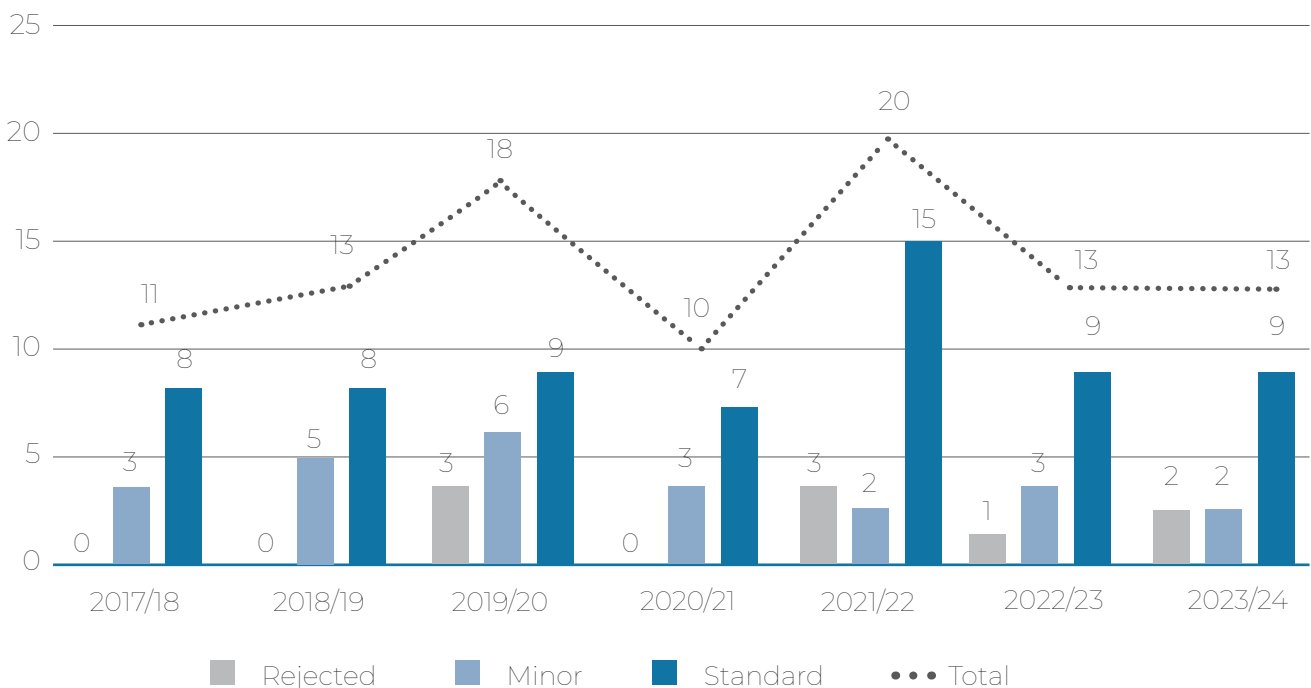


This figure sets out the top six mechanisms of incidents and injuries recorded in 2023/24. Driving vehicles remains to be the most frequently observed mechanism for incidents and injuries. Notwithstanding that the vehicle incidents do not involve any personal injuries. In comparison to the previous year, there has been a significant increase in the number of occupational violence and aggression related incidents (around 40%).

Chemical exposure has risen to as a top three most reported incident mechanism. A significant proportion of these reports are accounted for by incidents where asbestos has been discovered through excavation or construction activities.

Compared to the 2022/23, similar trends are observed this year for incidents involving slips, trips and falls, and plant and equipment.

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

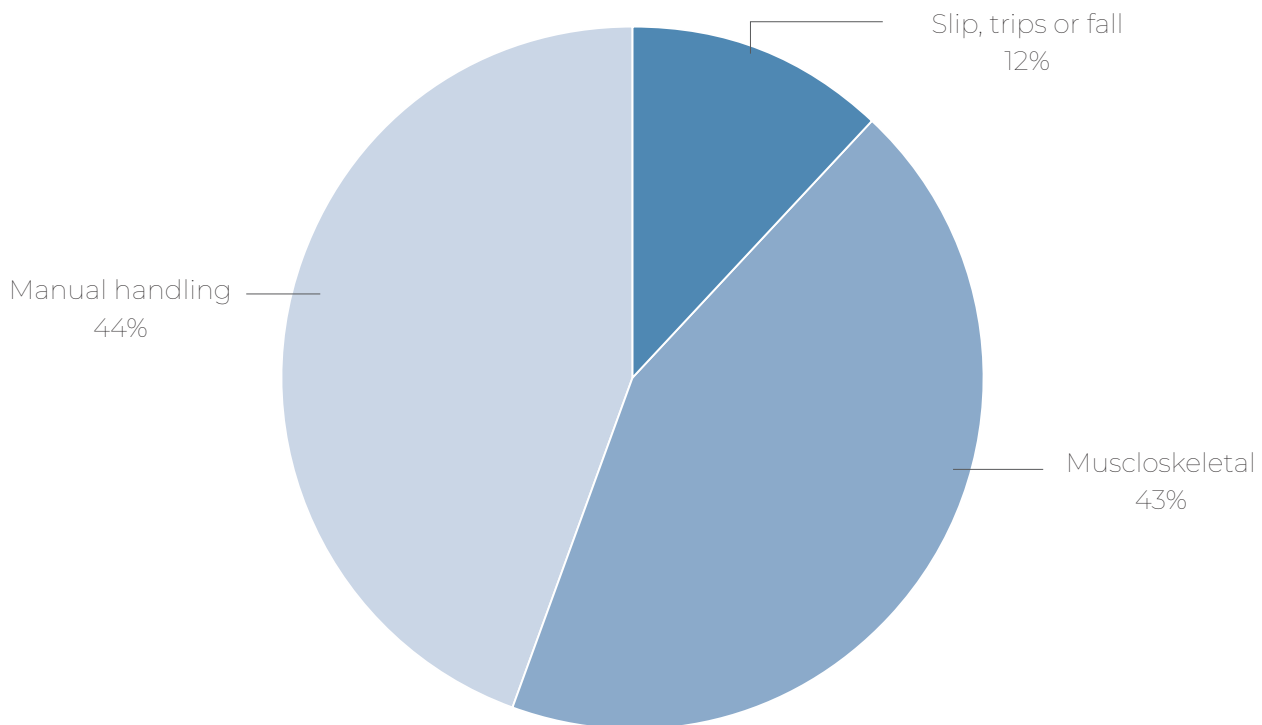


The number of claims during the financial year 2023/24 remains consistent with the previous year. However, a great achievement was that all the injured workers who are still our employees were brought back to work in some capacity, doing partial hours and suitable duties. This has been achieved by

- Employees and management staff feeling supported on the claims process,
- education regarding early reporting of injuries and incidents and
- providing timely early intervention for injury management.

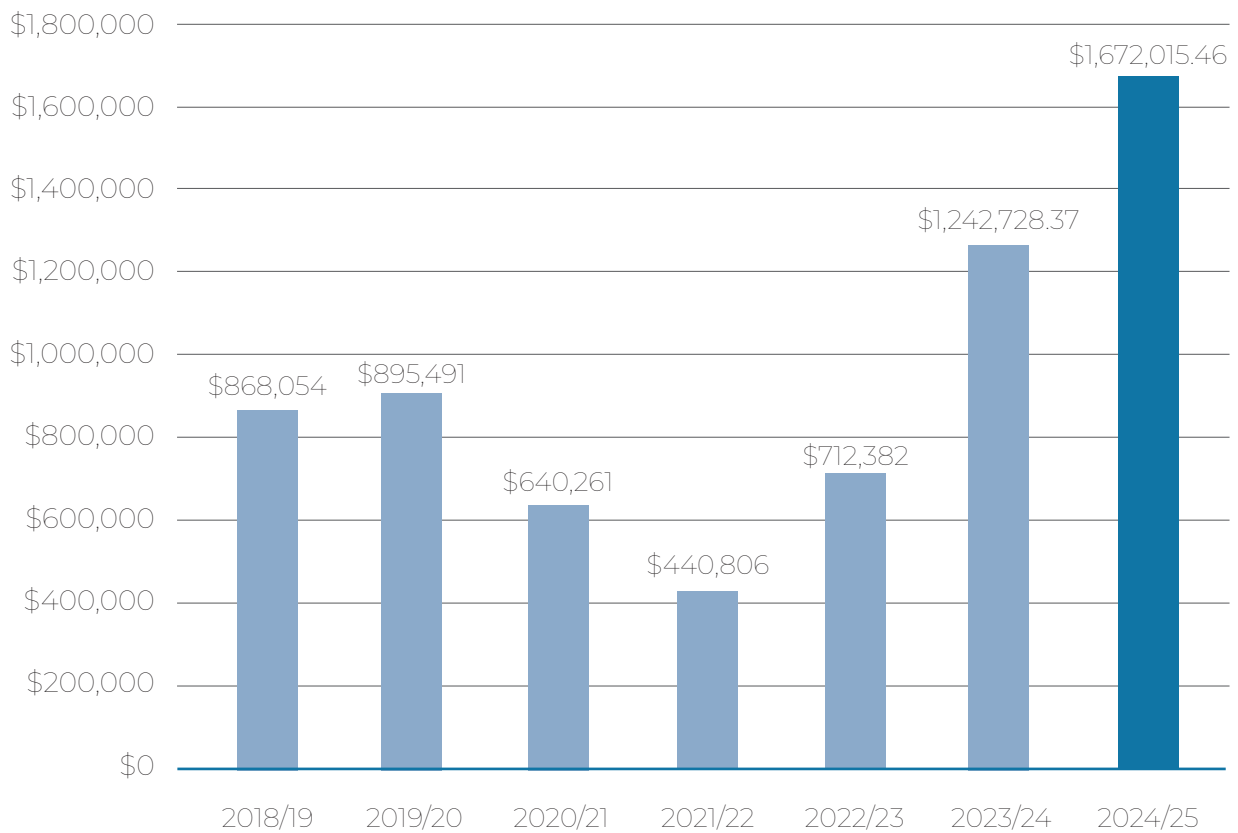
In addition, there has been a reduction in the number of psychological claims, which cost up to four times that of a physical claim.

Figure 9: Distribution of lost days against mechanisms of injuries



This figure shows the distribution of total lost days against the relevant mechanisms of injuries. This financial year our top three mechanism of injuries impacting lost days remains the same as last financial year, however we have made a positive impact on improving psychological injuries lost days, from 22% last financial year down to 0% this financial year. Psychological injuries incur higher claims costs than a physical injury claim, with psychological claims costing up to four times more than a physical claim. Psychological claims can have a significant impact on our Workcover Premiums. A claim will be premium-impacting for three years, so we will see the impact of claims cost will not drop off until after three years' time.

Figure 10: WorkCover premium costs trend



This figure displays the WorkCover premium rate in the last seven years, and the WorkCover premium rate calculated for 2024/25. The premium calculations are based on a range of factors these include:

- Workcover claims over the last three years and the actual or likely costs of these claims relating to the type of injury occurred, interventions required and time loss (claims above 10 days of time loss incur weekly payments which are our biggest impactor on premiums) which all impact on the financial implications of a claim to Manningham Council.
- The number of employees at each work location, and
- Our injury and claims management performance against the industry average, which as council operates in many different industries, we are compared against a range of industries inside and outside of local council.

The WorkCover premium rate has increased for the coming financial year 2024/25. The increase primarily is because of the weighted industry rate from 2.39% up to 2.44%.

Manningham claims performance has improved from 1.497 to 1.197. The target for claims performance is one or less. The total cost of claims has also been reduced from \$2.86m to \$2.18m.

There are factors which Manningham Council can control, such as a supporting workers and management staff throughout the claims process that facilitates a return to work.

Factors outside of Manningham Council's control are industry rates increasing and weighted industry performance, which in this financial year have impacted our premium.

Governance and management checklist

Victorian Local Government Performance Reporting Framework Governance and Management Checklist 2023/24	Date/s applicable
The following checklist demonstrates the plans and processes in place as per the <i>Local Government Act 2020</i> to promote good governance and decision-making.	
Community engagement	
Community engagement policy policy outlining Council's commitment to engaging with the community on matters of public interest	26/02/2021
Community engagement guidelines guidelines to assist staff to determine when and how to engage with the community	26/02/2021
Planning	
Financial Plan Plan under section 91 of the Act outlining the financial and non-financial resources required for at least the next 10 financial years.	25/06/2024
Asset Plan Plan that sets out the asset maintenance and renewal needs for key infrastructure asset classes for the next 10 years.	28/06/2022
Revenue and Rating Plan Plan setting out the rating structure of Council to levy rates and charges.	29/06/2021
Annual budget Plan setting out the services to be provided and initiatives to be undertaken over the next 12 months and the funding and other resources required.	25/06/2024
Risk policy Policy outlining Council's commitment and approach to minimising the risks to Councils operations.	27/03/2022
Fraud policy Policy outlining Council's commitment and approach to minimising the risk of fraud.	13/12/2022
Municipal emergency management plan Council's participation in meetings of the Municipal Emergency Management Planning Committee (MEMPC).	04/08/2023, 03/11/2023, 02/02/2024 03/05/2024
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	24/08/2021

Victorian Local Government Performance Reporting Framework Governance and Management Checklist 2023/24	Date/s applicable
<p>Business continuity plan Plan setting out the actions that will be taken to ensure that key services will continue to operate in the event of a disaster.</p>	08/12/2022
<p>Disaster recovery plan Plan setting the actions that will be undertaken to recover and restore business capability in the event of a disaster.</p>	31/05/2023
<p>Complaint Policy Policy under section 107 of the Act outlining Council's commitment and approach to managing complaints.</p>	30/06/2020
<p>Workforce Plan Plan outlining Council's commitment and approach to planning the current and future workforce requirements of the organisation.</p>	24/08/2023
<p>Payment of rates and charges hardship policy (Rate Debtor Management Policy) Policy outlining Council's commitment and approach to assisting ratepayers experiencing financial hardship or difficulty paying their rates.</p>	05/08/2021
Monitoring	
<p>Risk management framework Framework outlining Council's approach to managing risks to Council's operations.</p>	22/03/2022
<p>Audit and Risk Committee Advisory committee of Council under section 53 and 54 of the <i>Local Government Act 2020</i>.</p>	01/09/2020
<p>Internal audit Independent accounting professionals engaged by the Council to provide analyses and recommendations aimed at improving Council's governance, risk and management controls.</p>	26/10/2023
<p>Performance reporting framework A set of indicators measuring financial and non-financial performance, including indicators referred to in section 98 of the Act.</p>	24/08/2021
Reporting	
<p>Council Plan reporting Report reviewing the performance of the Council against the Council Plan, including the results in relation to the strategic indicators, for the first six months of the financial year.</p>	27/02/2024

Victorian Local Government Performance Reporting Framework Governance and Management Checklist 2023/24	Date/s applicable
<p>Quarterly budget reports Quarterly reports to Council under section 97 of the Act, comparing actual and budgeted results and an explanation of any material variation.</p>	28/11/2023, 27/02/2024 28/05/2024 16/09/2024
<p>Risk reports Six-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies.</p>	25/07/2023, 31/05/2024
<p>Performance reports Six-monthly reports of indicators measuring the against financial and non-financial performance, including indicators referred to in section 98 of the Act.</p>	12/09/2023, 15/02/2024, 15/10/2024
<p>Annual report Annual report under section 98 and 99 of the Act containing a report of operations and audited financial and performance statements</p>	15/10/2024
Decision Making	
<p>Councillor Code of Conduct Code setting out the standards of conduct to be followed by Councillors and other matters.</p>	23/02/2021
<p>Meeting procedures Governance rules governing the conduct of meetings of Council and delegated committees.</p>	14/09/2022
<p>Delegations Documents setting out powers, duties and functions of Council and Chief Executive Officer that have been delegated to members of staff.</p>	29/06/2021 12/12/2023

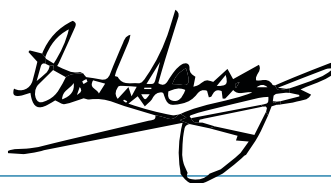
I certify that this information presents fairly the status of Council's governance and management arrangements.



Andrew Day

Chief Executive Officer

Date: 16 September 2024



Cr Carli Lange

Mayor

Date: 16 September 2024

Statutory information

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

Public transparency

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

You can request to inspect at the Manningham Civic Centre at 699 Doncaster Road, Doncaster, from 8.00am to 5.00pm, Monday to Friday.

The types of information that we make publicly available include:

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

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

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

Grants and funding

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

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

Public Interest Disclosures (formerly Protected Disclosure Procedures)

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

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

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

In 2023/24, Manningham did not refer any public interest disclosure to the Independent Broad-Based Anti-Corruption Commission (IBAC).

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

Reconciliation Action Plan 2023-25

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

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

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

Our key achievements in 2023/24 were:

- The delivery of “I Fall To Pieces” art exhibition of two young First Nations artists.
- Delivery of regular yarning circles with Reconciliation Action Work Group and Wurundjeri Elders.
- Delivery of the Reconciliation Week Sustainability and Environment Education program with local schools at Currawong Bush Park.
- Establishment of a First Nations Employment Strategy to support cultural safety in the workplace.

Welcoming Cities

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

In 2023/24 our achievements included:

- Hosted Tackling Racism panel discussion in partnership with Victoria University, Women's Health East and Eastern Community Legal Service in recognition of United Nations International Day for the Elimination of Racial Discrimination
- Food relief network introduction of halal food relief and provision of training to network members
- Council community grants program – range of festivals, events, programs and enhanced services to support wellbeing and celebrate multiculturalism within Manningham.
- Partnership with Whitehorse Manningham Library to develop and deliver new Multicultural Storytime in Arabic and Italian languages, funded by the Victorian Government

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 2023/24, we received 31 valid FOI requests, as well as five requests carrying over from 2022/23. The outcomes for those requests were as follows:

- Full access was granted for seven requests.
- Partial access was granted for nine requests.
- No requests were refused access in full.
- Five requests were withdrawn by the applicants.
- No documents were located for one request.
- Seven requests were resolved outside of the *FOI Act* prior to becoming valid.
- Four requests were not yet finalised as of 30 June 2024.

An additional nine FOI applications were received in 2022/23 but were not processed as valid requests as they did not comply with the requirements outlined under section 17 of the FOI Act, including non-payment of the application fee or no response from applicants after seeking clarification.

One request was received but transferred to another agency and therefore not reported under Manningham Council requests.

There were no requests to the Office of the Victorian Information Commissioner ('OVIC') for external review of access decisions in 2023/24. There were no applications for review lodged with VCAT relating to requests we processed in 2023/24. 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*.

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

The Manningham Health and Wellbeing Strategy 2021-2025

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

The MPHWP must consider:

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

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

Our key achievements in 2023/2024 were:

- Strengthened focus on the importance of collaboration to build community connectedness and increase inclusion for multicultural and diverse communities.
- Increased advocacy to relevant stakeholders to address issues relating to mental health, community legal services and gambling harm.
- In partnership with VicHealth, we worked towards improving the wellbeing of young people with a focus on race-based discrimination, mental health and physical activity.
- Council adoption of Gambling Policy and commencement of implementation.
- Commenced review of Victorian State Disability Plan 2022-26.
- Hosted Manningham Homelessness Roundtable with dozens of local service providers.
- Delivery of Health and Wellbeing Advisory Committee.
- Working with sporting clubs to make their activities and facilities more welcoming and inclusive.
- Education and engagement work delivered by the waste, environment, and emergency management teams on a variety of climate resilience topics.

Domestic Animal Management Plan

Under section 68(A) 3(C) of the *Domestic Animals Act 1994*, Council is required to provide an update on implementation of its Domestic Animals Management Plan 2021-2025 in the Annual Report.

Council continued to fulfil its ongoing commitments as outlined in the Domestic Animal Management Plan by:

Promoting responsible pet ownership

- We continue to educate the community on impacts that share information and domestic local animals on wildlife and other responsible pet ownership topics such as picking up after your dog, animal registration and identification by regular enforcement, attendance and working with local community groups such as Friends of Manningham Cats and Dogs (FOMDAC).
- We review and update our website, social media and in-person information via park patrols, investigations to promote appropriate control of pets in public.

Introducing a 24 hour cat confinement order

- On 1 April 2024, Council gazetted and introduced a 24 hour cat confinement order that was adopted by Council in December 2023.
- To promote and educate the community, a communication inform was developed to provide regular information and educational updates to the community via media releases, social media updates, public information sessions and advertising such as information posters in bus stops.

Promoting desexing rates

- We are investigating subsidised desexing via local veterinarians and welfare organisations, direct information given to animal owners and supporting information sessions by local interest groups such as Friends of Manningham Dogs and Cats.
- During the annual animal registration renewal process, we promote the discounted registration fees for desexed animals as well on the Council website and renewal form.

Undertaking activities to better identify pet registration and noncompliance

- To encourage animal registration, we are examining options to provide additional incentives options such as free first year registration for animals aged under six months etc.
- We continue to complete registration checks in the field as well as appropriate follow up on dog and cat sale notifications.
- All impounded dogs and cats are registered prior to being released from the pound.
- All unregistered animals identified through the renewal process are followed up and enforcement action is taken to ensure compliance with registration requirements.

Reducing dog waste in public spaces

- We conduct regular park patrols to ensure compliance as well as partnering with Council's waste team to ensure the number of appropriate dog waste bins are provided within our open space.
- We are investigating options to improve messaging within open space such as stencils on paths etc.

Increasing patrols, education, and enforcement activities

- We conduct patrols within our open space such as parks is monitored to ensure we are meeting expectations and attending all relevant parks.
- We are conducting a review of standard operating procedures such as barking dog investigation processes.
- Ensuring a balance approach to dog off lead areas in Manningham
- Dogs within open space are a consideration as a part planning of park upgrades including playgrounds as well as upgrades of lighting within parks.
- Regular inspections and options in relation to appropriate signage within parks to educate the community as well as regular patrols by authorised officers.
- The review of off leash dog areas is completed on a park-by-park basis.
- Grant funding from the Victorian Government for consideration of dog park upgrades within the Warrandyte and Doncaster Hill areas.
- An internal review of the council order and off leash parks was conducted and considered to be appropriate.

Promoting initiatives to address dog aggression

- All matters of dog aggression such as bites, attacks and rushes are fully investigated, and appropriate enforcement action is undertaken to send a clear message to the community.
- Prosecutions relating to animal matters are at 100% success rate.
- Authorised Officers regularly patrol known hot spots to ensure and educate the community regarding responsible pet ownership to prevent potential dog aggression.

Declared Dangerous dogs will be identified and appropriately managed

- All declared dangerous dogs and their housing are inspected annually to ensure compliance with relevant legislation and requirements.

Domestic animal businesses in municipality will be identified, registered and complaint with current legislation and relevant code of practice

- All domestic animal businesses are inspected and audited annually to ensure compliance with the relevant legislation and Codes of Practice.
- As a part of normal duties, Officers will identify any domestic animal businesses and ensure they are registered and adhering to the Code of Practice.

Ensuring authorised officers have the skills and knowledge required to effectively administer their role

- Regular training has been identified and provided in relation to conducting investigations and animal handling by recognised providers. Also, animal welfare initiatives are maintained in the operation of the animal pound.
- For more information and to view the Domestic Animal Management Plan please see manningham.vic.gov.au/about-council/strategies-and-action-plans/domestic-animal-management-plan

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 2023/24 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 2023/24.

Tables 14 - 16 outline infrastructure and development contributions for 2023/24.

Development Contributions Plan (DCP)

Table 14: Total DCP levies received in 2023/24

DCP name (year approved)	Levies received in 2023/24 financial year \$
Doncaster Hill Development Contributions Plan 2005	\$0
Total	\$0

Table 15: DCP land, works, services or facilities accepted in-kind in 2023/24

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

Table 16: Land, works, services or facilities delivered in 2023/24 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	DL_T05	2005	\$25,890.28	Nil	\$30,392.94	Nil	\$ 56,283.22	100%
Tram / Merlin Intersection	DL_T08	2005	\$109,209.30	Nil	\$100,808.58	Nil	\$210,017.88	60%
Walker Street footpath	DL_T007	2005	\$65,240.88	Nil	\$60,222.36	Nil	\$125,463.24	100%

Local Law

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

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

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

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

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

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

Property Holdings

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

Table 17: Top 20 Council owned properties by value

Ranking	Address	30 June 2024 consolidated value \$million
1	Civic Precinct including Civic Centre, MC Square and associated car parks, sport fields, reserve 687-699 Doncaster Road, Doncaster	\$140.98
2	Ruffey Lake Park 8-50 The Boulevard Doncaster and 125-149 George Street, Doncaster East	\$133.39
3	Manningham Council Depot 620-628 Blackburn Road, Doncaster East	\$48.19
4	Donvale Reserve 36-82 Mitcham Road, Donvale	\$39.83
5	Mullum Mullum Reserve 1-41 Springvale Road, Donvale	\$33.17
6	Aquarena 139-153 Williamsons Road, Templestowe Lower	\$27.25
7	Landscape Reserve 114-118 Landscape Drive, Doncaster East	\$26.96
8	Ted Ajani Reserve 284 Thompsons Road, Templestowe Lower	\$26.75
9	Zerbes Reserve 293 Blackburn Road, Doncaster East	\$23.87
10	Templestowe Reserve 94-140 Porter Street, Templestowe	\$22.91
11	Manningham Templestowe Leisure Centre 1-9 Anderson Street, Templestowe	\$20.55
12	The Pines Community Centre 522 Blackburn Road, Doncaster East	\$19.09
13	Jenkins Park 18-22 Shakespeare Drive, Templestowe	\$18.22

Ranking	Address	30 June 2024 consolidated value \$million
14	St Clems Reserve 80-82 St Clems Road, Doncaster East	\$18.00
15	Serpell Community Reserve 7 Burleigh Drive, Templestowe	\$17.84
16	Doncaster Reserve 918 Doncaster Road, Doncaster East	\$16.45
17	Petty's Reserve 61-77 Reynolds Road, Templestowe	\$15.94
18	Timber Ridge Reserve 6-20 Anthony Avenue, Doncaster	\$15.24
19	Boronia Grove Reserve 105 Leeds Street, Doncaster East	\$13.31
20	Anderson Park 117-121 Andersons Creek Road, Doncaster East	\$12.42

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 18: Contracts Council entered into with a value above Procurement Policy contract value (threshold) for invitation to tender or expression of interest for FY 2023/24

Contract Title	Cost Actual (incl. GST)	Type	RFX Type
Collection and Disposal of Asbestos Materials	Schedule of Rates	Public	RFT
Physical (EWVA DPS keys) Access and Remote (SALTO) Access Control Small and Medium Council Buildings	\$1,090,000.00	Public	RFT
Cyclic Block Pruning and Tree Maintenance	Schedule of Rates	Public	RFT
Ruffey Creek Linear Park - Foote Street Traffic Signals	\$1,157,297.17	Public	RFT
Electrical and ancillary works at MC Square Community Centre	\$1,481,150.00	Public	RFT
Architectural and Sub-Consultancy Services for Aquarena Aquatic and Leisure Centre 50m Outdoor Pool Redevelopment Project	\$1,535,930.00	Public	RFT
Tunstall Square Kindergarten Expansion	\$1,599,702.22	Public	RFT
Transport and Disposal of Organic Waste Material	Schedule of Rates	Public	RFT
Ruffey Lake Park Bridges and Boardwalks- Design and Construction	\$1,981,802.90	Public	RFT
Printing Panel	Schedule of Rates	Public	RFT
Miscellaneous Parks and Horticulture Services and Supplies Panel	Schedule of Rates	Public	RFT

Contract Title	Cost Actual (incl. GST)	Type	RFX Type
A New Park on Hepburn Road - Landscape Works	\$2,630,335.64	Public	RFT
Design and Construct of a new modular facility for Schramm's Cottage Museum Complex Visitor Centre	\$2,845,613.00	Public	RFT
Easement Drainage Works	\$226,598.11	Public	RFT
Landscape Architecture and Urban Design Services Panel	Schedule of Rates	Public	RFT
Supply of Indoor and Outdoor Uniforms and Workwear	Schedule of Rates	Public	RFT
Design, Supply, Install and Maintain Solar PV and Solar Hybrid Systems at Various Council Buildings - Stage 2 - Package No 2	\$250,350.20	Public	RFT
Supply and Install of New Lookout Tower and Basket Swing - Victoria Street Playground	\$251,683.85	Public	RFT
Buyers Advocate Panel	Schedule of Rates	Public	RFT
Creative Services Panel	Schedule of Rates	Public	RFT
Timber Reserve floodlight upgrade	\$286,137.50	Public	RFT
Lifts Maintenance	\$290,000.00	Public	RFT
Internal Audit Services for Manningham City Council	\$346,142.99	Public	RFT
Design, Supply, Install and Maintain Solar PV and Solar Hybrid Systems at Various Council Buildings - Package No 2	\$386,207.98	Public	RFT
Victoria Street Playground Refurbishment of Play Structures and Swings	\$400,686.28	Public	RFT

Contract Title	Cost Actual (incl. GST)	Type	RFX Type
Templestowe Memorial Reserve Redevelopment	\$445,532.31	Public	RFT
Street Sweeping Activity Centre and Associated Assets	\$455,054.86	Public	RFT
Footpath and Stormwater Drainage Construction Wood Street, Templestowe	\$463,794.10	Public	RFT
Construction of footpath and stormwater drainage at Parker Street (between Milne St and McLachlan St)	\$468,363.21	Public	RFT
Human Resource Information Systems (HRIS)	\$533,940.00	Public	RFT
Swanston Reserve Skatepark Extension	\$554,964.83	Public	RFT
Tree Planting and Maintenance Panel	Schedule of Rates	Public	RFT
General Hardware Supplies Panel	Schedule of Rates	Public	RFT
Victoria Street Playground Renewal and Upgrade	\$720,260.37	Public	RFT
HVAC maintenance, servicing and replacement	Schedule of Rates	Public	RFT

Asset Management overview

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

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

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

Table 19: Asset Quantity

Asset Class	Measuring Unit	Quantity
Drainage pipes	Length (km)	1,034 (km)
Footpaths	Area (m ²)	1,349,322 (m ²)
Off-street carparks	Area (m ²)	252,848 (m ²)
Kerb and channel	Length (km)	969 (km)
Roads (base and surface)	Area (m ²)	10,751,379 (m ²)
Buildings (Pavilions, Childcare Centres, Toilets etc.)	Number	367

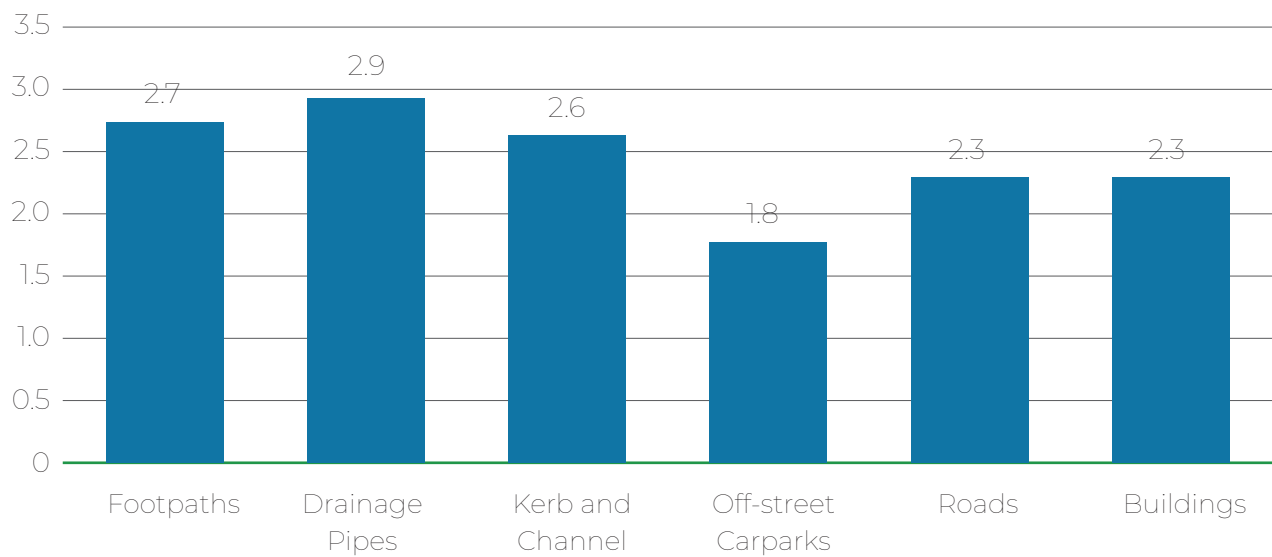
Table 20: Asset Performance

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

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

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

Figure 11: Average Condition of Assets





Financial Report

Contents

Guide to our financial report	228	3.6 Net gain/(loss) on disposal of property, infrastructure, plant and equipment	251	Note 6: Assets we manage	262
Certification of the Financial Statements	232	3.7 Other income	251	6.1 Property, infrastructure, plant, equipment and other fixed assets	262
Victorian Auditor-General's Office Report	233	Note 4: The cost of delivering services	251	6.2 Investments in associates	269
Financial Statements		4.1 Employee costs	251	Note 7: People and relationships	270
Comprehensive Income Statement	235	4.2 Materials, services and contracts	252	7.1 Council and key management remuneration	270
Balance Sheet	236	4.3 Depreciation	252	7.2 Related party disclosure	272
Statement of Changes in Equity	237	4.4 Amortisation - Intangible assets	252	Note 8: Managing uncertainties	273
Statement of Cash Flows	238	4.5 Amortisation - Right of use assets	252	8.1 Contingent assets and liabilities	273
Statement of Capital Works	293	4.6 Allowance for impairment losses	253	8.2 Change in accounting standards	274
Notes to Financial Statements		4.7 Finance costs - Leases	253	8.3 Financial instruments	274
Note 1: Overview	240	4.8 Other expenses	253	8.4 Fair value measurement	276
Note 2: Analysis of our results	241	Note 5: Investing in and financing our operations	254	8.5 Events occurring after balance date	276
2.1 Performance against budget	241	5.1 Financial assets	254	Note 9 Other matters	277
2.2 Analysis of Council results by program	247	5.2 Non-Financial assets	255	9.1 Reserves	277
Note 3: Funding for the delivery of our services	248	5.3 Payables, trust funds and deposits and contract and other liabilities	255	9.2 Reconciliation of cash flow from operation activities to surplus/(deficit)	279
3.1 Rates and charges	248	5.4 Provisions	256	9.3 Superannuation	279
3.2 Statutory fees and fines	248	5.5 Financing arrangements	258	Note 10 Change in accounting policy	281
3.3 User fees and charges	248	5.6 Commitments	258		
3.4 Grants	249	5.7 Leases	260		
3.5 Contributions	251				

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 2024.

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 four 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

Current and non-current assets include:

- Cash and cash equivalents, including cash and investments, ie. 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 represent 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

Current and non-current liabilities include:

- 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 have 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 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: including land and buildings purchased or developed during the year.
- Plant, equipment and other assets - including 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 increase 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 arrived 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 2023/24 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 233.

Certification of the Financial Statements

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



Jon Gorst (BCom, CPA)
Principal Accounting Officer
16 September 2024
Doncaster

In our opinion, the accompanying financial statements present fairly the financial transactions of Manningham City Council for the year ended 30 June 2024 and the financial position of Council as at that date.

At the date of signing, we are not aware of any circumstances that 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.



Carli Lange
Mayor
16 September 2024
Doncaster



Laura Mayne
Deputy Mayor
16 September 2024
Doncaster



Andrew Day
Chief Executive Officer
16 September 2024
Doncaster

Victorian Auditor-General's Office Report



Independent Auditor's Report

To the Councillors of Manningham City Council

<p>Opinion</p>	<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 2024 • comprehensive income statement for the year then ended • statement of changes in equity for the year then ended • statement of cash flows for the year then ended • statement of capital works for the year then ended • notes to the financial statements, including material accounting policy information • certification of the financial statements. <p>In my opinion the financial report presents fairly, in all material respects, the financial position of the council as at 30 June 2024 and their financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 4 of the <i>Local Government Act 2020</i>, the Local Government (Planning and Reporting) Regulations 2020 and applicable Australian Accounting Standards.</p>
<p>Basis for Opinion</p>	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the Financial Report</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's <i>APES 110 Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the financial report in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
<p>Councillors' responsibilities for the financial report</p>	<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 Local Government (Planning and Reporting) Regulations 2020, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.</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.



MELBOURNE
19 September 2024

Travis Derricott
as delegate for the Auditor-General of Victoria

Comprehensive Income Statement

For the Year Ended 30 June 2024

	Note	2024 \$'000	2023 \$'000
Income / Revenue			
Rates and charges	3.1	122,541	117,481
Statutory fees and fines	3.2	3,197	2,926
User fees and charges	3.3	9,081	8,749
Grants - operating	3.4 (a)	6,904	13,860
Grants - capital	3.4 (b)	2,250	7,079
Contributions - monetary	3.5	5,237	4,614
Contributions - non-monetary	3.5	7,107	2,572
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	3.6	371	(1,828)
Other income	3.7	4,339	3,684
Share of surplus from investment in associate	6.2	61	291
Total income / revenue		161,088	159,428
Expenses			
Employee costs	4.1	58,812	61,530
Materials, services and contracts	4.2	37,113	32,020
Depreciation	4.3	30,378	26,380
Amortisation - Intangible assets	4.4	1,936	2,397
Depreciation - Right of use assets	4.5	381	347
Allowance for impairment losses	4.6	187	267
Finance costs - Leases	4.7	58	52
Other expenses	4.8	23,957	28,837
Total expenses		152,822	151,830
Surplus/(deficit) for the year		8,266	7,598
Other comprehensive income			
Item that will not be reclassified to surplus or deficit in future periods			
Net asset revaluation gain/(loss)	9.1 (a)	63,280	182,062
Total other comprehensive income		63,280	182,062
Total comprehensive result		71,546	189,660

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

Balance Sheet

For the Year Ended 30 June 2024

	Note	2024 \$'000	2023 \$'000
Assets			
Current assets			
Cash and cash equivalents	5.1 (a)	22,834	21,501
Trade and other receivables	5.1 (c)	20,595	17,862
Other financial assets	5.1 (b)	43,500	68,500
Other assets	5.2 (a)	8,076	4,097
Total current assets		95,005	111,960
Non-current assets			
Trade and other receivables	5.1 (c)	350	398
Investments in associates	6.2	3,217	3,156
Property, infrastructure, plant, equipment and other fixed assets	6.1	2,725,726	2,638,064
Right-of-use assets	5.7	1,969	2,158
Intangible assets	5.2 (b)	2,798	4,734
Total non-current assets		2,734,060	2,648,510
Total assets		2,829,065	2,760,470
Liabilities			
Current liabilities			
Trade and other payables	5.3 (a)	18,527	20,550
Trust funds and deposits	5.3 (b)	12,767	13,389
Contract and other liabilities	5.3 (c)	5,393	5,424
Provisions	5.4	14,961	14,894
Lease liabilities	5.7	357	339
Total current liabilities		52,005	54,596
Non-current liabilities			
Provisions	5.4	1,358	1,542
Lease liabilities	5.7	1,784	1,960
Total non-current liabilities		3,142	3,502
Total liabilities		55,147	58,098
Net Assets		2,773,918	2,702,372
Equity			
Accumulated surplus		843,220	830,338
Reserves	9.1	1,930,698	1,872,034
Total Equity		2,773,918	2,702,372

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

Statement of Changes in Equity

For the Year Ended 30 June 2024

2024	Note	Accumulated surplus \$'000	Asset revaluation reserves \$'000	Other reserves \$'000	Total \$'000
Balance at beginning of the financial year		830,338	1,856,159	15,875	2,702,372
Surplus for the year		8,266	-	-	8,266
Net asset revaluation gain/(loss)	9.1 (a)	-	63,280	-	63,280
Transfer to accumulated surplus on realisation of assets	9.1 (a)	414	(414)	-	-
Transfers from other reserves	9.1 (b)	9,253	-	(9,253)	-
Transfers to other reserves	9.1 (b)	(5,051)	-	5,051	-
Balance at end of the financial year		843,220	1,919,025	11,673	2,773,918

2023	Note	Accumulated surplus \$'000	Asset revaluation reserves \$'000	Other reserves \$'000	Total \$'000
Balance at beginning of the financial year		822,326	1,676,124	14,262	2,512,712
Surplus for the year		7,598	-	-	7,598
Net asset revaluation gain/(loss)	9.1 (a)	-	182,062	-	182,062
Transfer to accumulated surplus on realisation of assets	9.1 (a)	2,027	(2,027)	-	-
Transfers from other reserves	9.1 (b)	2,391	-	(2,391)	-
Transfers to other reserves	9.1 (b)	(4,004)	-	4,004	-
Balance at end of the financial year		830,338	1,856,159	15,875	2,702,372

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 2024

	Note	2024 Inflows/(Outflows) \$'000	2023 Inflows/(Outflows) \$'000
Cash flows from operating activities			
Rates and waste charges		119,937	115,613
Statutory fees, fines and user charges		12,388	10,951
Grants - operating		3,517	8,109
Grants - capital		5,646	10,362
Contributions - monetary		5,237	4,614
Interest received		4,024	2,241
Net increase in trust funds and deposits		(622)	(501)
Other receipts		437	884
Net GST refund/(payment)		(348)	(67)
Materials, services and contracts		(63,852)	(65,500)
Short-term, low value and variable lease payments		(450)	(480)
Employee costs		(63,945)	(55,399)
Net cash provided by/(used in) operating activities	9.2	21,969	30,827
Cash flows from investing activities			
Payments for property, plant and equipment, infrastructure, and other fixed assets		(47,485)	(39,317)
Proceeds from disposal of property, infrastructure, plant, equipment and other fixed assets	3.6	2,257	5,550
Receipts/(payments) for other financial assets		25,000	179
Net cash provided by/(used in) investing activities		(20,228)	(33,588)
Cash flows from financing activities			
Interest paid - lease liability		(58)	(52)
Repayment of lease liabilities		(350)	(309)
Net cash provided by/(used in) financing activities		(408)	(361)
Net increase/(decrease) in cash and cash equivalents		1,333	(3,122)
Cash and cash equivalents at the beginning of the financial year		21,501	24,623
Cash and cash equivalents at the end of the financial year	5.1 (a)	22,834	21,501
Financing arrangements	5.5		

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

Statement of Capital Works

For the Year Ended 30 June 2024

	2024 \$'000	2023 \$'000
Property		
Land	4,226	2,742
Buildings	9,416	6,764
Total property	13,642	9,506
Plant, equipment and other assets		
Plant, machinery and equipment	3,370	1,256
Fixtures, fittings and furniture	51	55
Computers and telecommunications	16	211
Artworks	354	258
Total plant, equipment and other assets	3,791	1,780
Infrastructure		
Roads	9,232	10,276
Bridges	165	856
Footpaths and cycleways	7,231	4,668
Off street car parks	283	-
Drainage	4,214	4,266
Recreational, leisure and community facilities	3,758	8,957
Parks, open space and streetscapes	7,717	4,161
Waste management	-	280
Total infrastructure	32,600	33,464
Intangible assets		
Software	-	299
Total intangible assets	-	299
Total capital works expenditure	50,033	45,049
Represented by:		
New asset expenditure	14,587	13,711
Asset renewal expenditure	21,377	23,143
Asset expansion expenditure	1,889	1,181
Asset upgrade expenditure	12,180	7,014
Total capital works expenditure	50,033	45,049

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

Note 1: Overview

Note 1 Overview

Introduction

The City of Manningham was established by an Order of the Governor in Council on 15 December 1994 and is a body corporate. The Council's main office is located at 699 Doncaster Road, Doncaster, Victoria.

Statement of compliance

These financial statements are a general purpose financial report that consists of a Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows, Statement of Capital Works and Notes accompanying these financial statements. The general purpose financial report complies with the Australian Accounting Standards (AAS), other authoritative pronouncements of the Australian Accounting Standards Board, the *Local Government Act 2020*, and the *Local Government (Planning and Reporting) Regulations 2020*.

The Council is a not-for-profit entity and therefore applies the additional AUS paragraphs applicable to a not-for-profit entity under the Australian Accounting Standards.

Accounting policy information

1.1 Basis of accounting

Accounting policies are selected and applied in a manner which ensures that the resulting financial information satisfies the concepts of relevance and reliability, thereby ensuring that the substance of the underlying transactions or other events is reported. Specific accounting policies applied are disclosed in sections where the related balance or financial statement matter is disclosed.

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

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

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

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

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

- the fair value of land, buildings, infrastructure, plant and equipment (refer to Note 6.1);
- the determination of depreciation for buildings, infrastructure, plant and equipment (refer to Note 6.1);
- the determination of employee provisions (refer to Note 5.4);
- the determination of whether performance obligations are sufficiently specific so as to determine whether an arrangement is within the scope of *AASB 15 Revenue from Contracts with Customers* or *AASB 1058 Income of Not-for-Profit Entities* (refer to Note 3);
- the determination, in accordance with *AASB 16 Leases*, of the lease term, the estimation of the discount rate when not implicit in the lease and whether an arrangement is in substance short-term or low value (refer to Note 5.7);
- other areas requiring judgements.

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

Goods and Services Tax (GST)

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

Note 2: Analysis of our results

Note 2 Analysis of our results

2.1 Performance against budget

The performance against budget notes compare Council's financial plan, expressed through its annual budget, with actual performance. The *Local Government (Planning and Reporting) Regulations 2020* requires explanation of any material variances. Council has adopted a materiality threshold of lower of 10% or \$500,000 to budget on a line item basis, or where further explanation is warranted. Explanations have not been provided for variations below the materiality threshold unless the variance is considered to be material because of its nature.

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

2.1.1 Income/Revenue and expenditure

	Budget 2024 \$'000	Actual 2024 \$'000	Variance 2024 \$'000	Variance 2024 %	Ref
Income / Revenue					
Rates and charges	122,350	122,541	191	0	
Statutory fees and fines	3,589	3,197	(392)	(11)	1
User fees and charges	9,394	9,081	(313)	(3)	2
Grants - operating	9,274	6,904	(2,370)	(26)	3
Grants - capital	3,953	2,250	(1,703)	(43)	4
Contributions - monetary	5,292	5,237	(55)	(1)	
Contributions - non-monetary	1,020	7,107	6,087	597	5
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	186	371	185	99	6
Other income	3,322	4,339	1,017	31	7
Share of surplus from investment in associate	-	61	61	100	8
Total income / revenue	158,380	161,088	2,708		
Expenses					
Employee costs	59,107	58,812	295	0	
Materials, services and contracts	34,808	37,113	(2,305)	(7)	9
Depreciation	28,180	30,378	(2,198)	(8)	10
Amortisation - Intangible assets	2,655	1,936	719	27	11
Depreciation - Right of use assets	333	381	(48)	(14)	12
Allowance for impairment losses	136	187	(51)	(38)	13
Finance costs - Leases	42	58	(16)	(38)	14
Other expenses	21,668	23,957	(2,289)	(11)	15
Total expenses	146,929	152,822	(5,893)		
Surplus/(deficit) for the year	11,451	8,266	(3,185)	(28)	

Note 2 Analysis of our results (cont.)**2.1 Performance against budget (cont.)****2.1.1 Income/Revenue and expenditure (cont.)****(i) Explanation of material variations**

Ref.	Item	Explanation
1	Statutory fees and fines	<p>Outcome: Less than budget \$392,000 or 11%</p> <p>Statutory fees were lower than budget by \$0.39 million mainly due to decreased enforcement activity as a result of staff resourcing issues impacting parking infringements \$0.27 million, reduced fire infringement income due to a change to fire management policy and lower than expected permits fees (planning & asset protection).</p>
2	User fees and charges	<p>Outcome: Less than budget \$313,000 or 3%</p> <p>User fees and charges were \$0.31 million lower than budget due to lower than anticipated demand for function centre & community venue facilities (\$0.52 million), child care services income utilisation lower than anticipated (\$0.16 million), delay in implementing Co-working Hub resulted in not receiving budgeted income (\$0.14 million); partly offset by unbudgeted income (\$0.32 million) received as a result of recently introduced Victorian Government Container Deposit Scheme and higher than anticipated utilities reimbursements (\$0.14 million).</p>
3	Grants - operating	<p>Outcome: Less than budget \$2,370,000 or 26%</p> <p>A recent announcement by the Federal Government to process and pay the 2024/25 Financial Assistance Grants in July 2024 (original budget assumed 100% of 2024/25 allocation to be received in advance in June 2024 in line with prior year practice) resulted in an unfavourable variance of \$3.07 million. This is partly offset by unbudgeted funding received towards Corridors of Green, Climate and Environmental Projects (\$0.28 million) and Commonwealth Home Support Programme (CHSP) grant recognised (\$0.40 million) on submission of grant acquittal following Council's decision to transition out of Aged Care Services on 31 October 2023.</p>
4	Grants - capital	<p>Outcome: Less than budget \$1,703,000 or 43%</p> <p>A recent announcement by the Federal Government to process and pay 2024/25 Financial Assistance Grants in July 2024 (original budget assumed 100% of 2024/25 allocation to be received in advance in June 2024 in line with prior year practice) resulted in an unfavourable variance of \$1.02 million. In addition, timing of recognition of grant for Fitzsimons Lane and Main Road Corridor (Templestowe Route & Local Roads and Community Infrastructure Program Phase 4 (originally budgeted to receive 100% in 2023/24) resulted in an unfavourable variance of \$0.79 million. This is partly offset by higher than budgeted Roads to Recovery grant by \$0.11 million.</p>
5	Contributions - non-monetary	<p>Outcome: Greater than budget \$6,087,000 or 597%</p> <p>The value of land under roads, roads, drainage pipes and other infrastructure assets transferred across the municipality to Manningham by developers and the State Government was \$6.09 million higher than originally budgeted.</p>
6	Net gain/(loss) on disposal of property, infrastructure, plant and equipment	<p>Outcome: Greater than budget \$185,000 or 99%</p> <p>Net gain on disposal of assets was mainly attributable to compulsory acquisition of land by the State Government for Fitzsimons Lane upgrade project within the North East Link project area (\$1.10 million) and disposal/replacement of existing assets (\$0.40 million) as part of the ongoing Plant Replacement Program. This was partly offset by a write off of infrastructure assets (drainage pipes, pits, roads, footpaths and cycleways totalling \$0.92 million) and buildings (\$0.19 million) as part of the capital works program to replace with new infrastructure assets.</p>
7	Other income	<p>Outcome: Greater than budget \$1,017,000 or 31%</p> <p>Higher than budgeted other income is mainly due to term deposit interest rates improving significantly in the current economic environment leading to a favourable variance of \$0.75 million. In addition, other income includes higher than budgeted Quarry Royalties (\$0.08 million) and one-off items (\$0.19 million) recognised in 2023/24.</p>

Note 2 Analysis of our results (cont.)

2.1.1 Income/Revenue and expenditure (cont.)

Ref.	Item	Explanation
8	Share of surplus from investment in associate	Outcome: Greater than budget \$61,000 or 100% Represents Council's share of the Whitehorse Manningham Regional Library Corporation (WMRL) surplus for 2023/24. Council has a 35.8% equity interest.
9	Materials, services and contracts	Outcome: Greater than budget \$2,305,000 or 7% Materials, services and contracts were \$2.31 million or 7.0 per cent greater than budget. This is mainly attributable to: * higher than budgeted Waste and Resource Recovery contract costs which were mainly due to an increase in the fuel levy and the impact of a high CPI on transport and collection costs (\$1.08 million). In addition, unbudgeted expenditures associated with Food Organic Garden Organic (FOGO) kitchen caddies and compostable liners resulted in an unfavourable variance of \$0.25 million; * costs associated with sustainability initiatives (\$0.76 million) and LED lighting and smart lighting retrofit (\$0.40 million) projects resulted in an unfavourable variance (originally budgeted as Capital Works Program - transfer from capital as these were operational expenditure in nature); * unbudgeted tree risk mitigation works (\$0.14 million), additional sportsground maintenance expenditures (\$0.32 million) and climate emergency and environmental initiatives (\$0.25 million); partly offset by favourable variance due to delays in Technology related projects.
10	Depreciation	Outcome: Greater than budget \$2,198,000 or 8% Depreciation was higher than budget due to an increase in infrastructure assets valuations at the end of last financial year (2022/23) and new assets being added as part of the 2023/24 capital works program.
11	Amortisation - Intangible assets	Outcome: Less than budget \$719,000 or 27% Amortisation on intangible assets (software) was lower than budget mainly due to a shift in the approach of implementing corporate systems as a Software as a Subscription (SaaS) Model i.e. paying for a service and it is being treated as an expense rather than capitalised as an asset.
12	Depreciation - Right of use assets	Outcome: Greater than budget \$48,000 or 14% Depreciation - Right of use assets was greater than budget mainly due to a new lease entered into during the financial year which was not accounted for in the budget.
13	Allowance for impairment losses	Outcome: Greater than budget \$51,000 or 38% Higher than budgeted allowance is mainly due to higher than anticipated doubtful debt provision for sundry debtors.
14	Finance costs - Leases	Outcome: Greater than budget \$16,000 or 38% The finance costs associated with lease liabilities were slightly higher than budgeted resulting from a new lease recognised during the year.
15	Other expenses	Outcome: Greater than budget \$2,289,000 or 11% The unfavourable variance is primarily due to: * software licences and software subscriptions exceeded full year budget by \$0.69 million; * \$0.65 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; * consultants and legal expenses were unfavourable by \$0.46 million for various one-off projects and legal matters; and * other expenses include a wide range of costs incurred in delivering Council services and include utilities, insurance, postage, telephone and general office expenses exceeded full year budget by \$0.35 million.

Note 2 Analysis of our results (cont.)

2.1 Performance against budget (cont.)

2.1.2 Capital works

	Budget 2024 \$'000	Actual 2024 \$'000	Variance 2024 \$'000	Variance 2024 %	Ref
Property					
Land	3,760	4,226	(466)	(12)	16
Buildings	7,534	9,416	(1,882)	(25)	17
Total property	11,294	13,642	(2,348)		
Plant, equipment and other assets					
Plant, machinery and equipment	2,693	3,370	(677)	(25)	18
Fixtures, fittings and furniture	-	51	(51)	(100)	19
Computers and telecommunications	150	16	134	89	20
Artworks	305	354	(49)	(16)	
Total plant, equipment and other assets	3,148	3,791	(643)		
Infrastructure					
Roads	14,876	9,232	5,644	38	21
Bridges	540	165	375	69	22
Footpaths and cycleways	4,540	7,231	(2,691)	(59)	23
Off street car parks	-	283	(283)	(100)	24
Drainage	4,975	4,214	761	15	25
Recreational, leisure and community facilities	3,903	3,758	145	4	26
Parks, open space and streetscapes	10,588	7,717	2,871	27	27
Drainage	39,422	32,600	6,822		
Total capital works expenditure	53,864	50,033	3,831	7	
Represented by:					
New asset expenditure	15,864	14,587	1,277	8	
Asset renewal expenditure	22,355	21,377	978	4	
Asset expansion expenditure	2,210	1,889	321	15	
Asset upgrade expenditure	13,435	12,180	1,255	9	
Total capital works expenditure	53,864	50,033	3,831		

Note 2 **Analysis of our results (cont.)**

2.1 **Performance against budget (cont.)**

2.1.2 **Capital works (cont.)**

(i) **Explanation of material variations**

Ref.	Item	Explanation
16	Land	<p>Outcome: Greater than budget \$466,000 or 12% Land acquisitions were \$0.47 million higher than budgeted and is due to key sites for future open space development being acquired during the year.</p>
17	Buildings	<p>Outcome: Greater than budget \$1,882,000 or 25% Building expenditure was \$1.88 million higher than budget mainly reflecting increased expenditure on MC² Exterior upgrade and unbudgeted MC² Electrical Upgrades and Ancillary Works.</p>
18	Plant, machinery and equipment	<p>Outcome: Greater than budget \$677,000 or 25% Plant, machinery and equipment was \$0.68 million higher than budget mainly reflecting the reclassification of asset class for expenditure on Environmental Sustainable Design Program and Solar Panel Installation Program (from buildings to Plant, machinery and equipment).</p>
19	Fixtures, fittings and furniture	<p>Outcome: Greater than budget \$51,000 or 100% Fixtures, fittings and furniture was \$0.05 million higher than budget mainly relating to minor works on a number of projects including MC², Aquarena Renewal and Indoor Stadium Renewal (Highball Facilities).</p>
20	Computers and telecommunications	<p>Outcome: Less than budget \$134,000 or 89% Hardware and equipment purchases were lower than expected.</p>
21	Roads	<p>Outcome: Less than budget \$5,644,000 or 38% Roads expenditure was \$5.64 million less than budget primarily due to the reclassification of Major Road Lights - LED & Smart Controls Retrofit from capital to operating (\$1.8 million). In addition, Fitzsimons Lane and Main Road Corridor (Templestowe Route) and Tram / Merlin extended out to future years (\$2.5 million) and Jumping Creek Road asset class reclassified to Footpaths and cycleways.</p>
22	Bridges	<p>Outcome: Less than budget \$375,000 or 69% Bridges was \$0.38 million less than budget due to Banksia Park Shared Path Bridge being behind schedule and extended into future years as a result of the complexity of the works.</p>
23	Footpaths and cycleways	<p>Outcome: Greater than budget \$2,691,000 or 59% Footpaths and cycleways was \$2.69 million higher than budget relating to unbudgeted Yarra Trail Renewal Work (\$1.0 million) and extensive Safety and Amenity works at Jackson Court and Macedon Square (\$0.2 million). In addition, Jumping Creek Road project works were reclassified to Footpaths and cycleways (\$1.3 million) and there was an increased expenditure on footpaths for Anderson Creek Road (Blackburn Road to Service Road).</p>
24	Off street car parks	<p>Outcome: Greater than budget \$283,000 or 100% Off street car parks was \$0.28 million higher than budget relating to unbudgeted Yarra Trail car park renewal works.</p>
25	Drainage	<p>Outcome: Less than budget \$761,000 or 15% Drainage was \$0.76 million less than budget primarily due to 106-147 Brackenbury Street Warrandyte Road Drainage being on hold (Construction access issues) during the year.</p>

Note 2 Analysis of our results (cont.)**2.1.2 Capital works (cont.)**

Ref.	Item	Explanation
26	Recreational, leisure and community facilities	Outcome: Less than budget \$145,000 or 4% Slightly less than budget due to delay in Wonga Park Netball Court Redevelopment & Floodlight Upgrade which had additional structural design to meet biodiversity requirement.
27	Parks, open space and streetscapes	Outcome: Less than budget \$2,871,000 or 27% Parks, open space and streetscapes expenditure was \$2.87 million less than budget primarily due to delays in completion of Hepburn Reserve and Ruffey Lake Park Playground Upgrade - Victoria Street (Waldau).

Note 2 Analysis of our results (cont.)**2.2 Analysis of Council results by program**

Council delivers its functions and activities through the following programs.

2.2.1 CEO Office

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

City Services

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

City Planning

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

Connected Communities

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

Experience and Capability

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

Corporate Activities

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

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

2024	Income / Revenue \$'000	Expenses \$'000	Surplus/ (Deficit) \$'000	Grants included in income / revenue \$'000	Total assets \$'000
CEO Office	850	10,776	(9,926)	-	-
City Services	20,248	76,233	(55,985)	631	861,445
City Planning	12,437	17,655	(5,218)	504	29,904
Connected Communities	8,586	24,743	(16,157)	5,631	45,001
Experience and Capability	1	21,364	(21,363)	-	3,290
Corporate Activities	118,966	2,051	116,915	2,388	1,889,425
	161,088	152,822	8,266	9,154	2,829,065

2023	Income / Revenue \$'000	Expenses \$'000	Surplus/ (Deficit) \$'000	Grants included in income / revenue \$'000	Total assets \$'000
CEO Office	2,606	10,873	(8,267)	-	-
City Services	19,065	73,606	(54,541)	567	824,871
City Planning	9,428	15,847	(6,419)	715	28,140
Connected Communities	11,554	30,709	(19,155)	8,673	43,341
Experience and Capability	2	20,273	(20,271)	-	5,604
Corporate Activities	118,601	2,350	116,251	10,984	1,858,514
	161,256	153,658	7,598	20,939	2,760,470

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 valuation base used to calculate general rates for 2023/24 was \$66,672 million (2022/23, \$67,162 million).

General rates	103,432	99,409
Supplementary rates	349	372
Recreational land	17	16
Interest on rates and charges	1,136	1,057
	104,934	100,854
Waste charges	17,607	16,627
	17,607	16,627
Total rates and charges	122,541	117,481

The date of the general revaluation of land for rating purposes within the municipal district was 1 January 2023 and the valuation was first applied in the rating year commencing 1 July 2023.

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

3.2 Statutory fees and fines

Infringements and costs	1,169	840
Town planning fees	1,220	1,183
Land and property information certificates	455	465
Asset protection and other permits	353	438
Total statutory fees and fines	3,197	2,926

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

3.3 User fees and charges

Hall hire and function centre charges	1,258	965
Social and community services charges	605	562
Town planning fees (non-statutory)	684	720
Aged services fees	195	647
Registration fees	1,353	1,238
Advertising fees	38	75
Culture and recreation fees	270	171
Chargeable works fees	1,805	1,143
Rent and lease charges	1,991	2,751
Other fees and charges	882	477
Total user fees and charges	9,081	8,749
User fees and charges by timing of revenue recognition		
User fees and charges recognised over time	-	-
User fees and charges recognised at a point in time	9,081	8,749
Total user fees and charges	9,081	8,749

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.

Note 3 Funding for the delivery of our services (cont.)**3.4 Grants (Funding from other levels of government) (cont.)****(c) Recognition of grant income**

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

- identifies each performance obligation relating to revenue under the contract/agreement
- determines the transaction price
- recognises a contract liability for its obligations under the agreement
- recognises revenue as it satisfies its performance obligations, at the point in 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	185	5,211
Specific purpose grants to acquire non-financial assets	2,203	5,775
Other specific purpose grants	729	732

Revenue recognised under AASB 15 Revenue from Contracts with Customers

Specific purpose grants	6,038	9,220
	9,155	20,938

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

Balance at start of year	4,103	3,053
Received during the financial year and remained unspent at balance date	582	3,811
Received in prior years and spent during the financial year	(3,851)	(2,761)
Balance at year end	833	4,103

Capital

Balance at start of year	4,328	6,658
Received during the financial year and remained unspent at balance date	577	1,125
Received in prior years and spent during the financial year	(1,509)	(3,455)
Balance at year end	3,396	4,328

Unspent grants are determined and disclosed on a cash basis.

Note 3 Funding for the delivery of our services (cont.)**3.5 Contributions**

Monetary	5,237	4,614
Non-monetary	7,107	2,572
Total contributions	12,344	7,186

Contributions of monetary assets comprised of:

Resort and recreation Contributions (Public Open Space contributions)	5,052	3,930
Doncaster Hill activity centre Developers Contributions	-	74
Operating contributions	95	93
Capital contributions	90	517
Total monetary contributions	5,237	4,614

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

Land	-	6
Land under roads	5,126	423
Buildings	58	-
Infrastructure	1,923	2,082
Volunteer Services	-	61
Total non-monetary contributions	7,107	2,572

Monetary and non monetary contributions are recognised as income 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	2,257	5,550
Written down value of assets disposed	(754)	(4,626)
Written down value of assets scrapped	(1,132)	(2,752)
Total net gain/(loss) on disposal of property, infrastructure, plant and equipment	371	(1,828)

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	3,950	2,776
Royalties	90	80
Other	299	828
Total other income	4,339	3,684

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**4.1 Employee costs**

(a) Wages and salaries	48,110	50,307
Casual staff	2,499	2,523
Salary oncost *	7,796	8,329
Other employee costs	407	371
Total employee costs	58,812	61,530

Engineering design work and capital project supervision completed by employees to the value of \$2.729 million (\$3.423 million 2022/23) 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.

4.1 Employee costs (cont.)**(b) Superannuation**

Manningham City Council made contributions to the following funds:

Defined benefit fund

Employer contributions - Local Authorities Superannuation Fund (Vision Super)

226 226

226 226

Employer contributions payable as at 30 June

- -

Accumulation funds

Employer contributions - Local Authorities Superannuation Fund (Vision Super)

2,494 2,551

Employer contributions - other funds

2,829 2,547

5,323 5,098

Employer contributions payable as at 30 June

250 242

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

3,739 1,574

Plant and equipment maintenance

700 652

Contracts and services - community building repairs and maintenance

2,989 3,539

Contracts and services - parks, gardens, sporting reserves and street trees

8,330 7,330

Contracts and services - drains, roads and footpaths

4,756 4,003

Contracts and services - waste collection and disposal services

16,599 14,922

Total materials, services and contracts

37,113 32,020

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

4.3 Depreciation

Property

4,733 4,575

Plant, machinery and other assets

1,823 1,815

Infrastructure

23,822 19,990

Total depreciation

30,378 26,380

Refer to note 6.1 for a more detailed breakdown of depreciation charges and accounting policy.

4.4 Amortisation - Intangible assets

Software

1,936 2,397

Total amortisation - intangible assets

1,936 2,397

Refer to note 5.2(b) and 6.1 for a more detailed breakdown of amortisation charges and accounting policy.

4.5 Depreciation - Right of use assets

Property

369 335

Equipment

12 12

Total depreciation - Right of use assets

381 347

Note 4 The cost of delivering services (cont.)**4.6 Allowance for impairment losses**

Parking fine debtors	95	89
Other debtors	92	178
Total allowance for impairment losses	187	267

Movement in allowance for impairment losses in respect of debtors

Balance at the beginning of the year	1,767	1,718
New allowances recognised during the year	187	267
Amounts allowed for but recovered/written off during the year	(67)	(218)
Balance at end of year	1,887	1,767

An allowance for impairment losses in respect of debtors is recognised based on an expected credit loss model. This model considers both historic and forward looking information in determining the level of impairment.

4.7 Finance costs - Leases

Interest - Lease liabilities	58	52
Total finance costs	58	52

4.8 Other expenses**Community grants and contributions**

Community grants	1,462	1,346
Library contributions	4,320	4,109
Total community grants and contributions	5,782	5,455

Utilities

Utilities - electricity, water, other	1,844	1,285
Street lighting	842	852
Total utilities	2,686	2,137

Other miscellaneous expenses

Auditor's remuneration - VAGO - annual financial statements, performance statement and grant acquittals	77	69
Auditor's remuneration - other parties	26	19
Auditor's remuneration - Internal audit	137	127
Councillors' allowances	462	437
Fire service levy	140	138
Insurance	1,550	1,336
Leases	450	480
Consultants - engineering	602	277
Consultants - human resources	9	1
Consultants - economic and environmental	752	484
Consultants - information technology	27	609
Consultants - other	516	373
Bank charges	241	224
Catering (including function centre)	478	334
Legal	810	1,016
Software licences	5,505	4,932
Telephone	477	463
Postage	436	543
Printing	218	243
Training	526	423
Design fees, maintenance and other IT costs - non capital	654	7,347
Volunteer Services	-	61
Other	1,396	1,309
Total other miscellaneous expenses	15,489	21,245
Total other expenses	23,957	28,837

Note 5: Investing in and financing our operations

5.1 Financial assets

(a) Cash and cash equivalents

Cash on hand	1	1
Cash at bank	20,833	9,500
Term deposits (with term up to 3 months) and at-call with banks	2,000	12,000
Total cash and cash equivalents	22,834	21,501

(b) Other financial assets

Current

Term deposits	43,000	68,000
Term deposit - refundable Manningham Centre Association bond	500	500
Total current other financial assets	43,500	68,500

Total other financial assets

Total other financial assets	43,500	68,500
Total cash and cash equivalents and other financial assets	66,334	90,001

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

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

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

(c) Trade and other receivables

Current

Statutory receivables

Rates debtors	16,524	13,936
Infringement debtors	917	743
Special rate schemes	80	93
Net GST receivable	1,689	1,341

Non statutory receivables

Other debtors	1,654	1,958
Allowance for expected credit loss - other debtors	(269)	(209)
Total current trade and other receivables	20,595	17,862

Non-current

Statutory receivables

Infringement court	1,618	1,558
Allowance for expected loss - infringement court	(1,618)	(1,558)

Non statutory receivables

Other receivables	350	398
Total non-current trade and other receivables	350	398

Total trade and other receivables

Total trade and other receivables	20,945	18,260
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Short term receivables are carried at invoice amount. An allowance for expected credit losses is recognised based on past experience and other objective evidence of expected losses.

(d) Ageing of receivables

The ageing of Council's trade and other receivables (excluding statutory receivables) that are not impaired was:

Current (not yet due)	1,073	1,340
Past due between 31 and 60 days	20	164
Past due between 61 and 90 days	169	118
Past due by more than 91 days	392	336
Total trade and other receivables	1,654	1,958

Note 5 Investing in and financing our operations (cont.)**5.2 Non-Financial assets****(a) Other assets**

Accrued income - interest	481	555
Accrued income - other	1,498	1,429
Prepayments	5,850	1,876
Inventories	247	237
Total other assets	8,076	4,097

(b) Intangible assets

Software	2,798	4,734
Total intangible assets	2,798	4,734

Gross carrying amount

Balance at 1 July	18,370	18,226
Additions from internal developments	-	144
Balance at 30 June	18,370	18,370

Accumulated amortisation

Balance at 1 July	(13,636)	(11,239)
Amortisation expense	(1,936)	(2,397)
Balance at 30 June	(15,572)	(13,636)

Net book value at 30 June**2,798 4,734**

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 contract and other liabilities**(a) Trade and other payables****Current***Non-statutory payables*

Trade payables	9,120	7,066
Employee benefits and related costs	4,076	7,399
Accrued expenses	5,331	6,085
Total current trade and other payables	18,527	20,550

(b) Trust funds and deposits**Current**

Contract retention	1,224	934
Landscape bonds	2,985	4,516
Miscellaneous works deposits	160	341
Asset protection bonds	7,038	6,430
Subdivider deposits	166	166
Refundable Manningham Centre Association bond	500	500
Fire services levy	399	206
Other refundable deposits	295	296
Total current trust funds and deposits	12,767	13,389

Note 5 Investing in and financing our operations (cont.)**5.3 Payables, trust funds and deposits and contract and other liabilities (cont.)****(c) Contract and other liabilities****Contract liabilities****Current**

Grants received in advance - operating	833	937
Grants received in advance - capital	3,396	3,283
Income received in advance - rent	282	293
Income received in advance - rates	882	911
Total contract liabilities	5,393	5,424

Trust funds and deposits

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

Contract liabilities

Contract liabilities reflect consideration received in advance from customers in respect of rent, rates and grant funding. Contract liabilities are derecognised and recorded as revenue when promised goods and services are transferred to the customer. Refer to Note 3.

Purpose and nature of items

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

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

5.4 Provisions

	Employee	Other	Total
	\$ '000	\$ '000	\$ '000
2024			
Balance at beginning of the financial year	16,436	-	16,436
Amounts used	(8,474)	-	(8,474)
Additional provisions	6,664	1,693	8,357
Balance at the end of the financial year	14,626	1,693	16,319
<i>Provisions - current</i>	13,268	1,693	14,961
<i>Provisions - non-current</i>	1,358	-	1,358
2023			
Balance at beginning of the financial year	15,117	-	15,117
Amounts used	(6,171)	-	(6,171)
Additional provisions	7,490	-	7,490
Balance at the end of the financial year	16,436	-	16,436
<i>Provisions - current</i>	14,894	-	14,894
<i>Provisions - non-current</i>	1,542	-	1,542

Note 5 Investing in and financing our operations (cont.)**5.4 Provisions (cont.)****(a) Employee provisions****Current provisions expected to be wholly settled within 12 months**

Annual leave	3,388	3,641
Long service leave	619	643
	<u>4,007</u>	<u>4,284</u>

Current provisions expected to be wholly settled after 12 months

Annual leave	1,524	1,910
Long service leave	7,737	8,700
	<u>9,261</u>	<u>10,610</u>

Total current employee provisions

	<u>13,268</u>	<u>14,894</u>
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Non-current

Long service leave	1,358	1,542
Total non-current employee provisions	<u>1,358</u>	<u>1,542</u>

Aggregate carrying amount of employee provisions:

Current	13,268	14,894
Non-current	1,358	1,542
Total aggregate carrying amount of employee provisions	<u>14,626</u>	<u>16,436</u>

The calculation of employee costs and benefits includes all relevant on-costs and are calculated as follows at reporting date.

Annual leave

A liability for annual leave is recognised in the provision for employee benefits as a current liability because the Council does not have an unconditional right to defer settlement of the liability. Liabilities for annual leave are measured at:

- nominal value if the Council expects to wholly settle the liability within 12 months
- present value if the Council does not expect to wholly settle within 12 months.

Liabilities that are not expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits as current liabilities, measured at the present value of the amounts expected to be paid when the liabilities are settled using the remuneration rate expected to apply at the time of settlement.

Long service leave

Liability for long service leave (LSL) is recognised in the provision for employee benefits. Unconditional LSL is disclosed as a current liability as the Council does not have an unconditional right to defer settlement. Unconditional LSL is measured at nominal value if expected to be settled within 12 months or at present value if not expected to be settled within 12 months. Conditional LSL that has been accrued, where an employee is yet to reach a qualifying term of employment, is disclosed as a non-current liability and measured at present value.

Key assumptions:

- discount rate	4.23%	4.06%
- index rate	2.75%	3.50%

(b) Other provisions

Current	1,693	-
	<u>1,693</u>	<u>-</u>

Note 5 Investing in and financing our operations (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 - credit card	37	36
Unused facilities	1,213	1,214

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

2024	Not later than 1 year \$'000	Later than 1 year and not later than 2 years \$'000	Later than 2 years and not later than 5 years \$'000	Later than 5 years \$'000	Total \$'000
Operating					
Garbage collection	2,082	2,139	4,456	-	8,677
Green waste collection	3,614	3,717	11,799	4,160	23,290
Recycling collection	1,962	2,009	4,189	-	8,160
Hard waste collection	1,334	-	-	-	1,334
Tipping waste management	6,395	-	-	-	6,395
Renewable electricity	1,598	20	41	-	1,659
Tree pruning	884	516	678	-	2,078
Provision of cleaning services	154	4	-	-	158
Sportsground maintenance	474	444	216	-	1,134
Environmental services	917	143	26	-	1,086
Provision of security services	315	272	444	-	1,031
Computers & telecommunications	3,567	1,999	1,553	-	7,119
Miscellaneous works	4,267	2,439	2,991	-	9,697
Total	27,563	13,702	26,393	4,160	71,818
Capital					
Plant, equipment and other assets	756	-	-	-	756
Land & buildings	5,630	-	-	-	5,630
Drainage	3,674	-	-	-	3,674
Roads & footpaths	5,214	-	-	-	5,214
Recreation, open space & others	2,596	-	-	-	2,596
Total	17,870	-	-	-	17,870

Note 5 Investing in and financing our operations (cont.)**5.6 Commitments (cont.)**

2023	Not later than 1 year \$'000	Later than 1 year and not later than 2 years \$'000	Later than 2 years and not later than 5 years \$'000	Later than 5 years \$'000	Total \$'000
Operating					
Garbage collection	6,706	18,300	5,695	-	30,701
Green waste collection	3,747	14,570	5,932	-	24,249
Recycling collection	2,581	8,465	3,091	-	14,137
Hard waste collection	1,889	6,623	2,571	-	11,083
Tipping waste management	5,900	5,900	-	-	11,800
Renewable electricity	541	1,263	1,474	-	3,278
Tree pruning	471	-	-	-	471
Provision of cleaning services	266	63	4	-	333
Sportsground maintenance	667	667	584	-	1,918
Environmental services	735	574	90	-	1,399
Provision of security services	232	19	-	-	251
Miscellaneous works	864	404	188	-	1,456
Total	24,599	56,848	19,629	-	101,076
Capital					
Plant, equipment and other assets	154	50	-	-	204
Computers & telecommunications	997	1,025	-	-	2,022
Land & buildings	2,239	-	-	-	2,239
Drainage	1,697	-	-	-	1,697
Roads & footpaths	4,610	-	-	-	4,610
Recreation, open space & others	2,233	-	-	-	2,233
Total	11,930	1,075	-	-	13,005

(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 rental reviews, either by fixed percentage or CPI annually.

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

	2024 \$'000	2023 \$'000
Not later than one year	1,808	1,683
Later than one year and not later than five years	6,162	7,094
Later than five years	4,775	4,843
	12,745	13,620

Note 5 Investing in and financing our operations (cont.)**5.7 Leases**

At inception of a contract, Council assesses whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To identify whether a contract conveys the right to control the use of an identified asset, it is necessary to assess whether:

- The contract involves the use of an identified asset;
- Council has the right to obtain substantially all of the economic benefits from use of the asset throughout the period of use; and
- Council has the right to direct the use of the asset.

This policy is applied to contracts entered into, or changed, on or after 1 July 2019.

As a lessee, Council recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost which comprises the initial amount of the lease liability adjusted for:

- any lease payments made at or before the commencement date less any lease incentives received; plus
- any initial direct costs incurred; and
- an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located.

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. The estimated useful lives of right-of-use assets are determined on the same basis as those of property, plant and equipment. In addition, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain measurements of the lease liability.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, an appropriate incremental borrowing rate. Generally, Council uses an appropriate incremental borrowing rate as the discount rate.

Lease payments included in the measurement of the lease liability comprise the following:

- Fixed payments
- Variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date;
- Amounts expected to be payable under a residual value guarantee; and
- The exercise price under a purchase option that Council is reasonably certain to exercise, lease payments in an optional renewal period if Council is reasonably certain to exercise an extension option, and penalties for early termination of a lease unless Council is reasonably certain not to terminate early.

When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

Under *AASB 16 Leases*, Council as a not-for-profit entity has elected not to measure right-of-use assets at initial recognition at fair value in respect of leases that have significantly below-market terms.

Note 5 Investing in and financing our operations (cont.)**5.7 Leases (cont.)**

Right-of-Use Assets	Property \$'000	Plant and equipment \$'000	Total \$'000
Balance at 1 July 2023	2,144	14	2,158
Additions	192	-	192
Depreciation charge	(369)	(12)	(381)
Balance at 30 June 2024	1,967	2	1,969

Lease Liabilities	2024 \$'000	2023 \$'000
Maturity analysis - contractual undiscounted cash flows		
Less than one year	407	387
One to five years	1,135	1,425
More than five years	808	692
Total undiscounted lease liabilities as at 30 June:	<u>2,350</u>	<u>2,504</u>
Lease liabilities included in the Balance Sheet at 30 June:		
Current	357	339
Non-current	1,784	1,960
Total lease liabilities	<u>2,141</u>	<u>2,299</u>

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:	2024 \$'000	2023 \$'000
Short-term leases	41	83
Leases of low value assets	409	396
Total	<u>450</u>	<u>479</u>
Variable lease payments (not included in measurement of lease liabilities)		
Variable lease payments	10	24
Total	<u>10</u>	<u>24</u>

Variable lease payments are those that depend on an index or a rate, for example payments linked to the consumer price index, a benchmark interest rate or changes in market rental rates.

Non-cancellable lease commitments - Short-term and low-value leases

Commitments for minimum lease payments for short-term and low-value leases are payable as follows:

Payable:		
Within one year	312	322
Later than one year but not later than five years	274	586
Total lease commitments	<u>586</u>	<u>908</u>

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 2023	Additions	Contributions	Revaluation	Depreciation	Disposal	Transfers	Write Offs	Carrying amount 30 June 2024
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Land	1,521,174	4,226	5,126	20,856	-	(539)	-	-	1,550,843
Buildings	243,238	8,294	58	14,496	(4,733)	(193)	1,716	-	262,876
Plant, equipment and other fixed assets	10,887	3,491	-	-	(1,823)	(231)	21	-	12,345
Infrastructure	850,325	25,793	1,923	27,928	(23,822)	(923)	6,776	-	888,000
Work in progress	12,440	8,229	-	-	-	-	(8,513)	(494)	11,662
	2,638,064	50,033	7,107	63,280	(30,378)	(1,886)	-	(494)	2,725,726

Summary of work in progress

	Opening WIP 1 July 2023	Additions	Transfers	Write Offs	Closing WIP 30 June 2024
	\$'000	\$'000	\$'000	\$'000	\$'000
Property	2,007	1,122	(1,716)	(48)	1,365
Plant, equipment and other fixed assets	302	300	(21)	(179)	402
Infrastructure	10,131	6,807	(6,776)	(267)	9,895
	12,440	8,229	(8,513)	(494)	11,662

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 2023	1,501,996	6,909	12,269	1,521,174	462,587	2,820	465,407	1,986,581	2,007
Accumulated depreciation at 1 July 2023	-	-	-	-	(220,372)	(1,797)	(222,169)	(222,169)	-
	1,501,996	6,909	12,269	1,521,174	242,215	1,023	243,238	1,764,412	2,007
Movements in fair value									
Additions of assets at fair value	4,226	-	-	4,226	7,440	854	8,294	12,520	1,122
Contributed assets	-	-	5,126	5,126	58	-	58	5,184	-
Revaluation increments/decrements	19,495	1,361	-	20,856	36,091	888	36,979	57,835	-
Fair value of assets disposed	(539)	-	-	(539)	(299)	(316)	(615)	(1,154)	-
Impairment losses recognised in operating result	-	-	-	-	-	-	-	-	(48)
Transfers	-	-	-	-	1,716	-	1,716	1,716	(1,716)
	23,182	1,361	5,126	29,669	45,006	1,426	46,432	76,101	(642)
Movements in accumulated depreciation									
Depreciation and amortisation	-	-	-	-	(4,706)	(27)	(4,733)	(4,733)	-
Accumulated depreciation of disposals	-	-	-	-	157	265	422	422	-
Revaluation increments/decrements	-	-	-	-	(21,589)	(894)	(22,483)	(22,483)	-
	-	-	-	-	(26,138)	(656)	(26,794)	(26,794)	-
At fair value 30 June 2024	1,525,178	8,270	17,395	1,550,843	507,593	4,246	511,839	2,062,682	1,365
Accumulated depreciation at 30 June 2024	-	-	-	-	(246,510)	(2,453)	(248,963)	(248,963)	-
Carrying amount	1,525,178	8,270	17,395	1,550,843	261,083	1,793	262,876	1,813,719	1,365

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 telecommunications \$'000	Artworks \$'000	Total plant, equipment and other assets \$'000	Work in Progress \$'000
At fair value 1 July 2023	15,004	10,015	2,403	2,139	29,561	302
Accumulated depreciation at 1 July 2023	(7,927)	(9,214)	(1,533)	-	(18,674)	-
	7,077	801	870	2,139	10,887	302
Movements in fair value						
Additions of assets at fair value	3,370	51	16	54	3,491	300
Contributed assets	-	-	-	-	-	-
Revaluation increments/decrements	-	-	-	-	-	-
Fair value of assets disposed	(1,612)	-	-	-	(1,612)	-
Impairment losses recognised in operating result	-	-	-	-	-	(179)
Transfers	-	-	-	21	21	(21)
	1,758	51	16	75	1,900	100
Movements in accumulated depreciation						
Depreciation and amortisation	(1,275)	(155)	(393)	-	(1,823)	-
Accumulated depreciation of disposals	1,381	-	-	-	1,381	-
Revaluation increments/decrements	-	-	-	-	-	-
	106	(155)	(393)	-	(442)	-
At fair value 30 June 2024	16,762	10,066	2,419	2,214	31,461	402
Accumulated depreciation at 30 June 2024	(7,821)	(9,369)	(1,926)	-	(19,116)	-
Carrying amount	8,941	697	493	2,214	12,345	402

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 2023	584,119	28,379	175,207	26,342	566,805	47,374	49,161	5,415	1,482,802	10,131
Accumulated depreciation at 1 July 2023	(286,698)	(10,056)	(76,874)	(19,155)	(201,217)	(15,111)	(21,021)	(2,345)	(632,477)	-
	297,421	18,323	98,333	7,187	365,588	32,263	28,140	3,070	850,325	10,131
Movements in fair value										
Additions of assets at fair value	8,919	94	6,255	283	3,940	3,149	3,153	-	25,793	6,807
Contributed assets	1,375	-	-	-	548	-	-	-	1,923	-
Revaluation increments/decrements	12,780	1,120	1,247	1,510	19,464	-	-	-	36,121	-
Fair value of assets disposed	(199)	-	(407)	-	(1,701)	-	-	-	(2,307)	-
Impairment losses recognised in operating result	-	-	-	-	-	-	-	-	-	(267)
Transfers	2,286	-	334	-	2,539	874	743	-	6,776	(6,776)
	25,161	1,214	7,429	1,793	24,790	4,023	3,896	-	68,306	(236)
Movements in accumulated depreciation										
Depreciation and amortisation	(11,497)	(473)	(1,902)	(385)	(4,712)	(2,360)	(2,132)	(361)	(23,822)	-
Accumulated depreciation of disposals	119	-	244	-	1,021	-	-	-	1,384	-
Revaluation increments/decrements	2,299	(338)	(3,212)	1,732	(8,674)	-	-	-	(8,193)	-
	(9,079)	(811)	(4,870)	1,347	(12,365)	(2,360)	(2,132)	(361)	(30,631)	-
At fair value 30 June 2024	609,280	29,593	182,636	28,135	591,595	51,397	53,057	5,415	1,551,108	9,895
Accumulated depreciation at 30 June 2024	(295,777)	(10,867)	(81,744)	(17,808)	(213,582)	(17,471)	(23,153)	(2,706)	(663,108)	-
Carrying amount	313,503	18,726	100,892	10,327	378,013	33,926	29,904	2,709	888,000	9,895

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. Refer also to Note 8.4 for further disclosure regarding fair value measurement.

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

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

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. 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 and are valued at Fair Value. The next full valuation of artworks will be conducted in 2024/25.

Valuation of land and buildings

Valuations were completed as at 30 June 2024 for Council. Valuations for 30 June 2024 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 2024.

To the extent that non-specialised land and non-specialised buildings do not contain significant, unobservable adjustments, these assets are classified as Level 2 under the market based direct comparison approach.

Description of significant unobservable inputs into level 3 valuations - Specialised land and specialised buildings

Specialised land is valued using a market based direct comparison technique but adjusted to reflect the specialised nature of the assets being valued. Significant unobservable inputs include the extent and impact of restriction on the sale or use of an asset and the market cost of land per square metre. The extent and impact of restrictions on use varies and results in a reduction to surrounding land values between 0% and 95% depending on the nature of encumbrance, restrictions or planning controls. The adjustment is an allowance made to reflect the difference in value between unrestricted assets and those held by the Council which are impacted by external restraints on their use. The market value of land varies significantly depending on the location of the land and the current market conditions. Currently land values range between \$1 and \$2,880 per square metre.

Specialised buildings are valued using the current replacement cost method, adjusting for the associated depreciation. Significant unobservable inputs include the current replacement cost and remaining useful lives of buildings. Current replacement costs are calculated on a square metre basis and ranges from \$20.80 to \$6,385 per square metre. The remaining useful lives of buildings are determined on the basis of the current condition of buildings and vary from 1 year to 100 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of buildings are sensitive to changes in expectations or requirements that could either shorten or extend the useful lives of buildings.

The valuation of Council's specialised land and specialised buildings was performed by Council's City Valuer, Mr Ellis Tam AAPI, Certified Practising Valuer (Registration Number 62592). The valuation was performed using either the market based direct comparison method or depreciated replacement cost, adjusted for restrictions in use. The effective date of the valuation is 30 June 2024.

The date and type of the current valuation is detailed in the following table.

Details of the Council's land and buildings and information about the fair value hierarchy as at 30 June 2024 are as follows:

	Level 1	Level 2	Level 3	Date of Valuation	Type of Valuation
	\$'000	\$'000	\$'000		
Land	-	8,270	1,525,178	Jun 2024	Full
Land under roads	-	-	17,395	-	
Buildings	-	1,793	261,083	Jun 2024	Full
Total	-	10,063	1,803,656		

	2024	2023
	\$'000	\$'000
Reconciliation of specialised land		
Land under roads	17,395	12,269
Parks, reserves and other	1,525,178	1,501,996
Total specialised land	1,542,573	1,514,265

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. All other classes are acquired at cost method.

Description of significant unobservable inputs into level 3 valuations - Infrastructure assets

Infrastructure assets contain significant unobservable adjustments, therefore these assets are classified as Level 3.

Infrastructure assets are valued based on the current replacement cost. Significant unobservable inputs include the current replacement cost and remaining useful lives of infrastructure. The remaining useful lives of infrastructure assets are determined on the basis of the current condition of the asset and vary from 20 years to 120 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of infrastructure are sensitive to changes in use, expectations or requirements that could either shorten or extend the useful lives of infrastructure assets.

A valuation of Council's infrastructure assets was performed by Council's Manager, City Assets, Mr Anton Peiris *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 2024.

An indexed based revaluation was conducted in the current year for infrastructure assets. The last full valuation of infrastructure assets was as at 30 June 2023. The next full valuation of infrastructure assets will be conducted in 2024/25.

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

The date and type of the current valuation is detailed in the following table.

Details of the Council's infrastructure information about the fair value hierarchy as at 30 June 2024 are as follows:

	Level 1	Level 2	Level 3	Date of Valuation	Type of Valuation
	\$'000	\$'000	\$'000		
Roads	-	-	313,503	Jun 2024	Indexation
Bridges	-	-	18,726	Jun 2024	Indexation
Footpaths and cycleways	-	-	100,892	Jun 2024	Indexation
Off street car parks	-	-	10,327	Jun 2024	Indexation
Drainage	-	-	378,013	Jun 2024	Indexation
Total	-	-	821,461		

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

Manningham City Council has a 35.77% 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 2024, per draft WMRLC financial statements, has been taken up as profit of \$60,636 during the year ended 30 June 2024 (profit of \$290,499 in 2022/23). 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	2,844	3,714
Trade and other receivables	126	97
Other assets	102	80
	3,072	3,891

Non-current assets

Property & equipment	8,363	8,126
	8,363	8,126

Total assets

	11,435	12,017
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Current liabilities

Payables	495	1,203
Provisions	1,801	1,709
	2,296	2,912

Non-current liabilities

Provisions	148	105
	148	105

Total liabilities

	2,444	3,017
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Net assets

	8,991	9,000
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Movement in carrying value of investment

Carrying value of investment at start of year	3,156	2,865
Share of surplus/(deficit) for year	61	291
Carrying value of investment at end of year	3,217	3,156

Associates are all entities over which Council has significant influence but not control or joint control. Council's investment in an associate is accounted for under the equity method as the Council has the ability to influence rather than control the operations of the entity. The investment is initially recorded at the cost of acquisition and adjusted thereafter for post-acquisition changes in the Council's share of the net assets of the entity. The Council's share of the financial result of the entity is recognised in the Comprehensive Income Statement.

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 2023 - 30 June 2024)
Andrew Conlon	Councillor	(1 July 2023 - 30 June 2024)
Deirdre Diamante	Mayor	(1 July 2023 - 2 November 2023)
	Councillor	(3 November 2023 - 30 June 2024)
Geoff Gough	Councillor	(1 July 2023 - 30 June 2024)
Michelle Kleinert	Councillor	(1 July 2023 - 30 June 2024)
Carli Lange	Councillor	(1 July 2023 - 2 November 2023)
	Mayor	(3 November 2023 - 30 June 2024)
Tomas Lightbody	Deputy Mayor	(1 July 2023 - 3 August 2023)
	Deputy Mayor	(28 August 2023 - 2 November 2023)
	Councillor	(3 November 2023 - 30 June 2024)
Laura Mayne	Councillor	(1 July 2023 - 2 November 2023)
	Deputy Mayor	(3 November 2023 - 30 June 2024)
Stephen Mayne	Councillor	(1 July 2023 - 30 June 2024)

Chief Executive Officer

Andrew Day	Chief Executive Officer	(1 July 2023 - 30 June 2024)
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Other Key Management Personnel

Rachelle Quattrocchi	Director City Services	(1 July 2023 - 30 June 2024)
Kerryn Paterson	Director Experience and Capability	(1 July 2023 - 30 June 2024)
Andrew McMaster	Chief Legal and Governance Officer	(1 July 2023 - 18 February 2024)
	Director City Planning	(19 February 2024 - 30 June 2024)
Jon Gorst	Chief Financial Officer	(1 July 2023 - 30 June 2024)
Duncan Turner	Director City Planning	(1 July 2023 - 22 December 2023)
Lee Robson	Director Connected Communities	(1 July 2023 - 30 June 2024)
Carrie Bruce	Acting Chief Legal and Governance Officer	(19 February 2024 - 30 May 2024)
Molley Qi	Acting Chief Legal and Governance Officer	(3 June 2024 - 30 June 2024)

	2024	2023
	No.	No.
Total number of Councillors	9	9
Total of Chief Executive Officer and other Key Management Personnel	9	9
Total number Key Management Personnel	18	18

(c) Remuneration of Key Management Personnel

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

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

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

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

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

	2024	2023
	\$'000	\$'000
Total remuneration of key management personnel was as follows:		
Short-term employee benefits	2,700	2,311
Other long-term employee benefits	52	46
Post employment benefits	228	192
Total	2,980	2,549

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:

	2024 No.	2023 No.
\$20,000 - \$29,999	-	1
\$30,000 - \$39,999	5	6
\$40,000 - \$49,999	1	-
\$50,000 - \$59,999	1	2
\$60,000 - \$69,999	1	-
\$90,000 - \$99,999	1	-
\$100,000 - \$109,999	-	2
\$200,000 - \$209,999	1	-
\$210,000 - \$219,999	1	-
\$230,000 - \$239,999	1	2
\$250,000 - \$259,999	-	1
\$270,000 - \$279,999	1	1
\$280,000 - \$289,999	2	-
\$290,000 - \$299,999	1	2
\$310,000 - \$319,999	1	-
\$360,000 - \$369,999	-	1
\$380,000 - \$389,999	1	-
	<u>18</u>	<u>18</u>

(d) Remuneration of other senior staff

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

	2024 \$'000	2023 \$'000
Total remuneration of other senior staff was as follows:		
Short-term employee benefits	3,040	3,176
Other long-term employee benefits	44	79
Post-employment benefits	316	333
Total	<u>3,400</u>	<u>3,588</u>

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

	2024 No.	2023 No.
Income Range:		
less than \$170,000	-	5
\$170,000 - \$179,999	3	3
\$180,000 - \$189,999	4	1
\$190,000 - \$199,999	3	6
\$200,000 - \$209,999	3	2
\$210,000 - \$219,999	1	1
\$220,000 - \$229,999	1	1
\$230,000 - \$239,999	1	-
\$230,000 - \$239,999	1	-
	<u>17</u>	<u>19</u>

	2024 \$'000	2023 \$'000
Total remuneration for the reporting year for other senior staff included above, amounted to:	3,400	3,588

Note 7 People and relationships (cont.)**7.2 Related party disclosure****(a) Transactions with related parties**

During the year Manningham City Council provided contributions/payments to Whitehorse Manningham Regional Library Corporation (WMRLC) with the total value of \$4.40m (2023: \$4.27m) towards running costs as per the agreement. Council also provides accommodation to house libraries within Manningham.

No transactions other than remuneration payments, or the reimbursement of expenses as approved by Council were made with Related Parties during the reporting year (2023: 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 (2023: 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 (2022/23, Nil).

(d) Commitments to/from related parties

No commitments have been made by the Council to Related Parties during the reporting year 2023/24 (2022/23, Nil).

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 2024, there are no potential contingent assets (2023: Nil).

(b) Contingent liabilities

Contingent liabilities are:

General

Council controls large areas of public open space, provides general and personal services to residents, visitors and ratepayers, has responsibilities and regulatory authorities including the issue of permits and approvals, and controls significant buildings and infrastructure assets. Council is involved from time to time in various claims incidental to the ordinary course of business including claims for damages relating to its services.

Council's Risk Management Plan includes securing insurance to cover insurable risks to limit exposure to liabilities arising from actions of the Council or its Officers where it is appropriate to do so. Council carries public liability and professional indemnity insurance and has an excess of \$50,000 per claim on this policy.

Legal Matters

Council is presently involved in some confidential legal matters, which are being conducted through Council's solicitors. As these matters are yet to be finalised, and the financial outcomes are unable to be reliably estimated, no allowance for these contingencies has been made in the financial report.

Bank guarantees

Council is responsible for the following bank guarantee:

Department of Primary Industries for \$150,000 (2023: \$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.

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 2024 reporting period. Council assesses the impact of these new standards.

In December 2022 the Australian Accounting Standards Board (AASB) issued *AASB 2022-10 Amendments to Australian Accounting Standards - Fair Value Measurement of Non-Financial Assets of Not-for-Profit Public Sector Entities* to modify *AASB 13 Fair Value Measurement*. *AASB 2022-10* amends *AASB 13 Fair Value Measurement for fair value measurements of non-financial assets of not-for-profit public sector entities* not held primarily for their ability to generate net cash inflows. The *AASB 13* modifications:

- are applicable only to not-for-profit public sector entities;
- are limited to fair value measurements of non-financial assets not held primarily for their ability to generate net cash inflows;
- are to be applied prospectively for annual periods beginning on or after 1 January 2024;
- would not necessarily change practice for some not-for-profit public sector entities; and
- do not indicate that entities changing practice in how they measure relevant assets made an error in applying the existing requirements of *AASB 13*.

Council will assess any impact of the modifications to *AASB 13* ahead of the 2024-25 reporting period.

In December 2022 the Australian Accounting Standards Board (AASB) issued *AASB 2022-6 Amendments to Australian Accounting Standards - Non-current Liabilities with Covenants*. *AASB 2022-6* amends *AASB 101 Presentation of Financial Statements* to improve the information an entity provides in its financial statements about long-term liabilities with covenants where the entity's right to defer settlement of those liabilities for at least twelve months after the reporting period is subject to the entity complying with conditions specified in the loan arrangement. The amendments in *AASB 2022-6* are effective for annual periods beginning on or after 1 January 2024. Council will assess any impact of the modifications to *AASB 101* ahead of the 2024-25 reporting period.

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 any 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 2024 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.

Note 8 Managing uncertainties (cont.)**8.3 Financial instruments (cont.)****(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 allowance for impairment of those assets, as disclosed in the balance sheet and notes to the financial statements. Council does not hold any collateral.

(d) Liquidity risk

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

To mitigate liquidity risk the entity has developed long term financial management strategies containing liquidity and cash flow targets, and regularly monitors budget performance and cash flows against forecasts. The entity has established access to overdraft facilities.

Council's maximum exposure to liquidity risk is the carrying amounts of financial liabilities as disclosed on the face of the balance sheet and the amounts related to any financial guarantees disclosed in Note 8.1(b), and is deemed insignificant based on prior periods' data and current assessment of risk.

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

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

Council's exposure to liquidity risk is deemed insignificant based on prior periods' data, cash flow and liquidity forecasts, and current assessment of risk.

(e) Sensitivity disclosure analysis

Taking into account past performance, future expectations, economic forecasts, and management's knowledge and experience of the financial markets, Council believes a parallel shift of +1.00% and -1.00% in market interest rates from year-end rates of 4.35% (2023: 4.10%) are 'reasonably possible' over the next 12 months.

These movements will not have a material impact on the valuation of Council's financial assets and liabilities, nor will they have a material impact on the results of Council's operations.

Note 8 Managing uncertainties (cont.)**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.

Revaluation

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

Fair value valuations are determined in accordance with a valuation hierarchy. Changes to the valuation hierarchy will only occur if an external change in the restrictions or limitations of use on an asset result in changes to the permissible or practical highest and best use of the asset. Further details regarding the fair value hierarchy are disclosed at Note 6.1, Property, infrastructure, plant, equipment and other fixed assets.

In addition, Council undertakes a formal revaluation of land, buildings, and infrastructure assets on a regular basis ranging from 1 to 3 years. The valuation is performed either by experienced Council officers or independent experts.

Asset class	Revaluation frequency
Land	1 to 3 years
Buildings	1 to 3 years
Roads	1 to 3 years
Bridges	1 to 3 years
Footpaths and cycleways	1 to 3 years
Off street car parks	1 to 3 years
Drainage	1 to 3 years

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

Impairment of assets

At each reporting date, the Council reviews the carrying value of its assets to determine whether there is any indication that these assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs to sell and value in use, is compared to the asset's carrying value. Value in use is the depreciated replacement cost. Any excess of the assets carrying value over its recoverable amount is expensed to the comprehensive income statement, unless the asset is carried at the revalued amount in which case, the impairment loss is recognised directly against the revaluation surplus in respect of the same class of asset to the extent that the impairment loss does not exceed the amount in the revaluation surplus for that same class of asset.

8.5 Events occurring after balance date

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

Note 9 Other matters

9.1 Reserves

(a) Asset revaluation reserves

2024	Balance at beginning of reporting year \$'000	Increase / (decrease) \$'000	Realised Revaluation Reserve \$'000	Balance at end of reporting year \$'000
Property				
Land	1,278,627	20,856	(399)	1,299,084
Buildings	58,861	14,496	(5)	73,352
	<u>1,337,488</u>	<u>35,352</u>	<u>(404)</u>	<u>1,372,436</u>
Plant, equipment and other fixed assets				
Plant, machinery and equipment	14	-	(10)	4
Fixtures, fittings and furniture	1,006	-	-	1,006
Artworks	887	-	-	887
	<u>1,907</u>	<u>-</u>	<u>(10)</u>	<u>1,897</u>
Infrastructure				
Roads	201,877	15,079	-	216,956
Bridges	7,679	782	-	8,461
Footpaths and cycleways	47,487	(1,965)	-	45,522
Off street car parks	847	3,242	-	4,089
Drainage	258,669	10,790	-	269,459
Parks, open space and streetscapes	205	-	-	205
	<u>516,764</u>	<u>27,928</u>	<u>-</u>	<u>544,692</u>
Total	<u>1,856,159</u>	<u>63,280</u>	<u>(414)</u>	<u>1,919,025</u>
2023	Balance at beginning of reporting year \$'000	Increase / (decrease) \$'000	Realised Revaluation Reserve \$'000	Balance at end of reporting year \$'000
Property				
Land	1,225,194	55,414	(1,981)	1,278,627
Buildings	47,073	11,834	(46)	58,861
	<u>1,272,267</u>	<u>67,248</u>	<u>(2,027)</u>	<u>1,337,488</u>
Plant, equipment and other fixed assets				
Plant, machinery and equipment	14	-	-	14
Fixtures, fittings and furniture	1,006	-	-	1,006
Artworks	887	-	-	887
	<u>1,907</u>	<u>-</u>	<u>-</u>	<u>1,907</u>
Infrastructure				
Roads	145,421	56,456	-	201,877
Bridges	6,024	1,655	-	7,679
Footpaths and cycleways	41,039	6,448	-	47,487
Off street car parks	7,944	(7,097)	-	847
Drainage	201,317	57,352	-	258,669
Parks, open space and streetscapes	205	-	-	205
	<u>401,950</u>	<u>114,814</u>	<u>-</u>	<u>516,764</u>
Total	<u>1,676,124</u>	<u>182,062</u>	<u>(2,027)</u>	<u>1,856,159</u>

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 \$'000	Transfer to accumulated surplus \$'000	Transfer from accumulated surplus \$'000	Balance at end of reporting year \$'000
2024				
Open Space (resort and recreation) Reserve (a)	14,898	(8,788)	5,051	11,161
Doncaster Hill activity centre DCP Reserve (b)	977	(465)	-	512
Total	15,875	(9,253)	5,051	11,673
2023				
	\$'000	\$'000	\$'000	\$'000
Open Space (resort and recreation) Reserve (a)	13,159	(2,191)	3,930	14,898
Doncaster Hill activity centre DCP Reserve (b)	1,103	(200)	74	977
Total	14,262	(2,391)	4,004	15,875

(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 Development Contributions Plan (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)**

Surplus/(deficit) for the year	8,266	7,598
Non-cash adjustments:		
Depreciation/amortisation	32,695	29,124
Net gain/(loss) on disposal of property, plant and equipment, infrastructure	(371)	1,828
Contributed assets	(7,107)	(2,511)
Share of gain from associate	(61)	(291)
Adjustment for work in progress write-off to other expenses	494	2,326
Change in assets and liabilities:		
(Increase)/decrease in trade and other receivables	(2,685)	(1,961)
(Increase)/decrease in other assets	(4,601)	(2,227)
Increase/(decrease) in contract and other liabilities	(31)	(2,434)
Increase/(decrease) in trade and other payables	(4,571)	(1,996)
(Decrease)/increase in other assets and liabilities	58	52
(Increase)/decrease in provisions	(117)	1,319
Net cash provided by/(used in) operating activities	21,969	30,827

9.3 Superannuation

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

Accumulation

The Fund's accumulation category, Vision MySuper/Vision Super Saver, receives both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings (for the year ended 30 June 2024, this was 11.00% as required under Superannuation Guarantee (SG) legislation (2023: 10.50%)).

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

Council makes employer contributions to the Defined Benefit category of the Fund at rates determined by the Trustee on the advice of the Fund Actuary. A triennial actuarial investigation for the Defined Benefit category as at 30 June 2023 was conducted and completed by 31 December 2023. The vested benefit index (VBI) of the Defined Benefit category as at 30 June 2023 was 104.10%. Council was notified of the 30 June 2023 VBI during August 2023. The financial assumptions used to calculate the 30 June 2023 VBI were:

Net investment returns	5.70% pa
Salary information	3.50% pa
Price inflation (CPI)	2.80% pa

The VBI is used as the primary funding indicator. Because the VBI was above 100.00%, the 30 June 2023 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 2023 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 2024, this rate was 11.00% of members' salaries (10.50% in 2022/23). 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 2023 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 98.00% from 26 July 2024 (previously 97.00%).

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 2023 triennial actuarial investigation surplus amounts

An actuarial investigation is conducted annually for the Defined Benefit category of which Council is a contributing employer. Generally, a full actuarial investigation is conducted every three years and interim actuarial investigations are conducted for each intervening year. A full investigation was conducted as at 30 June 2023.

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

	2023 (Triennial)	2022 (Interim)
	\$m	\$m
• A VBI surplus	84.7	44.6
• A total service liability surplus	123.6	105.8
• A discounted accrued benefits surplus	141.9	111.9

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 2023.

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 2023.

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 2023.

Note 9 Other matters (cont.)**9.3 Superannuation (cont.)****The 2024 triennial actuarial investigation**

An interim actuarial investigation is being conducted for the Fund's position as at 30 June 2024 as the Fund provides lifetime pensions in the Defined Benefit category. It is anticipated that this actuarial investigation will be completed by October 2024.

The VBI of the Defined Benefit category was 105.40% as at 30 June 2024. The financial assumptions used to calculate the 30 June 2024 VBI were:

Net investment returns	5.60% pa
Salary information	3.50% pa
Price inflation (CPI)	2.70% pa

Council was notified of the 30 June 2024 VBI during August 2024.

Because the VBI was above 100.00%, the Defined Benefit category was in a satisfactory financial position at 30 June 2024 and it is expected that the actuarial investigation will recommend that no change will be necessary to the Defined Benefit category's funding arrangements from prior years.

The 2020 triennial investigation

The last triennial actuarial investigation conducted prior to 30 June 2023 was at 30 June 2020. This actuarial investigation was completed by 31 December 2020. The financial assumptions for the purposes of that investigation was:

	2023 Triennial investigation	2020 Triennial investigation
Net investment return	5.70% pa	5.60% pa
Salary inflation	3.50% pa	2.50% pa for the first two years and 2.75% pa thereafter
Price inflation	2.80% pa	2.00% pa

Superannuation contributions

Contributions by Manningham City Council (excluding any unfunded liability payments) to the above superannuation plans for the financial year ended 30 June 2024 are detailed below:

Scheme	Type of Scheme	Rate	2024 \$'000	2023 \$'000
Vision super	Defined benefit	11.00% (2022/23: 10.50%)	226	226
Vision super	Accumulation fund	11.00% (2022/23: 10.50%)	2,494	2,551
Other Funds	Accumulation fund	11.00% (2022/23: 10.50%)	2,829	2,547

In addition to the above contributions, Manningham City Council has paid unfunded liability payments to Vision Super totalling \$0 during the 2023/24 year (2022/23 \$0).

There were no contributions outstanding and no loans issued from or to the above schemes as at 30 June 2024.

The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2025 is \$307,000.

Note 10 Change in accounting policy

There have been no changes to accounting policies in the 2023/24 year.



Performance Statement

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
16 September 2024
Doncaster

In our opinion, the accompanying performance statement of the Manningham City Council For the year ended 30 June 2024 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.



Carli Lange
Mayor
16 September 2024
Doncaster



Laura Mayne
Deputy Mayor
16 September 2024
Doncaster



Andrew Day
Chief Executive Officer
16 September 2024
Doncaster



Victorian Auditor-General's Office

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 2024 • service performance indicators for the year ended 30 June 2024 • financial performance indicators for the year ended 30 June 2024 • sustainable capacity indicators for the year ended 30 June 2024 • notes to the accounts • certification of the performance statement. <p>In my opinion, the performance statement of Manningham City Council in respect of the year ended 30 June 2024 presents fairly, in all material respects, in accordance with the performance reporting requirements of Part 4 of the <i>Local Government Act 2020</i> and Local Government (Planning and Reporting) Regulations 2020.</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 Local Government (Planning and Reporting) Regulations 2020 and for such internal control as the Councillors determines is necessary to enable the preparation and fair presentation of a performance statement that is free from material misstatement, whether due to fraud or error.</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
19 September 2024



Travis Derricott
as delegate for the Auditor-General of Victoria

Section 1. 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 129,514 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).

Section 2. Service Performance Indicators

For the year ended 30 June 2024

Service / indicator/ measure [formula]	2021	2022	2023	2024	Comments
				Target Actual	
Aquatic Facilities					
Utilisation					
Utilisation of aquatic facilities [Number of visits to aquatic facilities / Municipal population]	1.7	1.4	3.4	N/A 5.1	Aquarena provides great value with a variety of programs and activities. We are pleased to see visits continue to rise with a 52% increase in the indicator result compared to last year under our new centre manager.
Animal Management					
Health and safety					
Animal management prosecutions [Number of successful animal management prosecutions]	100.0%	100.0%	100.0%	N/A 100.0%	Our focus is to promote responsible pet ownership however we pursue prosecutions for serious matters and in the interest of community safety. We continue to be 100% successful in animal management prosecutions.
Food Safety					
Health and safety					
Critical and major non-compliance outcome notifications [Number of critical non-compliance outcome notifications and major non- compliance notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non- compliance notifications about a food premises] x100	93.4%	96.1%	98.9%	N/A 97.2%	One of our highest priorities is community safety. Environmental Health Officers followed up 97% of non-compliance notifications.
Governance					
Satisfaction					
Satisfaction with community consultation and engagement [community satisfaction rating out of 100 with the consultation and engagement efforts of Council]	56	56	56	58	55 We have worked hard to improve the way we engage with our community on the things that matter. Key to this improvement is Manningham Council now following international best-practice with their deliberative engagement. The results are from the annual Community Satisfaction Survey. This survey samples 400 residents and is managed by the Victorian Government.
Libraries					
Participation					
Library membership [number of active registered library members/municipal population]	N/A	N/A	N/A	N/A 27.6%	This new measure captures the number of active library users per head of population. The expected range set by the State Government is 20% to 40% participation. We are pleased to see this result demonstrating that our community place a high value on our library service.
Maternal and Child Health (MCH)					
Participation					
Participation in the MCH service [Number of children who attend the MCH service at least once [in the year] / Number of children enrolled in the MCH service] x100	77.4%	77.9%	81.3%	N/A 81.1%	We are pleased to see our overall participation rates remain positive as we make a concerted effort to follow up with families that have missed appointments.
Participation Participation in the MCH service by Aboriginal children [Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100	73.5%	100.0%	100.0%	N/A 94.3%	We are pleased to see our continued effort to strengthen participation of Aboriginal and Torres Strait families in the Enhanced Maternal and Child Health remains high. This demonstrates the high quality of engagement and continuity of care offered by the Maternal Child Health service.

Service/ indicator/ measure [formula]	2021	2022	2023	2024	Comments
				Target	Actual
Roads					
Condition					
Sealed local roads below the intervention level [percentage of sealed local roads that are below the renewal intervention level set by Council and not requiring renewal]	99.60%	98.90%	98.50%	98.40%	95.9% The condition of our roads remains relatively steady and consistent. We inherited a transfer of road responsibility from the State, which slightly reduced this figure and impacted the expected targeted result.
Statutory Planning					
Service Standard					
Planning applications decided within the relevant required time [percentage of planning application decisions made within the relevant required time]	87.3%	79.0%	93.3%	79.0%	90.2% We have continued to process a high percentage of all applications within statutory time frames, well above the metropolitan average of 68.8%.
Waste Collection					
Waste diversion					
Kerbside collection waste diverted from landfill [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100	55.2%	53.6%	55.0%	70.0%	75.5% The 37% increase on last year is due to the success of the introduction of FOGO (Food Organics, Green Organics) and the change to a fortnightly garbage collection. With the introduction of FOGO, our community can now place their food waste into their FOGO bin rather than their garbage bin, reducing the amount of waste going to landfill.

Section 3. Financial Performance Indicators

For the year ended 30 June 2024

Dimension / indicator / measure [formula]	Results					Forecast				Material Variations	
	2021	2022	2023	2024	2024	2025	2026	2027	2028		
	Target				Actual						
Efficiency											
Expenditure level											
Expenses per property assessment [Total expenses / Number of property assessments]	\$2,464	\$2,606	\$2,896	\$2,862	\$2,770	\$2,862	\$2,848	\$2,895	\$2,940		We are continuing to deliver quality services in accordance with our long term plans. The focus continues to be on responsible budgeting while providing cost-effective services and delivering infrastructure projects to meet the needs of our community.
Revenue level											
Average rate per property assessment [General rates and Municipal charges / Number of property assessments]	\$1,814	\$1,845	\$1,881	\$1,944	\$1,962	\$1,944	\$2,050	\$2,097	\$2,144		Our average general rate increase was 3.50 per cent in 2023/24 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 \$2.7 billion of community assets such as local roads, community buildings, drains, footpaths, playgrounds and sporting facilities.
Liquidity											
Working capital											
Current assets compared to current liabilities [Current assets / Current liabilities] x100	174.7%	211.2%	205.1%	182.7%	181.8%	182.7%	157.9%	124.4%	107.7%		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.
Unrestricted cash											
Unrestricted cash compared to current liabilities [Unrestricted cash / Current liabilities] x100	-13.1%	-69.2%	-62.9%	-22.7%	61.5%	-22.7%	40.4%	13.8%	24.3%		The unrestricted cash ratio is consistent with our financial plan as Manningham continues to invest in term deposits with a maturity of greater than 90 days to maximise interest revenue. Only term deposits with a maturity of 90 days or less are included in the calculation of cash for this ratio. The ratio would be 61.0 per cent in 2023/24 if term deposits with a maturity of greater than 90 days were also included in the calculation.

Dimension / Indicator / measure [formula]	Results					Forecast					Material Variations	
	2021	2022	2023	2024	2025	2026	2027	2028	2029			
	Actual		Target	Actual								
Obligations												
Loans and borrowings												
Loans and borrowings compared to rates [Interest bearing loans and borrowings / Rate revenue] x100	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	We are debt free. No future loan borrowings are proposed in the forecast period.
Loans and borrowings repayments compared to rates	0.0%	0.0%	0.0%	0.0%	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.
[Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100												
Indebtedness												
Non-current liabilities compared to own source revenue	2.8%	2.6%	2.6%	2.3%	2.0%	1.9%	1.7%	1.5%	1.5%	1.5%	1.5%	We continue to have a low level of non-current liabilities compared to revenue.
[Non-current liabilities / Own source revenue] x100												
Asset renewal and upgrade												
Asset renewal and upgrade compared to depreciation	118.2%	118.0%	114.3%	110.5%	117.0%	144.6%	145.6%	121.8%	121.8%	145.6%	121.8%	The 2023/24 result and budget from 2024/25 onwards demonstrates our ongoing commitment to invest in the renewal and upgrade of our existing community infrastructure.
[Asset renewal and asset upgrade expense / Asset depreciation] x100												
Operating position												
Adjusted underlying result												
Adjusted underlying surplus (or deficit) [Adjusted underlying surplus (deficit) / Adjusted underlying revenue] x100	5.8%	2.8%	-3.3%	-3.8%	4.9%	0.2%	0.7%	0.7%	0.7%	0.2%	0.7%	The adjusted underlying result was impacted by a change in the timing of Financial Assistance Grants payments to Councils. The Federal Government brought forward the payment of 100% of the 2023/24 grant allocation into the prior year (2022/23). The 2024/25 grant allocation was paid in 2024/25 and not brought forward further impacting the 2023/24 result.
Stability												
Rates concentration												
Rates compared to adjusted underlying revenue	80.1%	80.8%	78.9%	83.2%	77.2%	84.0%	83.9%	84.2%	84.2%	84.0%	83.9%	We receive a relatively low level of grants allocations and hence we heavily rely on rate revenue for the delivery of high-quality services and infrastructure to the community. We are continuing to seek alternative revenue streams and advocate for an adequate level of funding from other tiers of government to reduce our reliance on rate revenue.
[Rate revenue / Adjusted underlying revenue] x100												
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%	0.2%	0.2%	0.2%	This ratio highlights our relatively low and stable rate burden on our community when compared to property values.

Section 4. Sustainable Capacity Indicators

For the year ended 30 June 2024

Indicator / measure [formula]	2021	2022	2023	2024	Comments - Material Variations
Population					
Expenses per head of municipal population [Total expenses / Municipal population]	\$1,000	\$1,084	\$1,216	\$1,180	Over the period, we managed to deliver high-quality services within a responsible budget at an average of \$1,180 per head of municipal population. This demonstrates that we are committed to provide core services and community facilities now and in the future in a cost effective way.
Infrastructure per head of municipal population [Value of infrastructure / Municipal population]	\$6,765	\$7,703	\$8,838	\$9,071	The increase in infrastructure per head of municipal population is mainly attributable to a combination of new assets being added and an increase in the value of Council's buildings and infrastructure assets. We are committed to maintain, renew and upgrade our community infrastructure assets and each year allocate a minimum of 33% of rate revenue in addition to other funding sources to fund the capital works program.
Population density per length of road [Municipal population / Kilometres of local roads]	210	208	207	211	We have a lower population density per km of road than similar councils. The maintenance and upgrade of the local road network is funded by an ongoing capital works program and maintenance funds.
Own-source revenue					
Own-source revenue per head of municipal population [Own-source revenue / Municipal population]	\$945	\$996	\$1,053	\$1,078	The result reflects the importance of generating revenue from new and different sources to ensure ongoing financial sustainability.
Recurrent grants					
Recurrent grants per head of municipal population [Recurrent grants / Municipal population]	\$96	\$112	\$117	\$55	In general, we receive a relatively low level of grants allocations and hence heavily rely on rate revenue for the delivery of high-quality services and infrastructure to the community. The decrease over the year is mainly due to a change in the timing of Financial Assistance Grants payments to Councils. The Federal Government brought forward the payment of 100% of the 2023/24 grant allocation into the prior year (2022/23). The 2024/25 grant allocation was paid in 2024/25 and not brought forward further impacting the 2023/24 result.
Disadvantage					
Relative Socio-Economic Disadvantage [Index of Relative Socio-Economic Disadvantage by decile]	9	9	9	9	We have a low level of socio-economic disadvantage relative to many councils.
Workforce turnover					
Percentage of staff turnover [Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100	9.3%	17.8%	18.8%	32.5%	The recent Commonwealth Government reforms to the in-home aged care system have led to around 50 out of 79 Victorian Councils moving out of direct service delivery. Council exited Aged and Disability Support Services (ADSS) in late October 2023, impacting just over 100 staff. Council also exited the Regional Assessment Service (RAS) during the year. The exit of these services combined contributed to a significant percentage of our planned turnover of 20.55% with our overall turnover rate of 32.55%. The unplanned turnover was 12.0%.

Section 5. 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 25 June 2024 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.

Definitions

Key term	Definition
Aboriginal children	means a child who is an Aboriginal person
Aboriginal person	has the same meaning as in the Aboriginal Heritage Act 2006
adjusted underlying revenue	means total income other than: <ul style="list-style-type: none"> · non-recurrent grants used to fund capital expenditure; and · non-monetary asset contributions; and · contributions to fund capital expenditure from sources other than those referred to above
adjusted underlying surplus (or deficit)	means adjusted underlying revenue less total expenditure
annual report	means an annual report prepared by a council under section 98 of the Act
asset renewal expenditure	means expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability
asset upgrade expenditure	means expenditure that— (a) enhances an existing asset to provide a higher level of service; or (b) extends the life of the asset beyond its original life
critical non-compliance outcome notification	means a notification received by council under section 19N(3) or (4) of the <i>Food Act 1984</i> , or advice given to council by an authorized officer under that Act, of a deficiency that poses an immediate serious threat to public health
current assets	has the same meaning as in the Australian Accounting Standards
current liabilities	has the same meaning as in the Australian Accounting Standards
food premises	has the same meaning as in the <i>Food Act 1984</i>
intervention level	means the level set for the condition of a road beyond which a council will not allow the road to deteriorate and will need to intervene
local road	means a sealed or unsealed road for which the council is the responsible road authority under the <i>Road Management Act 2004</i>
major non-compliance outcome notification	means a notification received by a council under section 19N(3) or (4) of the <i>Food Act 1984</i> , or advice given to council by an authorized officer under that Act, of a deficiency that does not pose an immediate serious threat to public health but may do so if no remedial action is taken
MCH	means the Maternal and Child Health Service provided by a council to support the health and development of children within the municipality from birth until school age
non-current liabilities	means all liabilities other than current liabilities
own-source revenue	means adjusted underlying revenue other than revenue that is not under the control of council (including government grants)
population	means the resident population estimated by council
rate revenue	means revenue from general rates, municipal charges, service rates and service charges
relative socio-economic disadvantage	in relation to a municipal district, means the relative socio-economic disadvantage, expressed as a decile for the relevant financial year, of the area in which the municipal district is located according to the Index of Relative Socio-Economic Disadvantage of SEIFA
restricted cash	means cash, cash equivalents and financial assets, within the meaning of the Australian Accounting Standards, not available for use other than for a purpose for which it is restricted, and includes cash to be used to fund capital works expenditure from the previous financial year
SEIFA	means the Socio-Economic Indexes for Areas published from time to time by the Australian Bureau of Statistics on its Internet site
unrestricted cash	means all cash and cash equivalents other than restricted cash

Glossary and abbreviations

Advisory committee	A committee that assists Council with decision-making processes 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	A report prepared by a Council annually under sections 98, 99 and 100 of the <i>Local Government Act 2020</i> .
Asset expansion expenditure	Expenditure that extends the capacity of an existing asset to provide benefits to new users at the same standard as is provided to existing beneficiaries.
Asset expenditure type	These types of asset expenditure: <ul style="list-style-type: none"> • asset renewal expenditure • new asset expenditure • asset upgrade expenditure • asset expansion expenditure
Asset renewal expenditure	Expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability
Asset upgrade expenditure	Expenditure that: <ul style="list-style-type: none"> • enhances an existing asset to provide a higher level of service; or • increases the life of the asset beyond its original life
Best value	State legislation that requires Council to review services to ensure community expectations and value for money
Budget	Council's originally published budget detailing the projected income, expenditure and financial position of Council.
Capital expenditure	The expenditure on items which are expected to produce future economic benefits for Council with a useful life in excess of 12 months
Capital improved value	The market value of the property at the date of valuation including the value of the land and all improvements built on the land
Capital Works Program	Program of scheduled infrastructure works generally encompassing capital works for road, drainage and building assets
Capitalisation	The process whereby expenditure is charged to an account in the statement of financial position rather than to an expense account

Council Plan	The four-year plan for how we will deliver our nine strategic objectives
Community grants	Council allocates a sum of money for our Community Development Community Grants program as part of the annual budget process. The funding supports not for profit community organisations in Manningham
Community Satisfaction Survey	The survey the state government requires Councils to conduct once a year to gauge the level of community satisfaction with our services
Cultural diversity	Celebrating our community's many different cultures expressed through language, tradition, religion, dress, arts, dance and lifestyle
COVID-19	Coronavirus disease (COVID-19) is an infectious disease caused by a newly discovered coronavirus.
Community Care Program	Home and Community Care (HACC) and the Commonwealth Home Support programs established under Agreements entered into with the Australian and State Governments support people who are frail, have a disability and their families
Community care service	Provides a range of services including domestic assistance, personal care, community respite and delivered meals which assists clients to maximise their independence in the community
Governance	Council's responsibility for the economic and ethical performance of the municipality
Infrastructure	The stock of fixed capital equipment, including roads, public buildings, footpaths, etc.
Key performance indicator	A significant measure used on its own or in combination with other key performance indicators to monitor how well a business is achieving its quantifiable objectives
Liquidity	The ratio of current assets to current liabilities as a percentage that shows how much cash we have on hand
Local Government Model Financial Report	The Local Government Model Financial Report published by Local Government Victoria each year including on localgovernment.vic.gov.au
Local law	The laws adopted by Council that prohibit, regulate and control activities, events, practices and behaviours within Manningham
Local roads	The municipal road network which is maintained by Manningham Council
Manningham Matters	The Council newsletter we deliver to all Manningham homes and businesses that provides residents with information about local activities.
Manningham Planning Scheme	Outlines state and local planning policies including zones, overlays and other provisions

Material variations	Significant changes to a development application, such as those that impact neighbouring properties, alter the description of the development or would affect objections to the original proposal.
Maternal and Child Health (MCH) Service	Service provided by a Council to support the health and development of children within the municipality from birth until school age
Municipal Association of Victoria (MAV)	The lobbying body for Victoria's 79 Councils.
New asset expenditure	Expenditure that creates a new asset that provides a service that does not currently exist
Non-current assets	All assets other than current assets
Non-recurrent grant	A grant obtained on the condition that it be expended in a specified manner and is not expected to be received again during the period covered by a Council's Strategic Resource Plan
North East Link Project (NELP)	The largest road project in the state's history, which will involve seven years of planning, design and construction. It is the biggest infrastructure project to affect Manningham's municipality.
Performance indicator	A statistic identifying the extent of activity in meeting a specific objective
Performance statement	The performance statement prepared by a Council under section 98 and 99 of the <i>Local Government Act 2020</i> .
Placemaking	Activities and initiatives that strengthen the connection between people and the places they share to help build community resilience and make our neighbourhood centres and villages more vibrant.
Principal Accounting Officer	The person designated by a Council to be responsible for the financial management of the Council.
Recurrent grant	A grant other than a non-recurrent grant.
Report of operations	The report outlining details of Council operations prepared under section 98 of the <i>Local Government Act 2020</i> .
Reserves	Monies set aside in the statement of financial position for specific purposes in accordance with statutory and discretionary principles
Revised budget	The revised budget prepared by a Council under section 98 of the <i>Local Government Act 2020</i> .

Risk management	A policy and process for identifying business risks and controlling the likelihood and/or impact of a risk event occurring.
Strategy	A plan of action intended to accomplish specific objectives.
Statement of Capital Works	A statement of capital works prepared in accordance with the Local Government Model Financial Report.
Statement of Human Resources	A statement that shows all Council staff expenditure and the number of full time equivalent Council staff
Sustainable	How we meet present-day needs without compromising future generations' ability to meet their needs
Themes	The overarching strategic objectives or focus areas of Council, as outlined in the Council Plan
Triple bottom line	Measures community well-being by assessing the economic, social and environmental considerations
Vision	A description of the future we aim to achieve for our city and community
Ward	The delineation of a district within a municipality for the purposes of administration and representation
Wellbeing	A general term to encompass health, happiness, welfare, security, comfort, quality of life and a sense of belonging

Abbreviations

AAS	Australian Accounting Standard
ABS	Australian Bureau of Statistics
AMS	Asset Management Strategy
CEO	Chief Executive Officer
Cr	Councillor
DDA	Disability Discrimination Act
EBA	Enterprise Bargaining Agreement
EMT	Executive Management Team
EO	Equal Opportunity
ESD	Environmentally Sustainable Design
FOGO	Food Organic and Garden Organics
GIA	Gender Impact Assessment
HACC	Home and Community Care
LGPRF	Local Government Performance Reporting Framework MAV Municipal Association of Victoria
MAV	Municipal Association of Victoria
MCH	Maternal Child Health
NCC	National Construction Code
NDIS	National Disability Insurance Scheme
NELP	North East Link Project
SBS	Strategic Briefing Session
SRL	Suburban Rail Loop
UNHCR	United Nations High Commission for Refugees
VEC	Victorian Electoral Commission
WHS	Workplace Health and Safety

Index

A		E	
Abbreviations	298	Economic Development	119, 127, 144, 173
Achievements	104	Employee code of conduct	197
Animal management	128, 214	Excellence Awards	111
Asset Management Overview	223	Expenditure	228, 294
Audit and Risk Committee	189, 198, 200, 202	External audit	231
B		F	
Budget	112-115, 207, 294, 297	Financial performance	231
C		Financial Plan	113, 207
CEO expenditure	195	Food safety	129
Code of conduct	192	Fraud and corruption control	199
Community Grants	173, 295	Freedom of information	212
Community Infrastructure Plan	120	G	
Compliance and assurance	202	Gender Equality	189
Conditions of employment	110	Glossary	294
Council meetings	187	Governance	186, 207
Council Plan	112-114	H	
Council wards	13	HACC	295, 298
Councillor allowances	194	Healthy community	116
Councillor expenses	194	Home and Community Care	295
Councillors	186-189, 191	I	
COVID-19	295	Information privacy	213
D		Infrastructure and development contributions,	217
Development Contributions Plan (DCP)	217	Integrated Water Management Strategy	159
Diversity and Inclusion	110	Internal audit	199, 208
Domestic Animal Management Plan	214		

L		R	
Liquidity	295	Reconciliation Action Plan	211
Local Law	218	Resilient environment	160
M		Reward and recognition	111
Management	198	Risk management	200
Manningham Business Network	138, 175	Road Improvement Program	151
Manningham Planning Scheme	137	Road Management Act	217
Manningham Youth Services	139	Roads	103, 141, 154, 224-225, 295
Maternal and Child Health	117, 130, 296	S	
Message from our Mayor	6	Senior officers	196
Municipal Emergency Management Planning	126	Staff turnover	108-109
N		Statement of Capital Works	228, 230, 239, 297
NELP	151, 296	Strategic briefing sessions	188
North East Link Program	151, 296	Streetscape Management Plan	144
O		V	
Our history	12	Vibrant and prosperous economy	173
Our mission	178	W	
Our people	178	Welcome	103
Our strategic direction	8	Welcoming Cities	212
Our suburbs	13	Well governed council	177
Our vision	8		
P			
Performance statement	282		
Planning and reporting framework	112		
Procurement Policy	221		
Property Holdings	218		



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