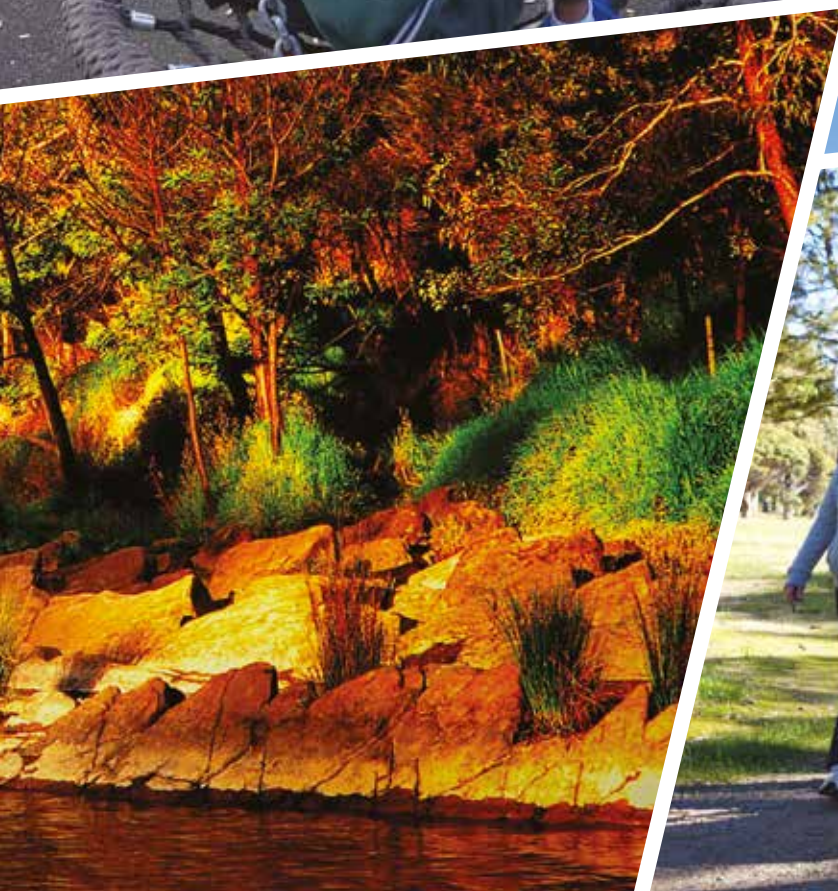
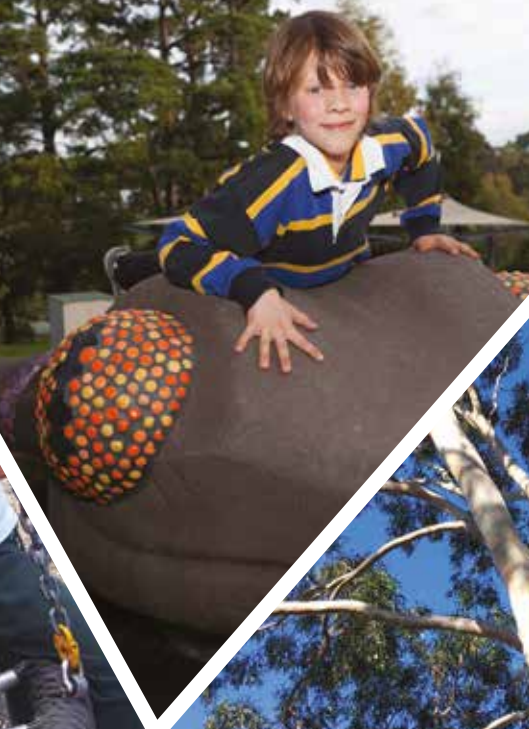


ANNUAL REPORT 2016/17



WELCOME

Manningham City Council's Annual Report 2016/17 provides a comprehensive account of our achievements, our challenges, our aspirations for the future and our commitments to the community over the past year.

Council provides a wide variety of more than 100 services to our community and is responsible for the effective management of \$2 billion of land and infrastructure assets, across an area of 114 square kilometres in Melbourne's eastern suburbs.

This Annual Report details our performance for 2016/17 against the strategic themes outlined in our Council Plan 2013-2017, the initiatives of our Annual Budget 2016/17 and Strategic Resource Plan 2016-2020. This is the third year we are reporting on a number of service, financial and sustainability performance indicators under the Local Government Performance Reporting Framework (LGPRF), which was introduced in 2014.

Under the *Local Government Act 1989* all councils are required to present an Annual Report to the Minister for Local Government by 30 September each year.

Council is committed to transparent reporting and accountability to the community and the Annual Report is the primary way of informing the Manningham community of Council's performance during this financial year.

OUR MISSION

To serve our community by delivering valued services and programs that meet community expectations.

OUR VISION

To be a City that values people, heritage and resources. A City with a strong economy and diverse social and natural environment that will enrich our vibrant community.

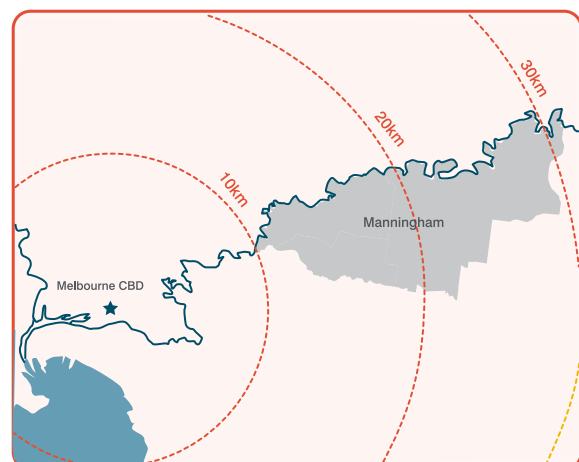
OUR VALUES

- Honesty – we commit to truth, integrity and goodwill in our community
- Inclusiveness – we embrace and promote all people
- Transparency – we will be open in our practices and communication with the community
- Equity – we will be fair and impartial in serving the community
- Respect – we will treat people with dignity and courtesy.

OUR STRATEGIC DIRECTION

Council's strategic themes (also known as strategic objectives) and goals have been set to achieve our mission and vision and further improve our services and facilities. These are described in our Council Plan 2013-2017. Details of resource allocation are outlined in our Annual Budget and four year Strategic Resource Plan.

Our achievements against our goals for 2016/17 are reported on in this Annual Report.



CONTENTS

WELCOME	2	OUR YEAR AHEAD – COUNCIL PLAN 2017-2021	95
Performance highlights	4	OUR GOVERNANCE SYSTEM	98
Challenges and future outlook	5	Democratic governance	100
Council snapshot	6	Corporate governance	103
YEAR IN REVIEW	9	Management	105
Mayor’s message	10	Governance and management checklist	110
Chief Executive Officer’s overview	11	Statutory information	113
Financial performance overview	12	FINANCIAL STATEMENTS	118
Manningham’s major projects	18	Guide to the Financial Statement	119
OUR COUNCIL, OUR CITY	19	Financial Statements	122
Manningham profile	20	PERFORMANCE STATEMENT	167
Councillors	22	AUDITOR-GENERAL’S REPORT	182
The organisation	23	GLOSSARY AND ACRONYMS	187
Employee profile	26		
Celebrating our achievements	30		
REPORTING ON OUR PERFORMANCE	31		
Planning and reporting framework	32		
Council Plan themes:	33		
Our community spirit	35		
Enjoy and protect our natural spaces	45		
Getting from place to place	55		
Planning for where we live	64		
Everything we need is local	73		
Council leadership and organisational performance	85		

WHERE TO GET A COPY

Hard copies of the Annual Report are available from the Civic Centre, 699 Doncaster Road and local libraries, or call 9840 9333. An electronic copy is available at: www.manningham.vic.gov.au/annual-report

PERFORMANCE HIGHLIGHTS

COUNCIL PLAN 2013-2017 STRATEGIC THEMES

OUR MAJOR ACHIEVEMENTS IN 2016/17

OUR COMMUNITY SPIRIT

More information on
page 35

Provided \$1.66 million in community grants across 97 projects.

Received a 2016 Victorian Multicultural Commission Local Government Highly Commended Award for making migrants feel welcome in Manningham.

Continued implementation of the 'Live Well in Bulleen' Community Strengthening Project with a range of initiatives aimed at improving access to services and activities in the Bulleen area.

Commenced a Litter Hotspot Reduction Trial, which includes the installation of specially designed litter bins at six locations across Manningham, to trap litter washed by stormwater into the drainage pit located beneath each bin.

ENJOY AND PROTECT OUR NATURAL SPACES

More information on
page 45

Commenced the \$2.4 million project to install 6,250 energy efficient LED (Light Emitting Diode) streetlights.

Planted more than 12,500 trees across the municipality, including 2,551 street trees as part of the streetscape planting program.

Developed the innovative Zero Additional Maintenance Water Sensitive Urban Design raingarden, which was awarded a High Commendation at the 2017 Local Government Professional Awards.

Delivered more than 130,000 new bins to the community as part of the Manningham Bin Swap program.

GETTING FROM PLACE TO PLACE

More information on
page 55

Rehabilitated or resurfaced more than 134,000 square metres of road pavement across the City.

Completed the transfer of responsibilities with the State Government for King Street between Victoria Street and Blackburn Road.

Commenced stage one of the reconstruction of King Street in Templestowe.

Provided Active Travel Workshops 'Building Community on the Street', to three primary schools.

PLANNING FOR WHERE WE LIVE

More information on
page 64

Commenced construction of the \$19.6 million Mullum Mullum Stadium at Mullum Mullum Reserve in Donvale, which will include five multi-use sports courts. The stadium is anticipated to be completed in 2017/18.

Completed nine reserve upgrades to improve local parks and playgrounds across the City, including a major upgrade of the Ruffey Lake Park Victoria Street Playspace.

Four Planning Scheme Amendments were gazetted.

Provided \$33,034 in grants to 14 projects as part of the Heritage Restoration Fund.

EVERYTHING WE NEED IS LOCAL

More information on page 73

Signed the Age Friendly Victoria Declaration in partnership with the State Government, the Municipal Association of Victoria, other local governments and community stakeholders, declaring Council's commitment to working in partnership to build the age-friendly capacity of local communities.

Conducted Maternal and Child Health Nurses home visits for 99 per cent of all 1,164 babies born in Manningham.

Continued to take a lead role in the creation of a dementia-friendly community with the Manningham Dementia Alliance Group.

Supported local businesses with 46 business development events, attended by 1,662 people.

COUNCIL LEADERSHIP AND ORGANISATIONAL PERFORMANCE

More information on page 85

Developed Council's 2017-2021 Council Plan and Healthy City Strategy, including extensive community consultation involving more than 2,500 community members.

Established the Manningham Community Panel; recruiting more than 500 community members to participate in a variety of engagement opportunities and assist in Council's decision making.

Commenced an organisational values refresh program.

Refreshed the outdated and slow personal computer infrastructure with efficiency enabling notebook computers.

CHALLENGES AND FUTURE OUTLOOK

CHALLENGES

- Growing demand for public transport and continuing to advocate for improved services in Manningham.
- Responding to the implementation of national and state-wide reforms impacting key sectors including NDIS, early years and maternal and child health services and the National Aged and Disability Reform Agenda.
- Uncertainty of longer term funding for key programs including: 15 hours kindergarten, Metro Access, School Focused Youth Service and library services.
- Responding to the growing number of new developments across the municipality, including the Tullamore Estate on the former Eastern Golf Course site, which will continue to create significant growth in assets to be maintained.
- Ensuring Council's long term financial sustainability under the State Government's 'Fair Go' rate cap (2.0 per cent 2017/18), which will see rate revenue decrease by approximately \$100 million over ten years.
- Understanding the role of Local Government in delivering the State Government's Plan Melbourne 2017-2050.

YEAR AHEAD

Council has developed a new Council Plan for 2017-2021, which outlines a range of new themes and goals to guide Council's strategic direction over the next four years (see page 95). The Council Plan guides the focus areas for the Annual Budget 2017/18 and the Strategic Resource Plan 2017-2021, which identify a series of major initiatives and initiatives for the year ahead. Some of these include:

- Adopting and implementing a 2017-2021 Access, Equity and Diversity Strategy (Inclusive Manningham) and Action Plan
- Implementing a Parks Improvement Program with scheduled upgrade works for Petty's Reserve, Ruffey Lake Park Management Plan, Lawford Reserve Management Plan (Stage 2) and completion of the Main Yarra River Trail to Warrandyte
- Completing the construction and commissioning of the Bolin Bolin Billabong Integrated Water Management Facility to supply harvested stormwater for sports ground irrigation
- Implementing an Economic Development Strategy to develop local business, attract investment to the municipality and foster the local economy
- Making it easy for our citizens to interact with us, find out information, request a service, provide feedback or report an issue through our Citizen Connect strategic plan.

MANNINGHAM COUNCIL SNAPSHOT

14,565

**CATS AND DOGS
REGISTERED**



48,232

**RATEABLE
PROPERTIES**



10,200

**KILOMETRES OF STREET
SWEEPING COMPLETED**

32

**PROJECTS PUT
OUT FOR PUBLIC
CONSULTATION**



APPROXIMATELY

\$1.66million

PROVIDED IN COMMUNITY GRANTS



11,388

**VISITS TO THE
MANNINGHAM
GALLERY**



1,528

**BUILDING PERMITS
PROCESSED**



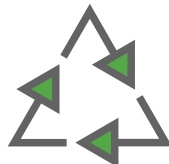
POPULATION:

120,716

as at 30 June 2017

58.68%

**OF HOUSEHOLD
WASTE DIVERTED
FROM LANDFILL**



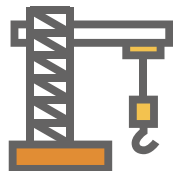
1,164

**BIRTHS SUPPORTED BY
MATERNAL AND CHILD
HEALTH CENTRES**



\$47.9million

(NON-CAPITALISED)
IN CAPITAL
WORKS PROJECTS
DELIVERED



439,362

WEBSITE SESSIONS TO
WWW.MANNINGHAM.VIC.GOV.AU

38

 SCHOOL CROSSINGS
SUPERVISED

12,500

TREES PLANTED

636,521

VISITS TO LIBRARY
BRANCHES



139,306

HOURS OF HOME
AND COMMUNITY
CARE PROVIDED



134,322m²

SQUARE METRES
OF COUNCIL ROADS
RESURFACED



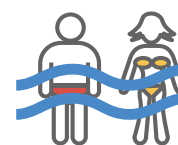
696

REQUESTS
FOR
GRAFFITI
REMOVAL



1,385

PLANNING APPLICATION
DECISIONS MADE



550,384

VISITS TO AQUARENA



YEAR IN REVIEW



MAYOR'S MESSAGE	10
CHIEF EXECUTIVE OFFICER'S MESSAGE	11
FINANCIAL PERFORMANCE OVERVIEW	12
SERVICES PROVIDED DURING 2016/17	16
FINANCIAL PERFORMANCE REPORTING	17
MANNINGHAM'S MAJOR PROJECTS	18

MAYOR'S MESSAGE



It is with great pleasure that on behalf of my fellow Councillors, I present Manningham Council's Annual Report 2016/17.

Over the past year we have achieved a range of important community initiatives and infrastructure projects to support our diverse and vibrant community.

Following the election of a new Council in October 2016, including five returning Councillors and four new Councillors, we have come together to actively plan for the future of Manningham.

One of the highlights for the 2016/17 year was the development of our Council Plan 2017-2021, which included extensive community consultation to define our key themes and goals for the next four years. In June 2017, we were very pleased to endorse our Council Plan 2017-2021.

Some of the other highlights for 2016/17 have included:

- Commencing construction of the \$19.6 million Mullum Mullum Stadium at Mullum Mullum Reserve in Donvale, which will include five multi-use sports courts – the stadium is progressing well and on track to be completed during 2017/18
- Completing upgrades at nine reserve across the City to improve our community's access to parks and playgrounds – this included a major upgrade of one of the City's most popular playspaces, at Ruffey Lake Park in Doncaster
- Commencing the \$2.4 million project to install 6,250 energy efficient LED (Light Emitting Diode) streetlights that use approximately 84 per cent less electricity than the pre-existing streetlights

- Starting stage one of the reconstruction of King Street in Templestowe, between Blackburn Road and Wyena Way, which is a significant project that has been a number of years in the making
- Becoming the 37th Victorian local government to sign the Age-Friendly Victoria Declaration, to declare Council's commitment to working in partnership to build the age-friendly capacity of our local communities.

Manningham is a wonderful place to live, work and visit, I am very proud to be a part of our community.

I encourage all community members to take a look through this Annual Report to understand the variety of initiatives and projects that have been achieved and are in progress across our City.

Cr Michelle Kleinert

Mayor

CHIEF EXECUTIVE OFFICER'S MESSAGE



I am very pleased to present this Annual Report, which provides an overview of our performance throughout the 2016/17 year, including our activities, achievements and challenges.

This year we progressed a wide variety of organisational initiatives to improve our customer service and how we engage with the community. A detailed examination has taken place to drive operational efficiencies. Over \$1.7 million was saved in the year 1 program undertaken in 2016/17.

This included developing our *Citizen Connect* strategic plan, which sets the direction for a new centralised service model to put the customer at the centre of everything we do, and provide choice for our community in how they connect with us.

The plan was developed following a review of customer service that highlighted opportunities for improvement. We are now using technology to drive change and improve our processes to become a higher performing organisation. This will continue to be a key focus for the year ahead with the implementation of a centralised contact centre and Customer Relationship Management System (CRM) at Manningham.

Throughout 2016/17 we also enhanced our commitment to community engagement by establishing a community panel and conducting an extensive community consultation project to develop our Council Plan 2017-2021.

Our financial results improved upon the adopted budget for 2016/17 and demonstrate our continued commitment to maintaining long term sustainability.

We delivered a \$47.9 million Capital Works Program which saw a range of important community infrastructure projects completed and progressed across the City. These included park and playspace upgrades, road improvements and major projects, such as the start of construction of our new premier highball stadium, Mullum Mullum Stadium in Donvale.

This Annual Report provides a comprehensive summary of the key achievements of Council during the year. With 2016/17 being the final year of the Council Plan 2013-2017, we have also reflected on some of key highlights of the past four year Council term.

With a series of exciting projects and improvement initiatives underway at Manningham, I look forward to the year ahead.

A handwritten signature in black ink, appearing to read 'Warwick Winn', written over a horizontal line.

Warwick Winn
Chief Executive Officer

FINANCIAL PERFORMANCE OVERVIEW

Council's financial results for 2016/17 improved upon the adopted budget forecasts, demonstrating Council's commitment to maintaining long term financial sustainability.

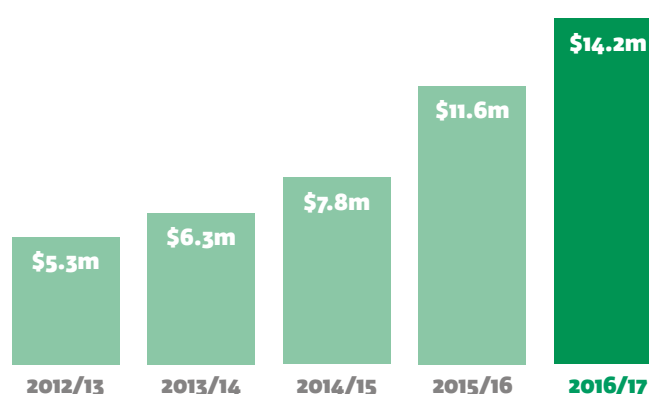
A summary of our performance is outlined below, while detailed information is included within the Financial Statements and Performance Statement section of this report, see page 118 and 167.

OPERATING POSITION

Council achieved a surplus of \$38.6 million in 2016/17. This surplus compares favourably to the adopted budget surplus of \$14.8 million. The main reason for the increase relates to an additional \$15.3 million of subdivisional assets transferred to Council during 2016/17.

The adjusted underlying surplus – which removes non-recurrent capital grants, non-monetary asset contributions and other contributions to fund capital expenditure – is \$14.2 million. Sustaining a surplus is a critical financial strategy that provides capacity to renew the \$2.0 billion of community assets under Council control.

ADJUSTED UNDERLYING SURPLUS (\$ MILLIONS)

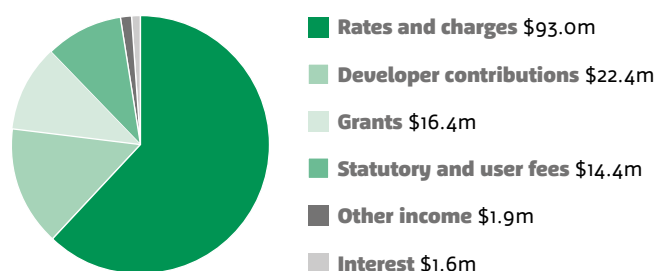


INCOME

Council income is derived from various sources including rates, user fees and charges, grants, interest and other contributions.

Council's total income for 2016/17 was \$149.7 million compared to a budget of \$127.8 million. The increased revenue is mainly due to higher cash and non-cash contributions from developers, statutory and user fees and unbudgeted operating grants.

INCOME 2016/17

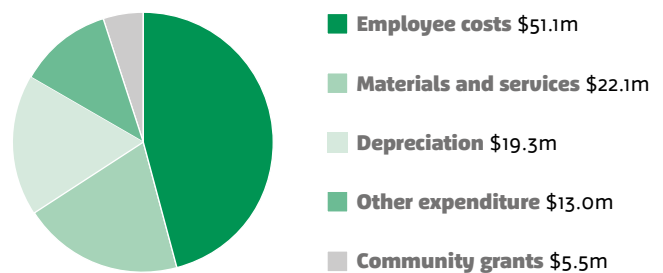


INCOME	2012/13 \$'000	2013/14 \$'000	2014/15 \$'000	2015/16 \$'000	2016/17 \$'000
General rates	67,576	71,256	75,142	81,370	82,819
Waste charges	11,510	12,070	12,149	12,040	10,201
User fees, charges and fines	10,901	11,465	11,937	12,553	14,369
Operating grants	10,292	9,435	12,136	10,023	12,366
Capital grants	5,202	2,304	2,441	7,189	3,999
Developer contributions	4,948	4,553	3,712	5,924	22,387
Interest revenue	1,421	1,619	1,787	1,874	1,629
Other income	900	1,392	903	1,207	1,885
TOTAL	112,750	114,094	120,207	132,180	149,655

EXPENDITURE

Council's total expenditure for 2016/17 was \$111.1 million compared to a budget of \$113.0 million. In 2016/17 the main expense was employee costs, which accounted for 46.0 per cent of expenses. Services are provided to the community through a combination of contractors and employees.

OPERATING EXPENDITURE 2016/17



EXPENDITURE	2012/13 \$'000	2013/14 \$'000	2014/15 \$'000	2015/16 \$'000	2016/17 \$'000
Employee costs	41,200	43,730	45,948	47,890	51,099
Materials and contracts	19,181	19,632	19,951	21,595	22,115
Depreciation and amortisation	18,645	19,507	19,754	20,221	19,347
Community grants and library	4,831	5,228	5,137	5,203	5,471
Other expenses	13,486	12,800	15,255	12,605	13,049
Total	97,343	100,897	106,045	107,514	111,081

NET WORTH

Council's financial strength, indicated by net assets (what we own less what we owe) increased by \$157.1 million during 2016/17 to \$2.0 billion.

ASSETS

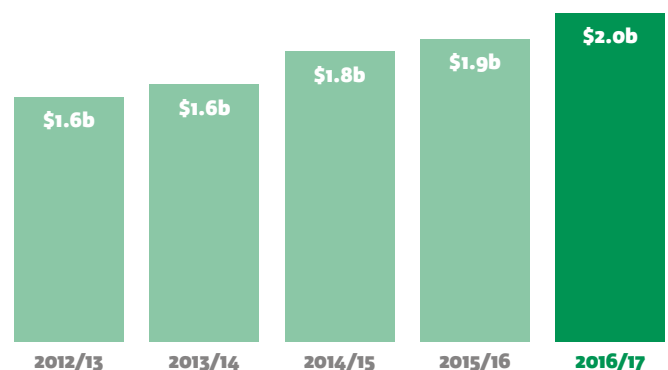
Total assets increased by \$160.4 million or 8.3 per cent primarily due to the revaluation of land, buildings and other infrastructure assets.

The major components of our assets include:

- Infrastructure, property, plant and equipment valued at \$2 billion
- Cash and investments of \$64 million
- Debtors of \$9 million.

These components make up 99.6 per cent of our total assets.

TOTAL ASSETS (\$ BILLIONS)



LIABILITIES

Council's liabilities include debt (loan), amounts owed to suppliers and amounts owed to employees for leave entitlements. Total liabilities at 30 June 2017 were \$45.4 million, an increase of \$3.3 million over the previous year.

At the end of 2016/17, Council's debt ratio – measured by comparing interest bearing loans and borrowings to rate and charges – was a low 7.8 per cent. This reflects Council's low level of borrowings.

CAPITAL INVESTMENT

Council aims to ensure that it is able to maintain its infrastructure assets at expected levels, while continuing to deliver services needed by the community. During 2016/17, Council invested \$47.9 million in an extensive capital works program to renew and upgrade community assets throughout the municipality. This was funded primarily through rates, with additional funds provided through grants and contributions. The major categories of capital works included:

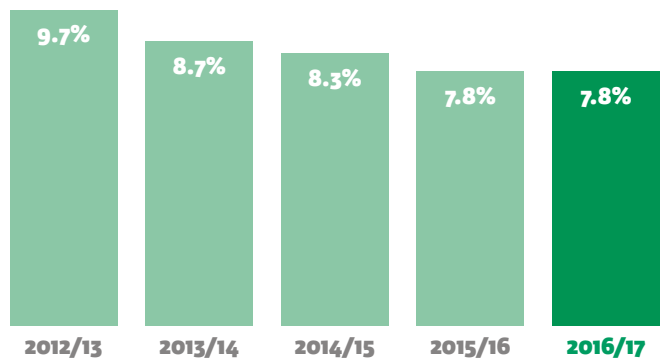
- Roads, footpaths and cycle ways \$11.6 million
- Community building refurbishment and upgrades \$14.6 million
- Recreation, parks and open space \$6.1 million.

LIQUIDITY

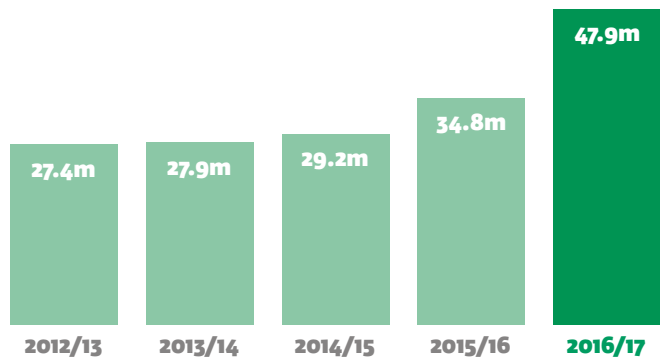
Cash and term deposits at 30 June 2017 was \$63.9 million, an increase of \$900,000 from the previous year.

The working capital ratio which assesses Council's ability to meet current commitments is calculated by measuring Council's current assets as a percentage of current liabilities. Council's result of 199.2 per cent indicates that for every dollar of short term liabilities it has \$1.89 worth of assets. This is a strong result.

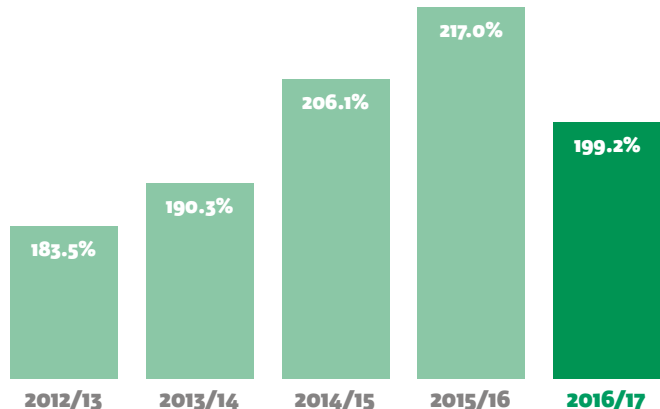
DEBT TO RATES AND CHARGES (%)



CAPITAL WORKS PROGRAM (\$ MILLIONS)



WORKING CAPITAL RATIO (%)



FINANCIAL SUMMARY

Council's financial results for 2016/17 improved upon the adopted budget forecasts, demonstrating Council's commitment to maintaining long term financial sustainability. The 2016/17 Financial Statements illustrate that Council remains in a sound financial position (see page 118).

2016/17 was the first year of the State Government's 'Fair Go Rates' legislation whereby the average increase in Council rates cannot exceed the figure set by the State Government (2.5 per cent for 2016/17). Council achieved the State Government rate cap for 2016/17 and has put in place strategies to ensure long term financial sustainability in a rate capping environment, which will see rate revenue decrease by approximately \$100 million over ten years.

FAST FACTS

- \$38.6 million operating surplus, an increase of \$13.9 million on the previous year
- \$47.9 million capital works completed
- \$2.0 billion in net assets, an increase of \$157 million on the previous year
- \$7.3 million in borrowings, the same as the previous year
- \$63.9 million cash and investments, an increase of \$900,000 on the previous year.

\$38.6m



**OPERATING SURPLUS,
AN INCREASE OF
\$13.9 MILLION ON THE
PREVIOUS YEAR**

\$7.3m

**IN BORROWINGS,
THE SAME AS THE
PREVIOUS YEAR**



\$63.9m



**CASH AND
INVESTMENTS, AN
INCREASE OF \$900,000
ON THE PREVIOUS YEAR**

\$47.9m

**CAPITAL WORKS
COMPLETED**



\$2.0b

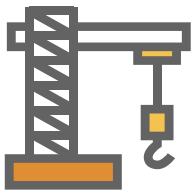
**IN NET ASSETS, AN
INCREASE OF \$157
MILLION ON THE
PREVIOUS YEAR**



SERVICES PROVIDED DURING 2016/17

For every \$100 of expenditure, Council delivered the following services in 2016/17.

CAPITAL WORKS PROGRAM



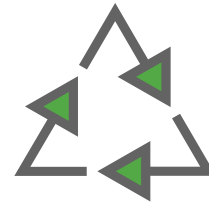
\$34.34

ROADS, FOOTPATHS AND DRAINAGE MAINTENANCE



\$8.69

WASTE SERVICES AND RECYCLING



\$7.54

PARKS, GARDENS AND SPORTSGROUNDS MAINTENANCE



\$7.60

PLANNING AND ENVIRONMENTAL MANAGEMENT



\$7.16

ARTS, CULTURE AND LIBRARIES



\$6.12

AGED AND DISABILITY SUPPORT SERVICES



\$7.26

HEALTH, CHILDREN AND FAMILIES



\$5.80

COMMUNITY SUPPORT AND DEVELOPMENT



\$2.03

CUSTOMER SERVICE, GOVERNANCE AND ADMINISTRATION



\$10.59

COUNCIL OWNED COMMUNITY BUILDINGS MAINTENANCE



\$1.60

RISK MANAGEMENT AND INSURANCES



\$1.27

FINANCIAL PERFORMANCE REPORTING

The Victorian Government introduced the Local Government Performance Reporting Framework (LGPRF) in 2014 to support the ability of the public to measure and compare Council performance in key service areas.

Council is required to report an audited financial statement (see page 118) and performance statement (see page 167) as part of its Annual Report. The following table highlights Council's 2016/17 performance across a range of key financial performance indicators.

		ACTUAL	BUDGET	TARGET ACHIEVED / NOT ACHIEVED
Efficiency				
E1	Average residential rate per residential property assessment	\$1,869	\$1,870	target achieved
E2	Expenses per property assessment	\$2,302	\$2,334	target achieved
*E3	Resignations and terminations compared to average staff	11.8%	8.5%	target not achieved
Liquidity				
L1	Current assets compared to current liabilities	199.2%	170.6%	target achieved
L2	Unrestricted cash compared to current liabilities	63.0%	56.4%	target achieved
Obligations				
O1	Asset renewal compared to depreciation	123.6%	122.2%	target achieved
O2	Loans and borrowings compared to rates	7.8%	9.6%	target achieved
O3	Loans and borrowings repayments compared to rates	0.3%	0.7%	target achieved
O4	Non-current liabilities compared to own source revenue	7.2%	8.7%	target achieved
Operating position				
OP1	Adjusted underlying surplus (or deficit)	11.4%	5.3%	target achieved
Stability				
S1	Rates compared to adjusted underlying revenue	74.2%	77.9%	target achieved
S2	Rates compared to property values	0.2%	0.2%	target achieved
Sustainable Capacity Indicators				
C1	Expenses per head of municipal population	\$920	\$930	target achieved
C2	Infrastructure per head of municipal population	\$6,399	\$6,084	target achieved
C3	Population density per length of road	202	203	target achieved
C4	Own-source revenue per head of municipal population	\$919	\$891	target achieved
C5	Recurrent grants per head of municipal population	\$117	\$107	target achieved
C6	Relative socio-economic disadvantage	\$10	\$10	target achieved

* E3 – During 2016/17, a number of changes were made to the organisational structure which, although resulting in a higher turnover rate than recent years, has enhanced the strategic alignment of Council's functions and improved our ability to deliver services.

MANNINGHAM'S MAJOR PROJECTS

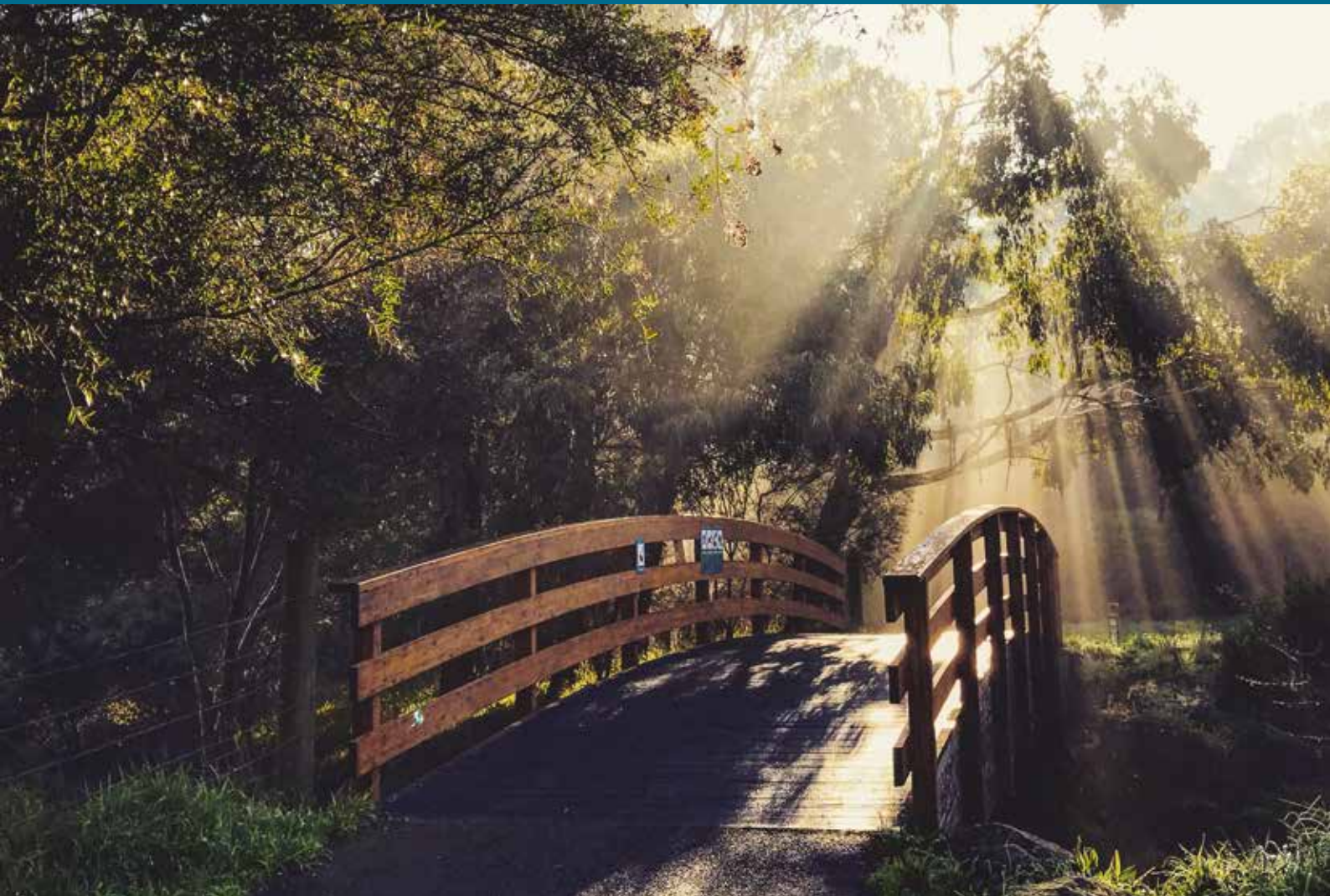
Effectively implementing capital works projects is essential to achieving Council's aim to provide safe, accessible and appropriate infrastructure that meets the changing lifestyles of our community. See page 126 for a capital works expenditure breakdown.



Council was committed to achieving real outcomes from our capital works program and, in 2016/17, \$47.9 million of capital projects were delivered. A summary of key projects is shown below:

- Commenced reconstruction of King Street (Blackburn Road to Wyena Way) in Templestowe and Heads Road/Whitefriars Way Roundabout – \$930,000
- Footpath construction works at Templestowe Road and Parker Street in Templestowe and Reynolds Road in Doncaster East – \$480,000
- Implementation of the Drainage Strategy Program, including upgrade and improvement works at Bolin Bolin Wetlands in Bulleen, the King Street outfall in Templestowe and Gregory Court in Doncaster – \$4.01 million
- Upgrading various Manningham reserves including Ruffey Lake Park (Victoria Street) in Doncaster, Schafer Reserve in Doncaster East and Noral Reserve in Templestowe, with new features such as landscaping, new playground equipment, seating, footpaths and more – \$480,000
- Commenced construction of the Mullum Mullum Stadium at Mullum Mullum Reserve in Donvale – \$7.79 million
- Implementation of the Neighbourhood Activity Centre Strategy, including improvements and upgrade works at Tunstall Square Shopping Centre (stages two and four) and Jackson Court Shopping Centre (stage four) – \$660,000
- Streetscape improvement works, including tree planting and landscaping – \$480,000
- Commenced construction of the third and final stage of the Mullum Mullum Trail within the Mullum Mullum Linear Park – \$660,000
- Commenced construction of the Sheahans Road Basketball Stadium in Bulleen – \$1.26 million
- Commenced construction of Donvale Reserve Pavilion upgrade – \$1.37 million
- Commenced the replacement of existing street lights with sustainable (LED) public lighting – \$2.19 million
- Completed the upgrade and installation of a synthetic soccer pitch at Park Reserve in Donvale – \$1.29 million.

OUR COUNCIL OUR CITY



MANNINGHAM PROFILE	20	ORGANISATIONAL CHART	25
OUR SUBURBS	21	EMPLOYEE PROFILE	26
COUNCIL WARDS	21	OUR PEOPLE	27
COUNCILLORS	22	CELEBRATING OUR ACHIEVEMENTS	30
THE ORGANISATION	23		

MANNINGHAM PROFILE

THE CITY

Manningham is located in Melbourne's eastern suburbs. The City is located 10 kilometres from Melbourne's Central Business District (CBD), at its western boundary in Bulleen, and extends across to Wonga Park in the east at 32 kilometres from the CBD at its furthest boundary.

Covering 114 square kilometres, Manningham has large areas of open space, with more than 300 parks and reserves; it also includes a mix of shopping and dining precincts, and vibrant residential neighbourhoods with a wide range of housing options and attractions such as local galleries, nurseries and community centres.

A large section of the eastern half of Manningham is designated as a Green Wedge area for the protection of Melbourne's significant natural and rural environment.

Manningham has a diverse and multicultural community, which brings a wealth of languages, music, food and cultural traditions to the area.

OUR HISTORY

The history of Manningham dates back thousands of years to the Wurundjeri tribe whose way of life was closely linked to the natural environment.

In the late 1830s, the first European settlers began growing wheat, vegetables and grapes, before eventually planting orchards throughout the area. The district's real windfall came with the discovery of gold in Warrandyte and by 1851 thousands of 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, 2017 marked the 50th anniversary of the proclamation of the City.

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

For more information on Manningham's local history, visit www.manningham.vic.gov.au/manningham-history

POPULATION

Manningham is a diverse community, with its current estimated resident population of 120,716 spanning a wide range of ages, household types and cultures.

OUR RESIDENTIAL POPULATION IS CONSTANTLY GROWING. BY 2036 MANNINGHAM'S POPULATION IS EXPECTED TO REACH **140,236**



CHILDREN AGED 0 TO 14

YEARS MAKE UP **16.1%** OF THE POPULATION AND PEOPLE AGED 65 YEARS AND OVER **21.3%**



IN 2016, **75%** OF HOUSEHOLDS WERE PURCHASING OR FULLY OWNED THEIR HOME, **17.2%** WERE RENTING PRIVATELY AND **0.6%** WERE IN AFFORDABLE HOUSING



46% OF HOUSEHOLDS IN MANNINGHAM HAVE NO CHILDREN



51.4% ARE FEMALE

48.6% ARE MALE



39% ALMOST FOUR OUT OF TEN, SPEAK A LANGUAGE OTHER THAN ENGLISH AT HOME

75.5% OF DWELLINGS IN MANNINGHAM ARE SEPARATE HOUSES, **19.3%** ARE UNITS AND TOWNHOUSES AND **4.7%** ARE APARTMENTS



36.5% WERE BORN OVERSEAS, WITH CHINA AND ITALY PROVIDING THE HIGHEST REPRESENTATION



MEDIAN AGE **42** YEARS

Source: profile.id.com.au/manningham

OUR SUBURBS

Manningham's suburbs include:

BULLEEN

DONCASTER

DONCASTER EAST

DONVALE

NUNAWADING (PART)

PARK ORCHARDS

RINGWOOD NORTH (PART)

TEMPLESTOWE

TEMPLESTOWE LOWER

WARRANTYTE

WARRANTYTE SOUTH

WONGA PARK

COUNCIL WARDS

Manningham is divided into three wards – Heide, Koonung and Mullum Mullum wards.

Heide Ward: Bulleen, Templestowe and Templestowe Lower

The ward is bounded on the west and north by the Yarra River and then clockwise by the Mullum Mullum Creek to The Parkway, Blackburn Road, King Street, Williamsons Road, Manningham Road, Thompsons Road and Koonung Creek to the Yarra River.

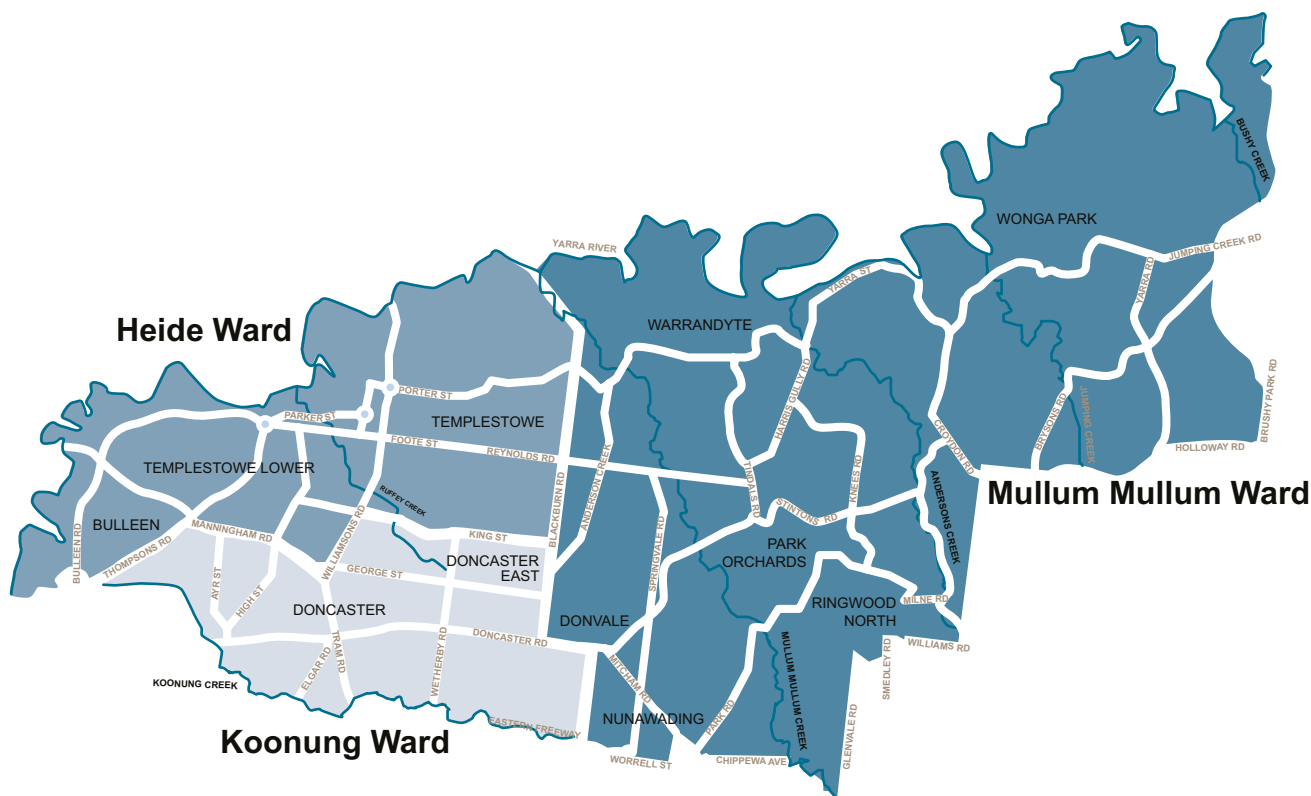
Koonung Ward: Doncaster and Doncaster East (south of Doncaster Road) and Nunawading (part)

The ward is bounded on the south by the Koonung Creek and then clockwise by Thompsons Road, Manningham Road, Williamsons Road, King Street, Blackburn Road, Doncaster Road and Tunstall Road to the Koonung Creek.

Mullum Mullum Ward: Warrandyte, Wonga Park, Warrandyte South, Park Orchards and significant parts of Donvale, Doncaster East and Ringwood North

The ward is bounded by the Yarra River, Lower Homestead Road, Homestead Road, Brushy Park Road, Holloway Road, Yarra Road, south of Gatters Road, the southern boundary of Warrandyte South and the eastern boundary of Warrandyte South and North Ringwood, Old Warrandyte Road to Ringwood-Warrandyte Road, Williams Road, Berringa Road, North Ringwood boundary to Smedley Road, Oban Road, Glenville Road, Mullum Mullum Creek Parklands, Chippewa Avenue to Mitcham Road, from East Link to Worrell Street, Springvale Road and Koonung Creek west to Tunstall Road, Doncaster Road, Blackburn Road, The Parkway and Mullum Mullum Creek to the Yarra River.

Each ward currently contains around 30,000 voters. The current boundaries were drawn following an independent review of Council's electoral representation structure in 2007. The next independent review of Council's electoral representation structure is due by 2020, subject to any changes to the *Local Government Act 1989* prior to that date.



COUNCILLORS

Three Councillors are elected to represent each ward.

Councillors are elected by the community for a four year term following an election. Together, the Councillors develop the strategies and policies, and make the key decisions to help shape how our City will develop in the future.

Council elections are held every four years. Manningham's current Councillors were elected at the Council election on 22 October 2016. The election was conducted by postal vote in accordance with a resolution of Council and the Victorian Electoral Commission (VEC) conducted the election.

The current Council was formally sworn in on 8 November 2016 and includes five returning Councillors together with four new Councillors.

HEIDE WARD



CR GEOFF GOUGH

Date elected: : 22 October 2016
(returning, first elected 15 March 1997)
p 0412 345 081
e geoffreygough@manningham.vic.gov.au



CR MICHELLE KLEINERT (MAYOR)

Date elected: 22 October 2016
(returning, first elected 27 October 2012)
p 0400 902 822
e michelle.kleinert@manningham.vic.gov.au



CR PAULA PICCININI

Date elected: 22 October 2016
p 0411 483 176
e paula.piccinini@manningham.vic.gov.au

KOONUNG WARD



CR ANNA CHEN

Date elected: 22 October 2016
p 0429 470 051
e anna.chen@manningham.vic.gov.au



CR DOT HAYNES

Date elected: 22 October 2016
(returning, first elected 27 October 2012)
p 0425 718 937
e dothaynes@manningham.vic.gov.au



CR MIKE ZAFIROPOULOS AM (DEPUTY MAYOR)

Date elected: 22 October 2016
p 0412 260 709
e mike.zafiroopoulos@manningham.vic.gov.au

MULLUM MULLUM WARD



CR ANDREW CONLON

Date elected: 22 October 2016
p 0425 732 238
e andrew.conlon@manningham.vic.gov.au



CR SOPHY GALBALLY

Date elected: 22 October 2016
(returning, first elected 27 October 2012)
p 0409 417 369
e sophy.galbally@manningham.vic.gov.au



CR PAUL MCLEISH

Date elected: 22 October 2016
(returning, first elected 27 October 2012)
p 0435 806 684
e paul.mcleish@manningham.vic.gov.au

Outgoing Councillors who concluded their Council term in October 2016 included:

Heide Ward – **Cr Jim Griwokostopoulos**, elected 27 October 2012

Koonung Ward – **Cr Stephen O'Brien**, elected 27 October 2012

Mullum Mullum Ward – **Cr Meg Downie**, elected 27 October 2012

Note: From July to October 2016 one Koonung Ward Councillor position was vacant due to the resignation of Cr Jennifer Yang during 2015/16.

THE ORGANISATION

Manningham City Council is led by the Chief Executive Officer (CEO), who operates under the guidance of the elected Council. The CEO is supported by four directors and one executive manager, who collectively form the Executive Management Team.

The CEO is directly accountable to the Mayor and Councillors who are elected by the Manningham community.

The Executive Management Team oversees and manages the operations of Council. They are supported by service unit managers and their staff who have responsibility for implementing the policies and directions set by the Council.



Council's Executive Management Team. Back L – R: Director Community Programs Chris Potter, Director Shared Services Philip Lee, Director Assets and Engineering Leigh Harrison. Front L – R: Director Planning and Environment Teresa Dominik, Chief Executive Officer Warwick Winn, Executive Manager People and Governance Jill Colson.

WARWICK WINN

CHIEF EXECUTIVE OFFICER Commenced position April 2016

Areas of responsibility

- Day to day running of Council on policy and strategic matters
- Management of operations (i.e. financial, assets, human resources, communications, governance) in line with the Council Plan
- Strategic Advisory Committees

Qualifications

Advanced Diploma of Management (PLS Performance Group), Masters of Environmental and Local Government Law (Macquarie University), Post Graduate Diploma of Town and Country Planning (Leeds Metropolitan University), Advanced Diploma of Environment and Development (Open University, England) and a Bachelor of Arts majoring in Organisational Psychology (University of Canterbury, New Zealand)

LEIGH HARRISON
DIRECTOR ASSETS AND ENGINEERING

Commenced position March 2010

Areas of responsibility

- Asset Management
- Building Maintenance
- Capital Works Program
- Emergency Management
- Engineering Operations
- Engineering and Technical Services
- Parks and Recreation
- Strategic Projects
- Property Services
- Waste Management

Qualifications

Bachelor of Engineering (Civil) (RMIT University), Post Graduate Diploma Municipal Engineering (Deakin University), Certificate Qualification Municipal Engineer, Certified Practising Engineer (EA)

CHRIS POTTER
DIRECTOR COMMUNITY PROGRAMS

Commenced position July 2013

Areas of responsibility

- Aged and Disability Support
- Early years and maternal child health
- Business, Culture and Venues
- Library Services
- Social and Community Services

Qualifications

Bachelor of Science Economics and Business Economics (University of Hull), and Qualified CIPFA (Chartered Institute Public Finance and Accountancy) (Leeds Metropolitan University)

JILL COLSON
EXECUTIVE MANAGER PEOPLE AND GOVERNANCE

Commenced position May 2016

Areas of responsibility

- Governance
- People, Culture and Safety
- Planning and Performance
- Risk and Assurance
- Corporate Counsel

Qualifications

Bachelor of Arts (Honours) (University of Melbourne), Graduate Diploma Human Resources and Industrial Relations (RMIT University), Master of Training and Development (University of Melbourne)

TERESA DOMINIK
DIRECTOR PLANNING AND ENVIRONMENT

Commenced position April 2012

Areas of responsibility

- Building Services
- Doncaster Hill Place Management
- Environmental Planning, Stewardship and Programs
- Health and Local Laws
- Landscape Architecture
- Open Space and Recreation Planning
- Strategic Land Use Planning and Heritage
- Statutory Planning
- Urban Design

Qualifications

Bachelor of Arts (Honours) (University of Melbourne), Diploma Education (Melbourne State College), Post Graduate Diploma Urban and Regional Planning (RMIT University), Graduate Certificate Management (University of Ballarat)

PHILIP LEE
DIRECTOR SHARED SERVICES

Commenced position December 2013

Areas of responsibility

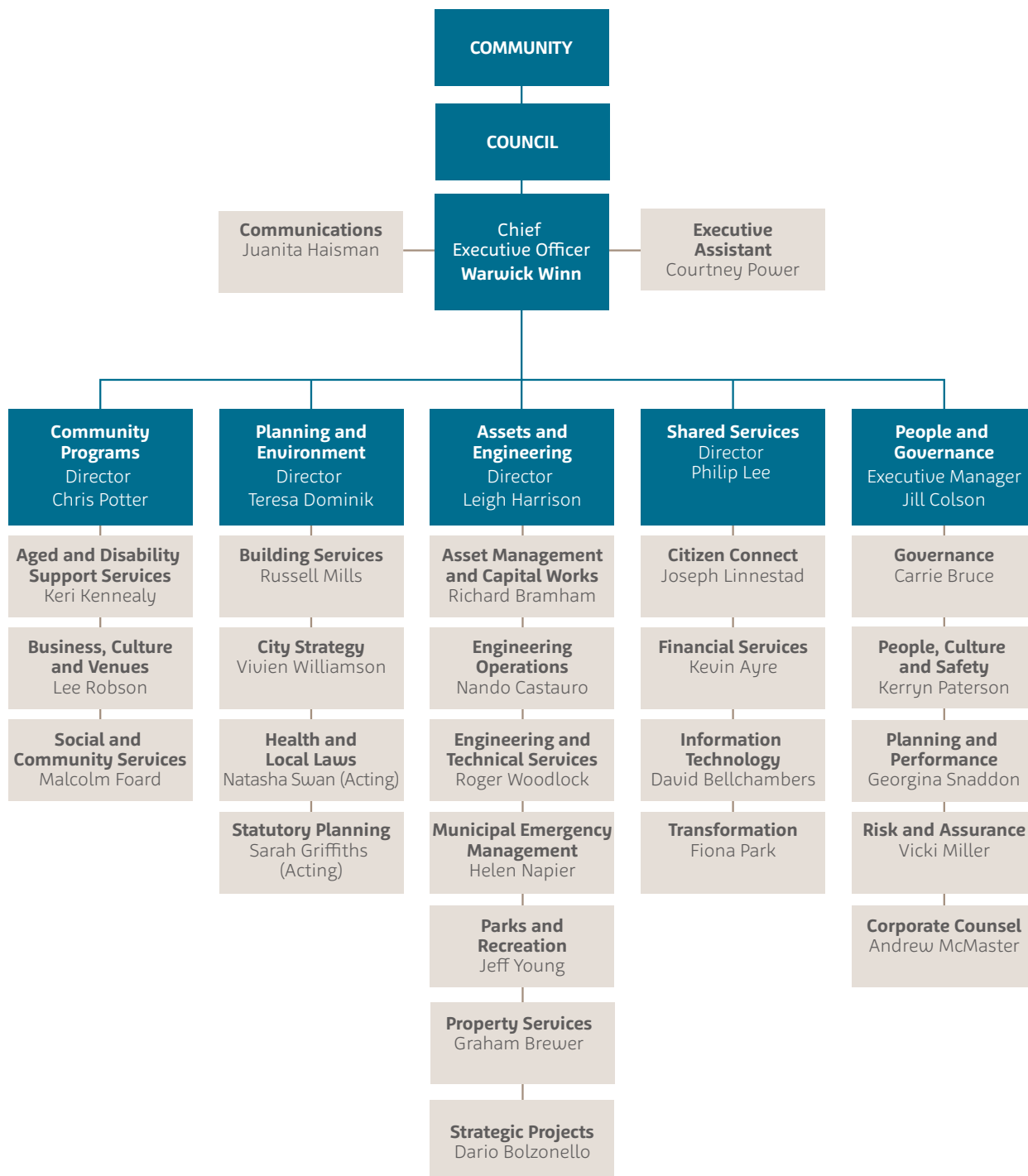
- Citizen Connect
- Customer Service
- Financial Services
- Procurement and Contracts
- Information Technology
- Information Management
- Geographical Information System
- Transformation (Business and Technology)

Qualifications

Master of Business Administration (University of Melbourne), Graduate Diploma Finance and Investment (part) (SIA), Bachelor Engineering (Mech) (Monash University)

ORGANISATIONAL CHART

Manningham Council's organisational structure as at 30 June 2017.



MAJOR CHANGES

During 2016/17, a number of changes were made to the organisational structure to enhance the alignment of Council's functions.

The Citizen Connect Service Unit was established and aligned under Shared Services in response to the Citizen Connect strategic plan which was endorsed in August 2016 and reinforces our commitment to building our customer experience.

A Property Services Unit was established to centralise previously dispersed property functions. This has enabled Council to realise efficiencies and capitalise on strategic opportunities, in relation to the property portfolio.

EMPLOYEE PROFILE

Success in service provision is directly linked to Council's ability to attract, retain, motivate and develop a diverse range of quality and skilled people.

Accordingly, we strive to deliver people programs and activities that align with the following principles:

- Great place to work
- A workforce for the future
- Contemporary work practices
- A safe and healthy workplace.

Our major achievements during 2016/17 include:

- Commenced an organisational values refresh program, a highly collaborative project to develop a set of contemporary corporate values which will support and guide the entire council in aspiring for service excellence and help us to continue to build a high performing culture
- Completed an Employee Pulse survey to help us better understand our employee engagement levels and measure the impact of initiatives that have been undertaken across the organisation
- Enabled and enhanced employee development plans by embedding our online performance system, PDP Online.
- Targeted effort to build and enhance our people systems and processes which support our ability to employ the right people, in the right place, with the right skills, at the right time
- Commenced a succession planning program that supports the identification and development of talent to meet the current and future capability needs of Council
- Commenced negotiations for a new Enterprise Agreement which will ensure fair, flexible, and sustainable conditions of employment for all employees.

OUR PEOPLE

As at 30 June 2017, Manningham employed 702 people in a full time, part time or casual capacity, equating to 496 full time equivalent (FTE) employees. Our people are engaged across a diverse range of positions, including engineering, customer service, administration, finance, community and aged care, planning, waste management, parks and recreation, local laws, arts and culture, management and more.

STAFF PROFILE

The tables below shows the total number of full time equivalent (FTE) Council employees as at 30 June 2017, by organisational structure, employment type and gender, and by employment classification and gender.

EMPLOYMENT TYPE/ GENDER	Chief Executive	Assets and Engineering	Community Programs	Planning and Environment	Shared Services	Total
Full Time – Female*	26	21	39	28	22	136
Full Time – Male*	5	122	12	34	31	204
Part Time – Female*	6	7	88	20	7	128
Part Time – Male*	0	3	14	2	1	20
Casual – Female	2	0	2	3	0	7
Casual – Male	0	0	0	1	0	1
TOTAL	39	153	155	88	61	496

* Includes permanent and temporary employees.

EMPLOYMENT CLASSIFICATION	FEMALE FTE	MALE FTE	TOTAL FTE
Band 1	6	3	9
Band 2	23	10	33
Band 3	36	47	83
Band 4	36	28	64
Band 5	51	34	85
Band 6	55	37	92
Band 7	28	26	54
Band 8	13	16	29
Nurses	12	0	12
Senior officers*	11	24	35
TOTAL	271	225	496

* Senior officers include the CEO, any officer of Council who has management responsibilities and reports directly to the CEO or any other member of Council staff whose total annual remuneration exceeds \$142,000.

In 2016/17, the majority of our employees were aged over 35 years (82.1 per cent), which is slightly lower than in 2015/16.

As at 30 June 2017, 53.8 per cent of our employees were aged between 46 and 65 years and 17.9 per cent less than 35 years.

Most of our employees are positioned at the officer level (95 per cent) with senior management representing just five per cent of the total workforce.

Our staff turnover during 2016/17 was 14 per cent, which is a slight increase from the turnover rate for 2015/16.

The following tables show staff turnover, employee level and employee level by gender, as well as the age breakdown of Manningham Council employees.

STAFF TURNOVER	2012/13	2013/14	2014/15	2015/16	2016/17
Staff Turnover	8%	10%	9%	12%	14%

EMPLOYEE LEVEL	2012/13	2013/14	2014/15	2015/16	2016/17
Officer Level	96%	96.1%	96.2%	96%	95%
Senior Officers*	4%	3.9%	3.8%	4%	5%

* Senior officers include the CEO, any officer of Council who has management responsibilities and reports directly to the CEO or any other member of Council staff whose total annual remuneration exceeds \$142,000.

EMPLOYEE AGE	2012/13	2013/14	2014/15	2015/16	2016/17
> 25 years	23	21	18	18	19
26 – 35 years	118	117	123	111	107
36 – 45 years	161	149	148	139	133
46 – 55 years	200	210	214	212	221
56 – 65 years	167	166	170	159	157
65 years and over	60	64	64	65	65
TOTAL	729	727	737	704	702

CONDITIONS OF EMPLOYMENT

Employees at Manningham are employed under the conditions of the Manningham City Council Enterprise Agreement 6, 2014 (the Agreement), which expired on 30 June 2017.

The terms and conditions of the Agreement remain in place until a new agreement is reached. In April 2017 negotiations commenced to establish a new Agreement, with the focus on increasing flexibility and responsiveness to meet our community's needs while continuing to offer great terms and conditions that attract and retain employees to Manningham.

Manningham offers a range of benefits to employees, including:

- Employee Assistance Program for employees requiring personal or professional support. This program provides confidential and independent counselling
- Study Assistance program to support staff to obtain TAFE and Undergraduate/Postgraduate qualifications. It provides up to \$2,515.60 per financial year towards tuition, books and other related costs, and up to four hours per week study leave and exam leave
- Flexible working arrangements, such as the ability to purchase additional leave, and working from home arrangements
- Learning and Development programs to meet a range of needs identified across the organisation (e.g. technology use, regulatory/governance training, project management). A total of 27 programs were attended by approximately 1,185 participants in 2016/17
- Leadership development, including participation in the annual LGMA Challenge and bi-monthly Manningham Leadership Team meetings.

EQUAL OPPORTUNITY EMPLOYMENT

Manningham Council is an Equal Opportunity (EO) employer committed to the principles of providing a working environment free from discrimination and harassment.

Council policies and practices meet both the diverse needs of employees and those of the community. We strive to ensure that all employees can work in an environment that fosters mutual respect and working relationships that are free from harassment, and where each employee has the opportunity to progress to the fullest extent of their capabilities. Council's commitment is also extended to members of the public in accessing our products and services.

The indicators that measure the effectiveness of our Discrimination, Harassment and Bullying Policy, and the results for the year, are:

- Indicator: Percentage of new employees receiving equal opportunity training within six months of commencement. Target: 100 per cent. Result: 86 per cent
- Indicator: Number of contact officers available across the organisation. Target: 1:100. Result: 1:83.

A focus for the upcoming year will be to leverage our e-learning platform to support and diversify our EO training programs.

REWARD AND RECOGNITION

The contribution of staff is vitally important to the success of the organisation. Manningham has a Reward and Recognition Award Program designed to promote and recognise employees for their achievements and contributions to Council.

Excellence Awards

In 2016/17, 48 Excellence Awards were presented to staff throughout the organisation at eight individual directorate based events. These awards recognise employees demonstrating the guiding principles of:

- People
- Customers
- Technology
- Leadership
- Continuous improvement
- Policies and process
- Place.

Service Awards

Council also recognises the contribution of long serving employees and presents awards to staff at the completion of 10, 15, 20, 25, 30, 35, 40, 45 and 50 years of service with Council. Seventy three employees celebrated notable lengths of service with Manningham Council throughout 2016/17.

Council thanks these staff for their commitment and dedication to local government and the community.

CELEBRATING OUR ACHIEVEMENTS

During 2016/17 Manningham Council received a series of industry awards and commendations for its work across a range of areas.

Received the **Project Engineering Excellence Innovative Practice and Service Delivery** award through the Institute of Public Works Engineering Australia (Victoria Division) in recognition of its lead role in the delivery of the Bolin Bolin Integrated Water Management project involving coordination of Local, State and Federal Government and private education sector stakeholders.

Received a **2016 Victorian Multicultural Commission Local Government Highly Commended Award** for Council's efforts in making migrants feel more welcome in Manningham through the delivery of Migrant and Refugee Welcome Zone initiatives.

Received a '**Gold Award**' at the **2017 Australasian Reporting Awards** for Council's 2015/16 Annual Report, recognising overall excellence in annual reporting and the report as a best practice model for similar organisations to follow.

Awarded a **High Commendation at the 2017 Local Government Professional Awards** for the Zero Additional Maintenance Water Sensitive Urban Design (ZAM-WSUD) project. The project included the development of a water sensitive urban design system that allows for 'zero' additional maintenance requirements compared to typical kerb and channel streetscapes. Testing of the prototypes showed that grass turf was thriving, even over the hot summer period.

REPORTING ON OUR PERFORMANCE



PLANNING AND REPORTING FRAMEWORK

32

COUNCIL PLAN

33

OUR 2016/17 PERFORMANCE

34

Our community spirit

35

Enjoy and protect our
natural spaces

45

Getting from place to place

55

Planning for where we live

64

Everything we need is local

73

Council leadership and organisational
performance

85

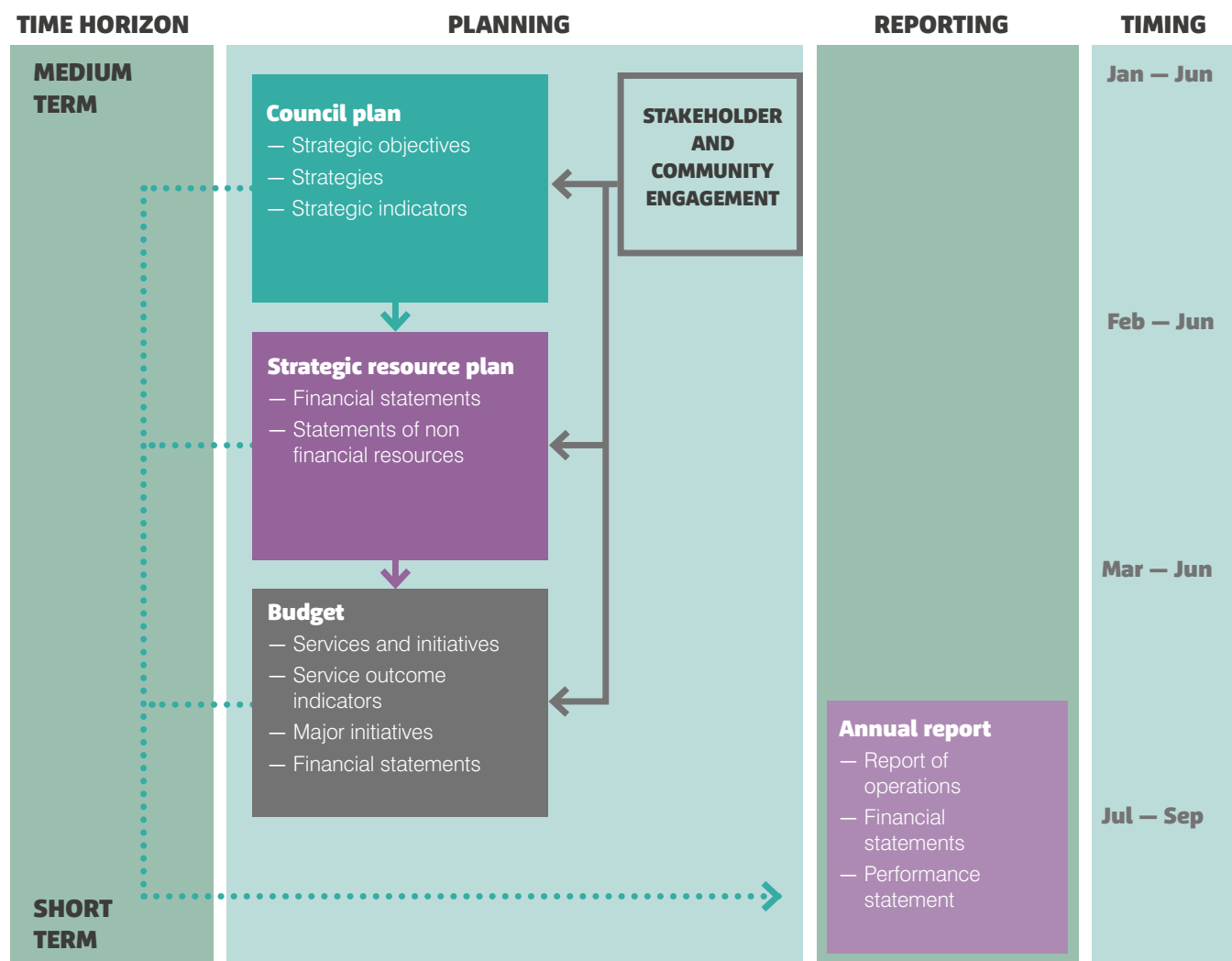
PLANNING AND REPORTING FRAMEWORK

The Local Government Performance Reporting Framework was introduced by the Victorian Government in 2014 to enable all Victorian councils to measure and report on their performance in a consistent way.

To report on our performance, Council prepares:

- A Council Plan within the six months after each general election or 30 June, whichever is later
- A Strategic Resource Plan for a period of at least four years
- A Budget for each financial year
- An Annual Report in respect of each financial year.

The following diagram shows the relationships between the key planning and reporting documents that make up the planning and accountability framework for local government, including opportunities for community and stakeholder feedback and input.



COUNCIL PLAN

The Council Plan 2013-2017 outlines six strategic themes for this four year term. It includes a series of indicators, which are used to monitor Council's progress and achievement of the plan's goals.

This Annual Report, measures Council's performance against what we said we would do in our Council Plan 2013-2017, with 2016/17 being the final year of this plan.

The following are the six strategic themes as detailed in the Council Plan. These themes also reflect Manningham's *Generation 2030 Community Plan*.

OUR COMMUNITY SPIRIT

Our municipality is a collection of communities each with a distinct character. We support diversity and recognise how differences can strengthen community spirit. We value and recognise the need to preserve our rich history as an important part of our identity. We strive to ensure harmonious neighbourhoods where everyone feels safe and secure.

ENJOY AND PROTECT OUR NATURAL SPACES

Our unique balance of city and country is one of our defining traits. We value Manningham's natural environment and endeavour to maintain and protect it as a valuable community resource.

GETTING FROM PLACE TO PLACE

We acknowledge the importance of an integrated and efficient transport network, with a variety of accessible, safe and affordable transport options to enable travel, in, out and around the area. The reduction on the reliance on cars is a priority for Council and we will endeavour to ensure pedestrian and bicycle routes are well integrated with connections to public transport and the City.

PLANNING FOR WHERE WE LIVE

We recognise the need to continue to respond to the challenges of population growth. Council endeavours to take a considered and sustainable approach to development, respecting the natural environment. Council will work collaboratively with the community to ensure effective planning is in place and local infrastructure meets the needs of future populations.

EVERYTHING WE NEED IS LOCAL

We support sustainable, cohesive and well-resourced communities with relevant services and facilities. Council seeks to ensure all community members have access to vital services that meet their needs. Promotion of distinct local villages and activity centres are valued and cultivated and we aim to support businesses and traders to build a resilient local economy.

COUNCIL LEADERSHIP AND ORGANISATIONAL PERFORMANCE

We strive to be an innovative and progressive Council that actively seeks partnerships and opportunities to expand its knowledge base. Council leads through transparent processes and mechanisms, effective planning, advocacy and accountability. We pursue best practice in engaging our local community in the decision making process.

OUR 2016/17 PERFORMANCE

Council's performance for 2016/17 has been reported against each strategic theme to demonstrate how we are performing in achieving the goals of the Council Plan.

Our performance has also been reported on through the outcomes of the Annual Budget 2016/17 and Strategic Resource Plan 2016-2020.

The Strategic Resource Plan summarises the resources allocated and plans developed to achieve the objectives of each theme and, in conjunction with the Annual Budget, provides the financial framework for delivering all the services and programs that the community enjoys and expects from its local Council each financial year.

Performance has been documented to show:

- ✓ Results achieved in relation to the strategic indicators in the Council Plan 2013-2017

- ✓ Progress in relation to the major initiatives and initiatives identified for 2016/17 in the Annual Budget and Strategic Resource Plan 2016-2020

- ✓ Services funded in the Annual Budget 2016/17 and the persons or sections of the community who are provided with those services

- ✓ Results against the prescribed service performance indicators and measures that were introduced as part of the Local Government Performance Reporting Framework in 2014; 2016/17 is the third year Council is reporting on these indicators.

In addition, we have included the key achievements and challenges for the year, along with some fast facts for each strategic theme to further illustrate Council's performance during the 2016/17 financial year.

OUR COMMUNITY SPIRIT

This theme focuses on building a strong and inclusive community that celebrates our diversity and rich heritage, and has safe and secure neighbourhoods where people look out for one another.

GOALS

- An inclusive and harmonious community that celebrates our diversity and draws strength from our differences
- Safe and secure households and neighbourhoods, where people look out for one another
- A community that is involved and well connected, strengthening community spirit
- A community that feels a greater sense of public safety.

SERVICES/ACTIVITIES

- Cultural services
- Community events and programs
- Community grants program
- Community planning (e.g. consultation, social research)
- Health and Local Laws, including:
 - Food safety
 - Animal management
- Building services
- Street lighting
- Street cleaning and litter pick up
- Traffic control and school crossings
- Graffiti removal.



ACHIEVEMENTS

- Provided \$1.66 million in community grants to 97 projects across a diverse range of disciplines, including community services, health, multicultural, disability, recreation, arts and culture. Together with contributions from community groups and organisations, the total value of these projects was \$10.28 million. The 94 projects included:
 - 13 Community Partnership Grants of \$1,320,220
 - 20 Community Development Grants of \$170,095
 - 7 Arts and Culture Grants of \$59,700
 - 57 Small Grants of \$116,720.
- Continued implementation of the 'Live Well in Bulleen Project' with a range of initiatives aimed at improving and strengthening access to services in the Bulleen area. Initiatives included:
 - Cafe @ Ajani pre-employment training program to engage students with an intellectual disability
 - A pop up cinema event at the Heide Museum of Modern Art
 - Two Multicultural Festivals and Rotary Market events held at the Ajani Centre and Ted Ajani Reserve during Cultural Diversity Week 2017
 - Pop Up Park family event at Bulleen Plaza
 - Pop Up Playgroups held at Bulleen Plaza
 - Bulleen Block Party community event.
- Commenced a pilot of the *iMatter, youMatter, weMatter* Project, which aims to empower young people to navigate their relationships confidently and safely, and enhance existing sporting club ethos and practice around safe, inclusive and respectful environments. The project is a partnership between Manningham Council, Doncare, Women's Health East and three local sporting clubs.
- Unveiled Manningham's handcrafted 'Welcome Bench' installed on the MC² forecourt in Doncaster complete with beautifully inscribed messages of welcome to migrants and refugees from the people of Manningham.
- Conducted community consultation to develop a new draft Domestic Animal Management Plan 2017-2021, with community feedback to be considered before being finalised and coming into effect in November 2017.
- Implemented a new online system to improve processing infringement reviews, to comply with the first stage of the *Fines Reform and Infringements Acts Amendment Act 2016*.
- Held two emergency management community forums in partnership with emergency service agencies and community groups in Manningham.
- Developed a comprehensive fact sheet and updated the pre-approval application process to assist with an increased number of enquiries and applications for home-based food businesses.
- Commenced a Litter Hotspot Reduction Trial, which includes a specially designed litter bin installed in six locations across Manningham. The bin traps litter washed by stormwater into the drainage pit located directly below the bin and is emptied by a standard side arm garbage collection truck used for household waste collection.
- Received donations to the Manningham Art Collection and Art Studios, including:
 - Reg Preston ceramics from Susie and Peter Cordia
 - New printing press valued at \$4,000.
- Saw an 11 per cent increase in participant enrolments at the Manningham Art Studios.
- Received a 2016 Victorian Multicultural Commission Local Government Highly Commended Award for making migrants feel more welcome in Manningham through the delivery of Migrant and Refugee Welcome Zone initiatives.
- Supported a Pottery Expo at Warrandyte to celebrate local and Australia wide ceramic art, with international guest artists and a variety of interactive community activities.
- Commenced a Get Ready to Work project, which aims to build community capacity and empower disadvantaged residents with information technology and personal development skills to enhance their quality of life and improve their opportunities to obtain paid or unpaid work.
- Supported MAD 'Making a Difference' Theatre, which provides adults with intellectual and/or other disabilities the opportunity to establish and maintain social connections through involvement in an innovative and vibrant all abilities theatre.
 - Held Harmony Day and Peace Torch events to celebrate cultural respect, diversity and belonging.
 - Manningham's Emergency Management Planning Committee developed and adopted a Resilience Framework for Emergency Management and Secondary Impact Assessment Guidelines.
 - Installed emergency information LCD screens at the Council Depot to inform staff of fire warnings and weather conditions.
 - Addressed and prosecuted 13 major Building Act breaches at the Magistrates Court and defended three building appeals against Manningham at the Building Appeals Board.

CHALLENGES

- Responding to the introduction of new industry standards and policies, such as Child Safe Standards and the Municipal Association of Victoria's Early Years Compact.
- Due to discontinued Regional Arts Victoria funding for Council's theatre program at Doncaster Playhouse, the number of Council run presentations was reduced. The resulting space in the schedule allowed for an increase in community theatre companies using the theatre throughout the year.

- Communicating with people in our culturally and linguistically diverse community. The number of people born overseas and who speak a language other than English at home in Manningham continues to increase and Council's priority is to provide a service than is inclusive of all needs.
- The failing privatised building permit system and the ongoing management of Private Building Surveyor complaints and building defects.
- The increase in major illegal building work breaches and non-compliances.
- Implementation of legislative changes in the building industry and understanding the proposed shifts of responsibility from the Victorian Building Authority to local government authorities.

FAST FACTS


- 1,550 food premises inspections
- 185 health premises inspections
- 10,410 dogs registered
- 4,155 cats registered
- 38 school crossings supervised by 50 school crossing supervisors
- 811 septic tank inspections completed
- 119 building complaints were investigated
- 30 learner drivers assisted through the L2P Learner Driver Program and 12 obtained licenses in 2016/17
- 1,793 graffiti incidents were attended to and resolved
- 11,388 visits to the Manningham Gallery and eight exhibitions held
- 1,442 people participated in Manningham Art Studios programs
- 8,531 people attended the Doncaster Playhouse for a variety of Council-run and community theatre group programs and productions
- 4,500 participants engaged in arts and cultural development projects
- \$1.66 million provided in community grants to 97 projects
- 26 cultural events held, including:
 - 11 Citizenship ceremonies for 825 participants
 - Australia Day celebration – 10,000 attendees
 - International Women's Day lunch – 250 attendees
- Carols by Candlelight – 15,000 attendees
- Pop up outdoor cinema at Heide – 1500 attendees
- Pop up activities at Bulleen – 3,000 attendees
- National Reconciliation Week – 200 attendees
- Dapper Day Out seniors lunch – 350 attendees
- 69 Manningham food businesses were awarded Five Star Food Safety Awards
- 188 new registrations to Your Say Manningham consultation website, www.yoursaymanningham.com.au (a total of 916 people are now registered to the website).

26 CULTURAL EVENTS HELD 

 **10,410**
DOGS REGISTERED

4,155 
CATS REGISTERED

188 NEW REGISTRATIONS TO YOUR SAY MANNINGHAM CONSULTATION WEBSITE, WWW.YOURSAYMANNINGHAM.COM.AU 

30 LEARNER DRIVERS ASSISTED THROUGH THE L2P LEARNER DRIVER PROGRAM 

OUR PERFORMANCE – COUNCIL PLAN

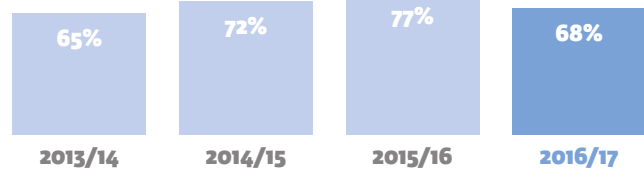
The following statement reviews the performance of Council against the Council Plan 2013-2017.

Strategic Indicator / Measure

Cultural diversity makes our community a better place to live

Percentage of people who believe cultural diversity makes our community a better place to live

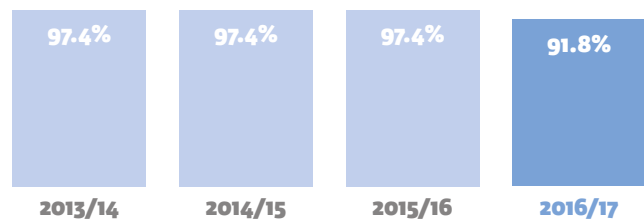
Source: Understanding our Community Survey, Manningham City Council, 2017



Perceptions of Safety – walking alone during the day

Percentage of people who feel safe walking alone in local area during the day

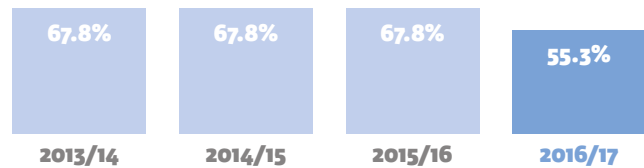
Source: VicHealth Survey, 2015



Perceptions of Safety – walking alone during the night

Percentage of people who feel safe walking alone in local area during the night

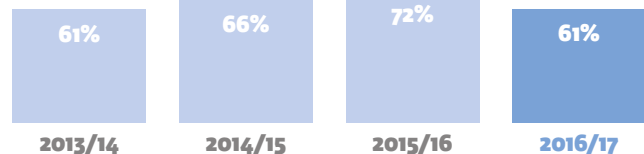
Source: VicHealth Survey, 2015



Feeling part of the community

Percentage of people who believe they feel part of the community

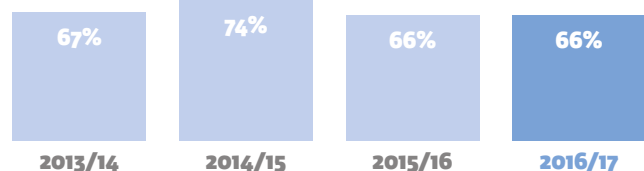
Source: Understanding our Community Survey, Manningham City Council, 2017



Opportunities to volunteer

Percentage of people who agree they have opportunities to volunteer and contribute to their community

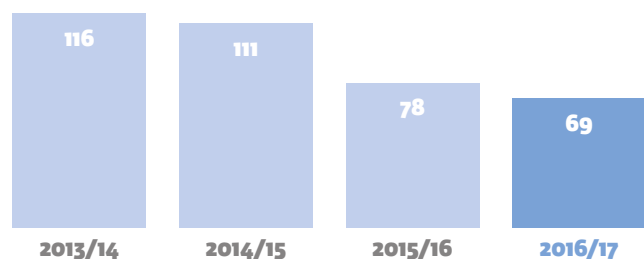
Source: Understanding our Community Survey, Manningham City Council, 2017.



Food safety excellence

The number of food premises issued with the Five Star Food Safety Award

Source: Five Star Food Safety Awards, Manningham City Council, 2017.



OUR PERFORMANCE – MAJOR INITIATIVES AND INITIATIVES

The following statement reviews the progress of Council in relation to the Major Initiatives and Initiatives identified in the Annual Budget 2016/17 and Strategic Resource Plan 2016-2020.

■ **action completed**
■ **action in progress**
■ **action not completed or deferred**

MAJOR INITIATIVES	PROGRESS	COMMENT
-------------------	----------	---------

Implementation of the Live Well in Bulleen Community Strengthening Project

To promote better health outcomes for people in Bulleen by conducting new research that aims to understand ways to minimise social isolation and disadvantage.

Measure: Development of Live Well Bulleen Action Plan. Implementation of relevant community initiatives.

completed

The Live Well Bulleen Action Plan has been developed. The Live Well Bulleen Project has been designed in partnership with local community organisations to strengthen wellbeing through community participation.

Successful activities held throughout 2016/17 included Pop Up Park activities, Ajani Multicultural Festival, Safe Path Project, Library Place Improvement Plan, Community Markets @ Ajani, Heat Wave Health Promotion, Sakura Picnic Day and Heide Pop Up Cinema.

INITIATIVES	PROGRESS	COMMENT
-------------	----------	---------

Community Facilities Resourcing Plan

Development of the Community Facilities Resourcing Plan.

Measure: Community Facilities Resourcing Plan completed.

80% complete

The scope of the Community Facilities Resourcing Plan has now been broadened to be the Community and Sporting Facilities Pricing and Usage Policy and Guidelines. This plan will be completed during 2017/18.

Emergency Management Prevention and Preparedness Education Program

To continue to implement Emergency Management Prevention and Preparedness Education Programs to promote community resilience in times of emergency events impacting on the City of Manningham.

Measure: Draft disaster resilience strategy consultation with community/partners. Development of action/implementation plan in line with the finalised strategy.

completed

A Resilience Framework Action Plan was finalised and endorsed by Council's Emergency Management sub-committee. Work was undertaken to incorporate emergency management and disaster resilience concepts and actions into the Healthy City Strategy for Manningham.

OUR PERFORMANCE – COUNCIL SERVICES

The following statement provides information in relation to the services funded in the Annual Budget 2016/17 and the persons and/or sections of the community who are provided the service.

SERVICES	DESCRIPTION	NET COST
		\$'000 ACTUAL BUDGET VARIANCE
Cultural services	This service manages strategic development, facilitation and delivery of a range of arts and cultural development programs within the community.	741
		541
		(200)
Community events and programs	This service manages, develops and delivers Council's cultural and corporate events and manages the facilitation and support of external festivals and events produced by the community.	418
		478
		60
Health and local laws, food safety and animal management	This service protects the community's health and wellbeing by co-ordinating food safety support programs, animal management and enforcement of municipal local laws.	1,010
		1,005
		(5)
Building services	This service protects the community's health and wellbeing by coordinating food safety support programs, animal management, litter, public health, parking and administration and enforcement of municipal local laws.	467
		525
		58
Street lighting	This service provides for street lighting on Council's road network to enhance the safety and security of our community.	984
		1,086
		102
Street cleaning and litter pick up	This service is designed to keep the streets and surrounding areas neat and tidy, contributing to the amenity and safety of the municipality. It includes mechanical kerb and street cleaning, roadside litter pick up and cleaning of footpaths in activity centres.	1,515
		1,421
		(94)
Traffic control and school crossings	This service supervises and monitors car parking facilities, school crossings and traffic control at community events to promote the safe use of Council and community assets.	(159)
		36
		195
Graffiti removal	This service facilitates the prompt removal of graffiti from Council properties and also private properties where the graffiti is in a prominent position along main roads.	72
		91
		19

OUR PERFORMANCE – SERVICE PERFORMANCE INDICATORS

The following statement provides the results of the Local Government Performance Reporting Framework prescribed service performance indicators and measures for animal management and food safety.

Service / Indicator / Measure	2014/15	2015/16	2016/17	MATERIAL VARIATIONS AND COMMENTS
ANIMAL MANAGEMENT				
Timelines				
Time taken to action animal management requests [Number of days between receipt and first response action for all animal management requests / Number of animal management requests]	0	1	1	There were 950 animal management requests during 2016/17. To protect the community, high priority requests like dog attacks, stock on roads and animal pick-ups are regarded as high priority in Council's 2013-2017 Domestic Animal Management Plan and are responded to within hours (less than one day) of being reported.
Service standard				
Animals reclaimed [Number of animals reclaimed / Number of animals collected] x100	67.2%	61.7%	66.67%	This indicator measures cats and dogs. The majority of dogs (88%) are re-claimed and 10% are re-homed through the Blue Cross Animal Shelter. Although fewer cats are reclaimed, a higher percentage (60%) are re-homed through the Blue Cross Animal Shelter.
Service cost				
Cost of animal management service [Direct cost of the animal management service / Number of registered animals]	\$33.12	\$44.15	\$40.23	There were 14,565 cats and dogs registered with Council as at 30 June 2017. To protect the animals and community, the cost of animal management services includes pound and animal collection services, as well as administration costs that support the delivery of Animal Management Services in the municipality.
Health and safety				
Animal management prosecutions [Number of successful animal management prosecutions]	24	15	17	Council's approach to animal management is outlined in the 2013-2017 Domestic Animal Management Plan. Prosecutions occur when animal or animal owner behaviour is inconsistent with this guiding document's approach and attempts at mediation have not been successful. Results in 2016/17 were consistent with previous years.

OUR PERFORMANCE – SERVICE PERFORMANCE INDICATORS CONTINUED

Service / Indicator / Measure	2014/15	2015/16	2016/17	MATERIAL VARIATIONS AND COMMENTS
FOOD SAFETY				
Timelines				
Time taken to action food complaints				
[Number of days between receipt and first response action for all food complaints / Number of food complaints]	–	1.1 days	1.18 days	Council is diligent in actioning food complaints. There were 10% less food complaint cases in 2016/17 than in 2015/16. Council is committed to seeing priority cases, including food poisoning, addressed as quickly as possible. This is demonstrated with an average response time of just over of one day for the past two years.
Service standard				
Food safety assessments				
[Number of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment in accordance with the <i>Food Act 1984</i> / Number of registered class 1 food premises and class 2 food premises that require an annual food safety assessment in accordance with the <i>Food Act 1984</i>] x100	98.0%	100%	100%	Manningham Council prioritises community safety and ensuring that the highest standards of food quality are available to the local community. Council does this by continuing the exemplary record of inspecting all class 1 and class 2 registered food premises in each calendar year. <i>Class 1 food premises refer to hospitals, child care centres and listed facilities for the aged, at which ready-to-eat potentially hazardous food is served. Class 2 food premises are other premises that handle potentially hazardous unpackaged foods.</i>
Service cost				
Cost of food safety service				
[Direct cost of the food safety service / Number of food premises registered or notified in accordance with the <i>Food Act 1984</i>]	\$575.74	\$635.52	\$573.08	There are 821 registered food premises in Manningham. This measure represents the cost to Council directly related to the delivery of the food safety service, including travel, equipment and staff costs.
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	92.0%	98.3%	100%	Council is vigilant in ensuring food premises are followed up after a major or critical non-conformance is detected, as demonstrated with the 100% follow up rate for the 2016 calendar year.

CASE STUDY:

LIVE WELL IN BULLEEN COMMUNITY STRENGTHENING PROJECT

Council's Live Well Bulleen Community Strengthening Project is a long term project, initiated in 2015 to create a better serviced and more connected community, where people feel included and can access the support they need in Bulleen.

Informed by research and community consultation, the project has involved developing a detailed plan for improving liveability in Bulleen, with a focus on activities to support community health and wellbeing for residents.

During 2016/17, a range of events and activities were held in Bulleen, including a Bulleen Block Party, Pop Up Park and cinema events. Council also supported both multicultural festival (pictured) and Rotary market events at the Ajani Centre.

The Bulleen Block Party event was held at Morris Williams Reserve in Bulleen during April 2017 and encouraged members of the Bulleen community to come together and enjoy a variety of family fun activities. Approximately 1,200 people attended the event, which included a pop up games space, art and nature play, pony rides, face painting, animal basketball and soccer challenges, and introductory circuit classes on the reserve's outdoor exercise equipment.

A Pop Up Cinema at the Heide Museum of Modern Art was held in March 2017 and was attended by more than 500 people. A selection of pre-movie entertainment was followed by a screening of the classic Australian family movie, Babe, in the beautiful gardens of Heide Museum of Modern Art.

Other community strengthening programs that continued throughout 2016/17 included Pop Up Playgroups at Bulleen Plaza to support local families with young children, Café @ Ajani, a pre-employment training program to engage students with an intellectual disability at a training cafe facility at the Ajani Centre (pictured), a Safe Path Project for Bulleen and heat wave health promotion campaign.

Council will continue its commitment to the Live Well in Bulleen Community Strengthening Project in 2017/18.



REFLECTING ON OUR COUNCIL PLAN 2013-2017

This year marked the final year of Manningham's 2013-2017 Council Plan. As well as the activities outlined for *Our Community Spirit* in 2016/17, we have also reflected on the past four years, including the results of our strategic indicators and key achievements for this period.

The strategic indicator results outlined on page 38 show that over the four year period:

- The majority of residents continue to believe cultural diversity makes our community a better place to live. Results for this indicator have fluctuated over the years from a low of 65 per cent up to a high of 77 per cent, before ending 2016/17 with 68 per cent. Cultural diversity is an area Council is continuing to focus on with a variety of programs and initiatives
- Results for the percentage of residents that feel part of the community increased to a high of 72 per cent in 2015/16, before dropping back to its current level of 61 per cent in 2016/17. Council is continuing its focus on building our community spirit with a range of community initiatives outlined in the new Council Plan
- The percentage of people who agree they have opportunities to volunteer and contribute to their community has been consistent
- There has been a gradual decline in the number of food premises that have received a five star food award. This is due to the more stringent criteria developed to ensure greater community confidence in the local food businesses that achieve a five star food award in Manningham.

A range of initiatives has been achieved over the four years to build community connections and provide opportunities for the community to come together. These initiatives have included:

- Providing more than \$8,105,476 in community grants towards a wide variety of community projects, such as the Rights Employment Accommodation Leisure (REAL) volunteer program, funding a defibrillator for the Greythorn Bowling Club, supporting the Pottery Expo at Warrandyte and Link Health's Opening Doors Community Leadership Program
- Commencing the Live Well in Bulleen Community Strengthening Project (see previous page), which started in 2014 through a partnership with seven local community organisations

- Establishing the Plaza Park Project, which activated the space at MC² (Manningham City Square) in Doncaster with a series of community events and activities during 2015/16
- Hosting annual celebrations for Cultural Diversity Week and National Reconciliation Week.

One of the key highlights over this four year period has been becoming a Migrant and Refugee Welcome Zone.

Manningham is a culturally diverse community and as part of our commitment to welcoming migrants and refugees into our community, Council declared Manningham a Migrant and Refugee Welcome Zone in 2015. The declaration is a commitment to demonstrate compassion and to enhance the cultural and religious diversity of our community.

Projects including Manningham's 'Welcome Trees' project, which collected thousands of inspiring welcome messages (pictured) on four handcrafted trees, toured schools, clubs, libraries and community groups, supported this declaration.

In 2016, the Manningham community was recognised for its work in helping migrants and refugees feel more welcome, with Council being the recipient of a 2016 Victorian Multicultural Award for Excellence (Local Government).

Fostering community spirit will continue to be a strong priority for Council and the community in the Council Plan 2017-2021.



ENJOY AND PROTECT OUR NATURAL SPACES

This theme aims to address key sustainability issues of global warming, energy usage and reduction, water management, preserving open space, protecting biodiversity and awareness, and knowledge and education on sustainable practices.

GOALS

- Our unique balance of city and country is safeguarded into the future
- Our open spaces, bushlands, creeks and rivers are valued and preserved
- We proactively seek innovative solutions to address the effects of climate change and work together to protect the environment
- Protect our environment by providing responsive waste management services for our community.

SERVICES/ACTIVITIES

- Natural and built environment, including:
 - Protection and enhancement of biodiversity values
 - Climate and energy activities
 - Bushland management
- Open space and recreation planning
- Septic tank compliance
- Parks and recreation
- Waste services
- Underground drains inspection, maintenance and cleaning.



ACHIEVEMENTS

- Planted more than 12,500 trees across the municipality, including 2,551 street trees as part of the streetscape planting program.
- Commenced a \$2.4 million project to install 6,250 energy efficient LED (Light Emitting Diode) streetlights that use approximately 84 per cent less electricity than Manningham's pre-existing streetlights. This project is expected to save Council about \$380,000 in electricity bills each year. A total of 3,979 lights were replaced during 2016/17. The project is expected to be completed in August 2017.
- Supported more than 100 landowners with advice, weed and pest control, bushfire risk reduction work and other sustainable land management work, across approximately 40 hectares through the Local Environment Assistance Fund (LEAF) and other programs.
- Supported Landcare and Environmental Friends Groups with more than 20 education and on-ground bushland improvement activities.
- Held 30 environment seminars, field trips and nature walks to build community appreciation of the natural world and inspire action to protect it.
- Delivered approximately 80 Spring Outdoors, Smarter Living, Home Harvest and Kids' Community Food Garden events in partnership with Banyule, Nillumbik and Whitehorse councils to educate the community about how to live more sustainably.
- Held 12 environmental education and activity days at Currawong Bush Park to inspire environmental stewardship among school children and help schools achieve five star leadership and certification in the State ResourceSmart Schools program.
- More than 300 children took part in Council-run Nature Play activities, including:
 - Bird watching, 'Bug Detectives' activities and night walks at Currawong Bush Park
 - Launch of Nature Play Week at Finns Reserve in April 2017
 - Nature craft, cubby building and nature walks at Finns Reserve
 - Currawong 'Earth Walk' as part of Council's Junior Ranger Program.
- Facilitated more than 100 solar system installations and other household energy efficiency programs for Manningham residents through the Positive Charge program. A total of 107 households have collectively invested more than \$600,000 in about 370 kilowatts of solar. This has helped them cut almost \$90,000 from their annual energy bills and reduce greenhouse gas emissions by about 10,000 tonnes.
- Assisted water quality monitoring by 25 Waterwatch volunteers at 20 waterway sites across Manningham, including the Yarra River.
- Recycled more than half of the residential kerbside waste collected in Manningham.
- Delivered more than 130,000 new bins to the community as part of the Manningham Bin Swap program.
- Developed the innovative Zero Additional Maintenance Water Sensitive Urban Design raingarden, which was awarded a High Commendation at the 2017 Local Government Professional Awards. The project included the development of a water sensitive urban design system that requires 'zero' additional maintenance over conventional drainage infrastructure but delivers storm water quality benefits. Testing of the prototypes showed that grass turf was thriving, even during the hot summer period.
- Received the Project Engineering Excellence Innovative Practice and Service Delivery award through the Institute of Public Works Engineering Australia (Victoria Division) in recognition of Council's lead role in delivering the Bolin Bolin Integrated Water Management project that involves coordination of Local, State and Federal Government and private education sector stakeholders.
- Created and officially opened a new Firewise Garden Display in Warrandyte to demonstrate how home gardens can be designed to reduce the potential impacts of bushfire.
- Received the highest overall score recorded since 2009 when compared to the Melbourne regional mean score in the Benchmark Park User Satisfaction Survey (ParkScape) conducted by Integrated Open Space Services. The survey for Manningham this year involved 101 park user intercept surveys conducted in 13 parks between November 2016 and February 2017.

CHALLENGES

- Constraining Council's growing annual energy bills for buildings, streetlights and fleet fuel, with energy saving initiatives that can pay for themselves over relatively short timeframes.
- The continued complexity of planning permit applications received that require environmental impact assessment and advice, particularly the tension between the bushfire management overlay (that allows certain vegetation clearing to reduce fire risk) and the native vegetation clearing regulations (that protect vegetation for biodiversity) in the planning system.
- While significant progress was made, delays were experienced in the energy efficient LED streetlight replacement program, following issues with the supply of lights. Works are expected to be completed by the end of August 2017.
- Construction of the Bolin Bolin Integrated Water Management project infrastructure was delayed due to poor ground conditions and expansion of the proposed dam at the Freeway Golf Course. Works are now expected to be completed in October 2017.

FAST FACTS

- 12,500 trees planted
- More than 5,000 members of the community participated in over 150 environmental stewardship events and other environmental programs, including:
 - More than 3,000 attendees for 80 Spring Outdoors, Smarter Living, Home Harvest and Kids' Community Food Garden events
 - Over 1,000 people attended about 60 nature walks, environmental seminars, field trips, landcare and friends groups activities
 - Over 900 students attended 12 environmental activity days at Currawong Bush Park
 - Approximately 80 landowners took advantage of Council's Local Environment Assistance Fund (LEAF) for sustainable land management works.
 - Approximately 40 hectares of private properties received weed control works and advice.
- 1,380 responses to drainage requests
- 15,860 road drainage pits checked and cleared
- 58.68 per cent of waste diverted from landfill. This included material collected as part of Council's kerbside collection service, bundled branches collection service and material dropped off at Council's Garden Waste Recycle Centre
- Collected 50,692 tonnes of household waste (49,575 tonnes in 2015/16). This included:
 - 20,946 tonnes of garbage (21,686 tonnes in 2015/16)
 - 10,996 tonnes of recycling (11,058 tonnes in 2015/16)
 - 15,764 tonnes of garden waste (13,698 tonnes in 2015/16)
 - 2,986 tonnes of hard waste (3,133 tonnes in 2015/16)
- Waste services provided to approximately 43,000 households, including:
 - 43,450 domestic garbage bins emptied on a weekly basis
 - 43,300 recycle bins emptied on a fortnightly basis
 - 43,000 litre garden waste bins emptied on a fortnightly basis.

58.68%

**OF WASTE DIVERTED
FROM LANDFILL**



MORE THAN

12,500

TREES PLANTED



43,300



**RECYCLE BINS
EMPTIED FORTNIGHTLY**

MORE THAN

5,000

**COMMUNITY MEMBERS
PARTICIPATED IN MORE
THAN 150 ENVIRONMENTAL
STEWARDSHIP EVENTS**



15,860



**ROAD DRAINAGE PITS
CHECKED AND CLEARED**

OUR PERFORMANCE – COUNCIL PLAN

The following statement reviews the performance of Council against the Council Plan 2013-2017.

Indicator / Measure

Extent of open space

Total hectares of local government area classified as open space

Source: Geographical Information System, Manningham City Council, 2017

N/A	17%	17%	17%
2013/14	2014/15	2015/16	2016/17

The value of parks and open spaces

Percentage of people who agree that Manningham's parks and open spaces are a feature of this area

Source: Understanding our Community Survey, Manningham City Council, 2017

64%	72%	72%	68%
2013/14	2014/15	2015/16	2016/17

Amount of trees planted

Number of trees planted in local government area

Source: Parks and Recreation Unit, Manningham City Council, 2017

10,750	11,030	12,000	12,500
2013/14	2014/15	2015/16	2016/17

Participation in sustainability programs

The number of people participating in Council's sustainability programs

Source: Environment Team, Manningham City Council, 2017

4,968	5,405	5,833	5,000
2013/14	2014/15	2015/16	2016/17

Household waste recycling

Percentage of household waste diverted from landfill

This includes material collected as part of Council's kerbside collection service, bundled branches collection service and material dropped off at Council's Garden Waste Recycle Centre.

Source: Waste Management Team, Manningham City Council, 2017

56%	53.7%	53.3%	58.7%
2013/14	2014/15	2015/16	2016/17

OUR PERFORMANCE – MAJOR INITIATIVES AND INITIATIVES

The following statement reviews the progress of Council in relation to the Major Initiatives and Initiatives identified in the Annual Budget 2016/17 and Strategic Resource Plan 2016-2020.

MAJOR INITIATIVES	PROGRESS	COMMENT
<p>Mullum Mullum Creek Linear Park</p> <p>To complete Mullum Mullum Creek Linear Park (Stage 3) – opening of the Mullum Mullum Trail.</p> <p>Measure: Opening of the final one kilometre section of the Mullum Mullum Trail between Park and Heads Roads.</p>	<p>60% complete</p>	<p>Three of the four major bridge structures have been installed and a trail base established along the entire one kilometre length. Weather and access delays have delayed completion of the project which is now expected by March 2018.</p>
INITIATIVES	PROGRESS	COMMENT
<p>Bolin Bolin Billabong Integrated Water Management Project</p> <p>To implement the Bolin Bolin Billabong Integrated Water Management Project.</p> <p>Measure: Construction to be completed by 30 June 2017.</p>	<p>60% complete</p>	<p>The project has been delayed as a result of the expansion of the project scope to increase the size of the golf course dam storage and difficulties sourcing suitable clay lining material for water storage and the wetland. It is anticipated that the project construction phase will be completed by the end of October 2017.</p>
<p>Implement the Open Space Strategy</p> <p>Open Space Contribution proposed Planning Scheme Amendment.</p> <p>Measure: Finalise open space developer contribution rate, and commence Planning Scheme Amendment to introduce rate into the Manningham Planning Scheme.</p>	<p>completed</p>	<p>Council considered a report on Open Space Contributions for the municipality at its meeting on 27 June 2017 and resolved to seek authorisation from the Minister for Planning to prepare and exhibit an amendment (Amendment C115). Amendment C115 proposes introducing open space contribution rates into the Manningham Planning Scheme and increasing the existing open space contribution rate for Doncaster Hill from 5 per cent to 8 per cent.</p>
<p>Revised Drainage Strategy</p> <p>To develop and implement a revised Drainage Strategy that will coordinate, maintain and improve Manningham's drainage infrastructure to achieve acceptable standards of stormwater performance and management.</p> <p>Measure: Revised strategy to be presented for Council endorsement by 30 June 2017.</p>	<p>50% complete</p>	<p>A background paper is being finalised. A main focus of the strategy will be on improving technical approaches to drainage analysis. The strategy is expected to be completed during 2017/18.</p>

OUR PERFORMANCE – MAJOR INITIATIVES AND INITIATIVES CONTINUED

The following statement reviews the progress of Council in relation to the Major Initiatives and Initiatives identified in the Annual Budget 2016/17 and Strategic Resource Plan 2016-2020.

INITIATIVES	PROGRESS	COMMENT
<p>Sustainable Management, Monitoring and Enhancement for the Natural and Built Environment</p> <p>To continue to implement environmental services and programs and encourage the community to engage with environmental sustainability issues and make environmental improvements in their everyday lives.</p> <p>Measure: Successful achievement of major projects on the Natural Environment (18), Environmental.</p>	<p>completed</p>	<p>A variety of environmental programs have been delivered, including more than 150 activities that reached more than 5,000 members of the community.</p> <p>This includes natural environment and biodiversity protection activities such as weed and pest control, sustainable land management activities and advice, supporting Landcare and environmental friends groups.</p> <p>The community was encouraged to be stewards of the environment including through Waterwatch water quality monitoring, environmental education activities and demonstrating sustainable living in community events held in partnership with other Councils.</p> <p>Energy sustainability activities included installed energy efficient street lights and facilitating Manningham households installing solar to help save on energy bills.</p>
<p>Implementation of improved Waste Management System</p> <p>To deliver a waste management system that is responsive to our community needs.</p> <p>Measure: To increase the percentage of household waste diverted from landfill.</p>	<p>completed</p>	<p>Council achieved the highest ever resource recovery rate of waste material being diverted from landfill at 58.68 per cent. This is a 5.38 per cent increase from 2015/16. The total tonnage of garbage being collected was the lowest tonnage ever recorded (since data collection began in 2001/02). This is a significant achievement as Manningham's population has substantially grown over the past 16 years.</p>

OUR PERFORMANCE – COUNCIL SERVICES

The following statement provides information in relation to the services funded in the Annual Budget 2016/17 and the persons and/or sections of the community who are provided the service.

SERVICES	DESCRIPTION	NET COST
		\$000 ACTUAL BUDGET VARIANCE
Natural and built environment	This service leads the protection and enhancement of biodiversity and environment, an integrated response to climate and energy issues and sustainable development policy and practice.	1,031
		<u>1,181</u>
		<u>150</u>
Open space and recreation planning	This service designs and provides high quality public open space and public spaces for the Manningham community, supports the development of a high quality urban and natural environment and provides diverse, accessible and sustainable recreation facilities and activities for all ages and abilities through both organised and unstructured activities.	603
		<u>624</u>
		<u>21</u>
Septic tank compliance	This service includes assessing applications, sand analysis and identifying locations for property owners. The objective is to protect the environment and enhance community health.	160
		<u>182</u>
		<u>22</u>
Parks and recreation	This service provides the management, administration and maintenance activities for sports and recreation, sportsground maintenance, landscape maintenance, tree maintenance, bushland management, open space and parks maintenance and supervision of capital works projects.	11,612
		<u>11,466</u>
		<u>(146)</u>
Waste services	This service provides kerbside rubbish collections of garbage, hard waste and garden waste from all households and some commercial properties in Council. It also provides a waste call centre, education services and the strategic planning of waste services.	9,465
		<u>10,664</u>
		<u>1,199</u>
Underground drains	This service performs the inspection, maintenance and cleaning of underground drains to ensure correct operation. A depreciation expense of \$2.82 million is recognised on the \$245 million worth of drainage assets assigned to this activity.	3,910
		<u>4,641</u>
		<u>731</u>

OUR PERFORMANCE – SERVICE PERFORMANCE INDICATORS

The following statement provides the results of the Local Government Performance Reporting Framework prescribed service performance indicators and measures for waste collection.

Service / Indicator / Measure	2014/15	2015/16	2016/17	MATERIAL VARIATIONS AND COMMENTS
WASTE COLLECTION				
<p>Satisfaction</p> <p>Kerbside bin collection requests</p> <p>[Number of kerbside garbage and recycling bin collection requests / Number of kerbside bin collection households] x1000</p>	74.4 requests	61.6 requests	111.31 requests	Council provides a comprehensive waste management service that meets 'Best Practice' standards in terms of kerbside collection. This indicator focuses on the kerbside bin collection service. This year Council received 74 bin collection requests per 1,000 residential households. The requests relate to new services, cancellations, damaged bin repairs/ replacements or replacing stolen bins.
<p>Service standard</p> <p>Kerbside collection bins missed</p> <p>[Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection bin lifts] x10,000</p>	6.4 bins	7.6 bins	8.10 bins	This indicator demonstrates the ratio of bins missed compared to scheduled bin collections, with eight bins reported as missed for every ten-thousand scheduled collections.
<p>Service cost</p> <p>Cost of kerbside garbage bin collection service</p> <p>[Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins]</p>	\$103.80	\$110.80	\$103.60	Costs include all operating expenses directly related to the delivery of the service from pick up to transportation and disposal of waste. This figure reflects the annual direct cost of the kerbside recycling bin collection.
<p>Service cost</p> <p>Cost of kerbside recyclables collection service</p> <p>[Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins]</p>	\$23.36	\$21.81	\$10.57	Costs include all operating expenses directly related to the delivery of the service from pick up to transportation and disposal of waste. The reduction in cost is due to an increase in the sale of recyclables as well as a lower recyclables collection rate.
<p>Waste diversion</p> <p>Kerbside collection waste diverted from landfill</p> <p>[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100</p>	54.0%	53.1%	53.96%	There has been an increase in waste diversion from landfill when compared to last year. The total tonnage of garbage being collected was the lowest tonnage ever recorded (since data/records were first kept dating back to 2001/02). This is a significant achievement as Manningham's population has grown substantially over the past 16 years. The successful roll out of the new bins and the continued implementation of Council's Waste Management Strategy and education programs has contributed to this increase in the waste resource recovery rate.

CASE STUDY:

NATURE PLAY IN MANNINGHAM

During 2016/17, Council continued its focus on encouraging children to experience nature as a place to enjoy, play, imagine, relax and explore, as part of its Nature Play Program.

Nature play is a term used to describe the creation of simple play opportunities in the natural environment. Manningham is fortunate to have one of the largest networks of open space in metropolitan Melbourne, with more than 300 parks and reserves to enjoy.

Council's Nature Play Program continued to increase in popularity this year, with more than 300 children participating in a variety of Council-led nature play activities and events, many of which were hosted at Currawong Bush Park in Doncaster East, known for its natural bush landscape and wildlife.

Nature play events and activities included:

- Bird watching and 'Bug Detectives' events, and spotlighting night walks held at Currawong Bush Park
- A launch event for Nature Play Week in April 2017, that was held in conjunction with the Kids In Nature Network at the Wombat Bend Playspace at Finns Reserve in Templestowe
- A series of nature craft, cubby building and nature walks
- An 'earth walk' through Currawong Bush Park held as part of Council's Junior Ranger Program during the school holidays.



Through the Nature Play Program, local families are introduced to unstructured outdoor play with the aim of it becoming a regular part of every child's life.

Council encourages children and families in the community to create their own natural cubby building areas. Cubby houses have been spotted along the Mullum Mullum Trail and within Currawong Bush Park, Ruffey Lake Park, Katrina Gully and Morris Williams Reserve.

For more information on nature play in Manningham, visit www.manningham.vic.gov.au/nature-play



REFLECTING ON OUR COUNCIL PLAN 2013-2017

This year marked the final year of Manningham's 2013-2017 Council Plan. As well as the achievements outlined for *Enjoy and Protect Our Natural Spaces* in 2016/17, we have also reflected on the past four years, including the results of our strategic indicators and major initiatives achieved for this period.

The strategic indicator results outlined on page 48 show that over the four year period:

- Household waste recycling has increased up to 58.68 per cent in 2015/16, which is the highest ever recorded in Manningham
- Manningham's parks and open spaces remain highly valued by our local community and Council – although this has fluctuated over the years, there has been a four per cent increase since 2013/14
- The number of trees planted has increased steadily year on year, with more than 46,000 trees planted between 2013 and 2017.

Over the past four years, Council has committed significant resources to protecting and enhancing our natural spaces for local community benefit. This has included:

- Providing more than 300 Local Environment Assistance Fund grants to hundreds of landholders for sustainable land management works and completing hundreds of hectares of weed control
- Holding more than 250 community events across a range of programs to encourage the community to learn how to live more sustainably
- Commencing a new waste contract, including the roll out of the Manningham Bin Swap Program, which introduced new waste bins for all households across the municipality
- 83 per cent of properties in the areas of Wonga Park, Templestowe and Warrandyte have been connected to reticulated sewer since it became available in 2013. This has resulted in improvements in the health of our local waterways, including rivers and creeks, shown through Manningham's Waterwatch program, which is a volunteer program that monitors water quality and the health of local waterways.

One of the highlights over this four year period has been planning and commencing the roll out of LED (Light Emitting Diode) street lighting to more than 6,000 street lights across Manningham. Planning for the \$2.4 million installation project has taken place over this four year period, with the installation of the LED street lighting

commencing during 2015/16 in parks and carparks and the replacement of street lights, which commenced in 2016/17.

The LED street lights use approximately 84 per cent less electricity than the pre-existing lights, which is expected to result in electricity cost savings of approximately \$380,000 per year. The installation of the new LED streetlights will be completed in 2017/18.

Council will continue to invest in initiatives related to the enjoyment and protection of our environment to deliver well maintained parks, gardens and open spaces across the municipality into the future.



GETTING FROM PLACE TO PLACE

This theme aims to reduce the reliance on cars, a priority for Council, by working to ensure pedestrian and bicycle routes are well integrated to enable travel in, out and around the area, and have connections to public transport.

GOALS

- The need for an integrated and efficient transport network providing affordable, well connected and alternative forms of travel
- A well connected and accessible community with linked bicycle and walking pathways.

SERVICES/ACTIVITIES

- Maintenance of:
 - Roads and streets
 - Bridges
 - Footpaths
 - Vehicle crossings
 - Kerb and channel
- Line marking
- Signs and street furniture
- Public transport advocacy.



ACHIEVEMENTS

- Reviewed Manningham's Road Management Plan, to ensure levels of service and response times are appropriate and achievable, including a review of the administrative requirements of the *Road Management Plan* for compliance with the *Road Management Act*.
- Rehabilitated and resurfaced more than 134,000 square metres of road pavement across the City.
- An independent audit of our road maintenance functions demonstrated full compliance with Council's Road Management Plan.
- Developed a program for the installation of seating along footpaths to support the implementation of Council's Principal Pedestrian Network.
- Completed the transfer of responsibilities from the State Government to Council for King Street, Templestowe between Victoria Street and Blackburn Road.
- Commenced stage one of the reconstruction of the King Street, Templestowe.
- Started design for stages one and two of the upgrade of Jumping Creek Road between Ringwood Warrandyte Road and Freyers Bend in Wonga Park, including preparation of an application for a planning permit and concept development for roadworks through the Wonga Park township.
- Installed a new footbridge at Finns Reserve in Templestowe to complete the walking trail circuits within the reserve and passing over a major drain.
- Installed way finding signage along the 2.2 kilometres of trail and local street entrances for Green Gully Linear Park in Templestowe.
- Created 400 metres of new paths linking Nedlands Court to Saxonwood Drive and other areas to complete the path network at Zerbes Reserve in Doncaster East.
- Completed a 170 metre new shared path linking the Koonung Trail to Church Road in Doncaster, creating an easier ascent for those walking and riding.
- Continued to support five primary schools (including approximately 2,900 students) to implement active travel plans to encourage students to be active, by walking, riding or scooting, as they travel to and from school.
- Provided three Active Travel Workshops 'Building Community on the Street', to three different primary schools.

CHALLENGES

- Advocating for improved public transport services and infrastructure to cater for the 5,400 residents anticipated to live in Doncaster Hill by 2036.
- Continued advocacy for a Doncaster Rail line and better bus services in the short to medium term.
- A lack of VicRoads funding and maintenance reflects poorly on the overall condition and presentation of its road network within the municipality.
- Delays to the tender process for a new bus shelter advertising, cleaning and maintenance contract. Expressions of Interest were sought and contractors were shortlisted during 2016/17. The existing contract has been extended to December 2017 until a new contractor is appointed.

FAST FACTS

- 10,200 kilometres of street sweeping completed
- 134,322 square metres of Council roads resurfaced
- 4 traffic calming devices (e.g. roundabouts) constructed
- 637.5 metres of new shared/bicycle paths constructed
- 937 metres of new footpaths constructed
- 9 primary schools took part in VicHealth's Walk to School Month with support from Council.

134,322



**SQUARE METRES
OF COUNCIL ROADS
RESURFACED**

9



**PRIMARY SCHOOLS TOOK
PART IN WALK TO SCHOOL
MONTH**

937



**METRES OF NEW FOOTPATHS
CONSTRUCTED**

10,200

**KILOMETRES OF STREET
SWEEPING COMPLETED**



637.5



**METRES OF
NEW SHARED
OR BICYCLE
PATHS WERE
CONSTRUCTED**

OUR PERFORMANCE – COUNCIL PLAN

The following statement reviews the performance of Council against the Council Plan 2013-2017.

Indicator / Measure

Extent of bus patronage

Percentage of residents who travel on buses in Manningham

Source: Australian Bureau of Statistics, 2011



Extent of sustainable connectivity

Percentage of people who can get to where they need to go without using a car if they choose to

Source: Understanding our Community Survey, Manningham City Council, 2017



Extent of footpaths

Percentage of Capital Works budget for construction of new footpaths and refurbishment and/or replacement of existing footpaths

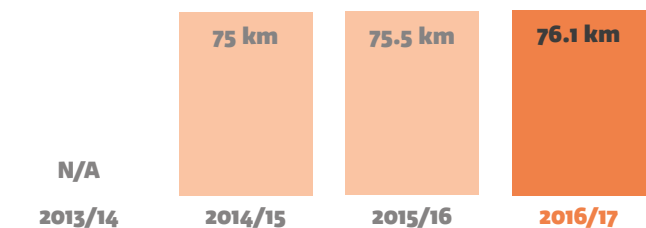
Source: Capital Works Program, Manningham City Council, 2017



Extent of bicycle pathways

Length of existing bicycle pathways in local government area

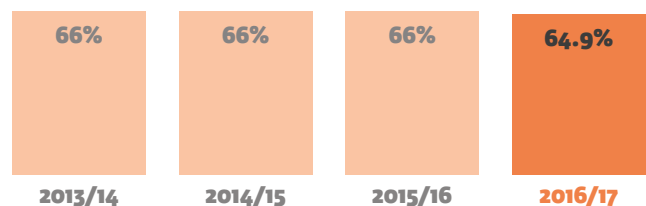
Source: Infrastructure Assets Register, Manningham City Council, 2017



Extent of reliance of motor vehicles

Percentage of private dwellings who own two or more registered vehicles

Source: Australian Bureau of Statistics, 2016



OUR PERFORMANCE – MAJOR INITIATIVES AND INITIATIVES

The following statement reviews the progress of Council in relation to the Major Initiatives and Initiatives identified in the Annual Budget 2016/17 and Strategic Resource Plan 2016-2020.

MAJOR INITIATIVES	PROGRESS	COMMENT
<p>Transport Advocacy</p> <p>To continue Council's advocacy for improved public transport options for Manningham, including improvements to the bus, cycling, pedestrian and road network, and advocacy for heavy rail to Doncaster.</p> <p>Measure: Coordinate with PTV and Transdev to improve bus services and increase capacity on the bus network in Manningham by 30 June 2017.</p> <p>Secure the median-strip of the Eastern Freeway for future public transport purposes (rail or Bus Rapid Transit).</p>	completed	<p>Council progressed its advocacy for public transport in Manningham. Council worked with Public Transport Victoria (PTV) and VicRoads on a number of proposals to provide additional bus priority infrastructure improvements throughout the municipality (i.e. bus lanes). Council was also successful in advocating to PTV to allocate additional capacity on the DART bus network, with the provision of several articulated (longer and larger) buses to the network. Associated roadside infrastructure will be upgraded to support the longer bus fleet (extend bus lanes, bus stops and providing bus priority at key intersections).</p>
INITIATIVES	PROGRESS	COMMENT
<p>Doncaster Hill Mode Shift Plan</p> <p>To implement the Doncaster Hill Mode Shift Plan as a high priority action of the Doncaster Hill Strategy.</p> <p>Measure: Implementation of the Doncaster Hill Mode Shift Behaviour Change Plan in accordance with the Action Plan by 30 June 2017.</p>	90% complete	<p>The Doncaster Hill Mode Shift Plan aims to encourage greater public transport use, and more walking and cycling. A pilot project Behaviour Change Plan involving residents of Sovereign Point Court in Precinct 5 of Doncaster Hill has commenced. The implementation of the Behaviour Change Plan was delayed slightly and engagement activities are now scheduled for the first half of 2017/18. Following requests from Council, VicRoads adjusted the signal priority at several Williamsons Road/Doncaster Hill locations to increase the time allocated to pedestrian crossings in several periods. Design of the Tram Road and Merlin Street intersection traffic signals is also nearing completion.</p>
<p>Improvements to the Principal Pedestrian Network</p> <p>Develop a program for the installation of facilities including seating in support of the Principal Pedestrian Network.</p> <p>Measure: Program to be developed, costed and finalised by 30 June 2017.</p>	completed	<p>The program for installing seating, for the Principal Pedestrian Network (PPN), was developed and finalised in June 2017. A total of 14 seats will be installed along PPN routes within 500 metres of Neighbourhood Activity Centres over the next five years. Council is also retrofitting 6,000 existing 80W Mercury Vapour lights with LED fittings to improve lighting levels along PPN routes in selected areas west of the Mullum Mullum Creek.</p>

OUR PERFORMANCE – COUNCIL SERVICES

The following statement provides information in relation to the services funded in the Annual Budget 2016/17 and the persons and/or sections of the community who are provided the service.

SERVICES	DESCRIPTION	NET COST \$000 ACTUAL BUDGET VARIANCE
Roads, streets and bridges	This service provides the day to day maintenance of Council roads, bridges and footpaths and includes both sealed and unsealed road maintenance such as repairs to potholes, patching, re-sheeting and minor works.	11,251
	A depreciation expense of \$7.30 million is included relating to the \$207 million value of roads, streets and bridges assigned to this activity.	12,622
		1,371
Footpaths, vehicle crossings, and kerb and channel maintenance	This service maintains Council's extensive footpath, vehicle crossings, cycle-ways and kerb and channel assets.	1,727
	A depreciation expense of \$1.12 million is included relating to the \$60 million value of assets assigned to this activity.	1,770
		43
Line marking	This service maintains line marking on roads and also includes traffic management treatments at school crossings, local roads and car parks.	244
		229
		(15)
Signs and street furniture	This service maintains and repairs all traffic signals and roadside signs and furniture including guard rails on Council roads.	338
		356
		(32)
Public transport	This service advocates for improved public transport including heavy rail for Doncaster.	125
		127
		2

OUR PERFORMANCE – SERVICE PERFORMANCE INDICATORS

The following statement provides the results of the Local Government Performance Reporting Framework prescribed service performance indicators and measures for roads.

Service / Indicator / Measure	2014/15	2015/16	2016/17	MATERIAL VARIATIONS AND COMMENTS
ROADS				
Satisfaction of use				
Sealed local road requests [Number of sealed local road requests / Kilometres of sealed local roads] x100	97.1%	99.2%	73.46%	Council strives to provide well maintained roads for the community across an area that balances city and country. Requests are dealt with as efficiently as possible to achieve a high quality and cost efficient outcome. The number of requests was lower than last year indicating a higher satisfaction with local sealed roads.
Condition				
Sealed local roads below the intervention level [Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads] x100	97.7%	98.9%	99.02%	All Council roads are maintained according to Council's Asset Management Plan. The intervention level is the condition standard set to determine whether a sealed local road requires renewal. The results have been fairly consistent.
Service cost				
Cost of sealed local road reconstruction [Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed]	\$147.84	\$126.74	\$163.70	The rate for 2016/17 has increased from the 2015/16 rate. This result is largely due to the reduced scale of the 2016/17 works program when compared with the previous year.
Service cost				
Cost of sealed local road resealing [Direct cost of sealed local road resealing / Square metres of sealed local roads resealed]	\$20.55	\$25.09	\$25.54	The higher costs are due to a different combination of roads requiring resealing. Council uses a combination of asphalt and spray seal for the road resealing (each has different costs) with the type of treatment used dependant on the individual road's condition.
Satisfaction				
Satisfaction with sealed local roads [Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]	68	64	66	An independent research company conducts the community satisfaction survey annually on behalf of State Government. Performance on the condition of local sealed roads (66) was higher than the 2015/16 result, and 13 points ahead of the State-wide average.

CASE STUDY:

STAGE ONE OF KING STREET UPGRADE UNDERWAY

In March 2016, works began on stage one of the reconstruction of King Street in Templestowe, between Blackburn Road and Wyena Way.

To enable construction works to commence, Council arranged to transfer the responsibility and management of King Street from VicRoads to Council. This involved Council negotiating a road swap with VicRoads so that the section of King Street to be upgraded would become the responsibility of Council in exchange for a section of Blackburn Road between King Street and Reynolds Road, which has now become the responsibility of VicRoads.

The road reconstruction is being undertaken to improve the safety and amenity of the area.

A community reference panel and open consultation process with local residents helped create and finalise plans for the road upgrade.

Stage one of the road reconstruction project is estimated to cost \$2.26 million and includes:

- Construction of kerb and channel
- Providing two 3.5 metre through lanes
- Widening to form turning lanes at selected intersections and line marking
- Installing a three metre wide shared path on the northern side of King Street
- Underground drainage
- Vehicle crossings
- Parking bays at requested locations
- Street trees and landscaping of nature strips.

The project has been a number of years in planning and will be completed in up to three stages to reconstruct King Street from Blackburn Road through to Victoria Street.

For more information on the King Street upgrade, please visit www.yoursaymanningham.com.au/king-street-upgrade



REFLECTING ON OUR COUNCIL PLAN 2013-2017

This year marked the final year of Manningham's 2013-2017 Council Plan. As well as the achievements outlined for *Getting from Place to Place* in 2016/17, we have reflected on the past four years, including the results of our strategic indicators and major initiatives achieved for this period.

The strategic indicator results outlined on page 58 show that over the four year period there was:

- A slight increase in the percentage of residents who feel they can get to where they need to go without using a car if they choose to, although it remains a low percentage of just 26 per cent in 2016/17
- A slight decrease in the community's reliance on motor vehicles
- A consistent amount of Council's Capital Works Budget being committed to the construction of new footpaths and refurbishment and/or replacement of existing footpaths.

Over the past four years, Council has undertaken a range of projects to improve connectivity and reduce our reliance on cars for transport. This has included:

- Developing and commencing implementation of the Doncaster Hill Mode Shift Plan to encourage greater public transport use, and more walking and cycling, to reduce future traffic congestion in Doncaster Hill and to promote healthy outcomes for residents
- Assisting Manningham primary schools to support students to be active and walk, ride or scooter to and from school through Council's Active Travel Program
- Installing and upgrading shared and bicycle paths across Manningham to improve pedestrian connectivity, including the installation of a pedestrian bridge in order to complete missing links over the Mullum Mullum Creek and create a 4.5 kilometre off-road walking circuit in 2014/15.

A major initiative over the past four years has been Council's advocacy to improve public transport options in Manningham. This included advocating for a rail line to Doncaster, as well as improved bus services.

In response to the growing demand in bus patronage in this time, Council has sharpened its focus on advocacy for the Bus Rapid Transit (BRT), under the guidance of the Integrated Transport Advisory Committee, which replaced the previous Doncaster Rail Advisory Committee in January 2016.

This follows BRT being listed as a key recommendation in 'Victoria's 30-year Infrastructure Strategy, 2016'

prepared by Infrastructure Victoria and supported by the State Government, as well as the \$550 million BRT market-led proposal by operator, Transdev, announced in June 2016.

According to Infrastructure Victoria, the Doncaster BRT would improve the frequency, capacity and efficiency of bus links to inner Melbourne, particularly during congested peak hours, making it easier to access jobs and services.

Manningham Council is advocating to the State Government to ensure that a Bus Rapid Transit (BRT) service gets the green light to provide the community with a mass-transit solution in the absence of rail. Manningham is the only metropolitan municipality with no access to rail.

Over the past four years there has also been considerable growth in bus patronage levels on all four DART SmartBus services. Patronage statistics show an increase of 51 per cent on weekdays, 79 per cent on Saturdays and 72 per cent on Sundays. DART now carries 16,000 people per weekday, up from 10,500 in 2012.

Looking to the future, Council will continue to lobby for a rail line to Doncaster as the ultimate longer term public transport solution for the area. The principles of getting from place to place and the importance of public transport for the Manningham community will continue to be a focus for Council in the delivery of the new Council Plan 2017-2021.



PLANNING FOR WHERE WE LIVE

This theme is designed to respond to the challenges of population growth by working with the community to make sure local infrastructure meets the needs of future populations, while encouraging appropriate and sustainable development that respects the natural environment. It also focuses on maintaining Council's assets and infrastructure (e.g. roads, drains, footpaths) and implementing our Capital Works Program.

GOALS

- A considered and sustainable approach to residential and commercial development, balancing the needs of our diverse population with our natural surroundings
- A diverse range of affordable and accessible housing options are available to accommodate the changing needs of our community
- Effective planning for local infrastructure that addresses increasing population pressure.

SERVICES/ACTIVITIES

- Strategic land use planning and development, including:
 - Heritage planning and advice
 - Landscape architecture
 - Maintenance and review of the Manningham Planning Scheme
 - Open space and recreation planning
 - Place management for the Doncaster Hill Major Activity Centre
 - Urban design
- Statutory planning
- Strategic projects, including:
 - Capital Works Program
 - Major Projects (e.g. Mullum Mullum Stadium development)
- Infrastructure planning and asset management
- Developer contributions, including contributions for open space, drainage and Doncaster Hill
- Geographic Information Systems (GIS).



ACHIEVEMENTS

- Commenced construction of the \$19.6 million Mullum Mullum Stadium at Mullum Mullum Reserve in Donvale, which will include five multi-use sports courts. The stadium is anticipated to be completed in 2017/18.
- Completed upgrades at nine parks and reserves across the City, with a variety of new features such as playground equipment, picnic tables, seating, footpaths and landscaping. Reserves upgraded include Westwood Reserve, Schramms Reserve, Hertford Reserve, Noral Reserve, Sharon Reserve, Schafter Reserve, Bimbadeen Reserve, Winbrook Reserve and Ruffey Lake Park.
- Completed a major upgrade of the Ruffey Lake Park Victoria Street Playspace, including a new nature-inspired play area with a giant gecko sculptural feature and a rock and water play area.
- Commenced a major upgrade of Lawford Reserve in Doncaster, which will be completed over a three year period, in 2018/19.
- Undertook project and concept planning for the Draft Domeney Reserve Management Plan following initial community consultation. The draft management plan will be placed on public exhibition in July 2017.
- Completed refurbishment of the Doncaster Tennis Club Pavilion.
- Completed refurbishment of the turf wicket at Zerbes Reserve in Doncaster.
- Completed the reconstruction of four tennis courts at the Donvale Tennis Club.
- Installed new drainage and irrigation system for oval number two at Wonga Park Reserve.
- Upgraded Park Reserve in Doncaster by resurfacing the existing soccer pitch with a new FIFA accredited 106 x 69 metre synthetic soccer surface and providing additional spectator viewing and seating areas.
- Four Planning Scheme amendments were gazetted, including:
 - Amendment C102, which rezoned land at 6-16 Montgomery Street, Doncaster East
 - Amendment C111, which rezoned the front portion of land at 383-395 Manningham Road in Doncaster
 - Amendment GC48, which was introduced by the State Government to introduce new controls for properties in the Yarra River Corridor
 - Amendment C107, which made corrections to the Heritage Overlay in Manningham.
- Seven Planning Scheme Amendments progressed (ten including those gazetted), including:
 - Amendment C112, which proposes to remove the restrictive covenant from 775-779 Doncaster Road, Doncaster
 - Amendment C113, which made corrections to the Heritage Overlay in Manningham
 - Amendment C114, which proposes to remove the restrictive covenant from 42 Walker Street, Doncaster
 - Amendment C115, which includes a review the Open Space Developer Contributions across Manningham
 - Amendment C121, which proposes rezoning of land in Montgomery Street, Doncaster East
 - Amendment C109, which proposes to update overlays to better reflect areas that may be subject to overland stormwater runoff in a severe storm event
 - Amendment C104, which proposes to revise and introduce new planning controls to the Westfield Doncaster site at 619 Doncaster Road to enable future development at Westfield Doncaster.
- Adopted an Asset Management Strategy (AMS) that provides a formalised approach to asset management and also defines the principles and methodology upon which the long term Capital Works Program is developed. The AMS predicts infrastructure consumption and renewal needs in order to provide safe and functional assets that meet community service needs and delivers financial sustainability. The new system will be implemented in 2017/18.
- Achieved the best result among eastern region councils in an independent benchmarking survey report of Council's asset maintenance activities.
- Ongoing development and implementation of an Asset Management Action Plan to assist in improving the overall efficiency and effective management of Council's infrastructure assets.
- Developed comprehensive Construction Management Guidelines and a template, which will be trialled in Doncaster Hill to enhance protection of neighbourhood amenity during construction activities.
- Commenced planning for a new online Project Management Solution which will be implemented in 2017/18.
- Certified a total of 204 plans of subdivision (exceeding the target of 160) and issued 133 statements of compliance.
- Successfully increased the percentage of planning application decisions made within 60 days throughout 2016/17, from 22 per cent in August 2016 to 50 per cent in January 2017 and 67 per cent in June 2017.
- Made decisions on a large backlog of planning applications and subdivision plans to reduce the number of outstanding planning applications and subdivision applications from over 700 to under 400.
- Collected \$693,340 in development contributions for Doncaster Hill to fund essential community infrastructure.

CHALLENGES

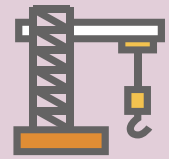
- Changes to State Planning Provisions that impact on our Local Planning Policy Framework and strategic vision for the municipality, including the release of Plan Melbourne and changes to the residential zones which require reviewing the existing suite of controls that apply to residential areas.
- Responding to more than 550 community submissions in relation to Amendment C109, which proposes to amend the Manningham Planning Scheme to update the current overlays, including the Special Building Overlay (SBO) and Land Subject to Inundation Overlay (LSIO), to better identify areas that may be affected by storm overland flows during extreme rainfall events and flooding from creeks and waterways.
- Maintaining a sustainable level of funding to ensure that Council's assets and the services we support continue to meet the needs of the community and growth of the City.
- Reviewing and enhancing processes and systems in the delivery and implementation of capital works and management of Council's infrastructure assets.
- Keeping up with the latest technology and best practice techniques, including system improvements and integration with other software applications.
- A growing number of new developments across the municipality, including the Tullamore Estate site, which will result in a significant growth in assets to be maintained.
- The conclusion of the drainage strategy has been delayed due to Council's flood mapping program. The drainage strategy review will be concluded in 2017/18.
- Addressing the impact of housing affordability on our community in Manningham.
- Continuing to manage an increasing number of building and construction sites across the City.
- Understanding the role of Local Government in delivering the State Government's Plan Melbourne 2017-2050.

FAST FACTS

- 1,134 planning applications were received (1,188 received in 2015/16)
- 1,385 planning decisions were made (1,207 decisions in 2015/16), this included 19 Fast Track applications, 169 Minor applications, 101 VicSmart applications, 810 Standard applications and 15 Major applications
- Provided planning pre-application advice in response to 155 requests
- 1,528 building permits were issued
- 9 playground upgrades completed in reserves across Manningham
- \$33,034 in grants provided to 14 projects as part of the Heritage Restoration Fund
- Delivered \$47.9 million of capital works.

\$47.9m

**CAPITAL WORKS
COMPLETED**



1,528

**BUILDING PERMITS
ISSUED**

1,385

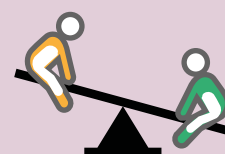
**PLANNING
APPLICATIONS
PROCESSED**



\$33,034

**WORTH OF GRANTS PROVIDED
TO 14 PROJECTS AS PART OF THE
HERITAGE RESTORATION FUND**

9



**PLAYGROUND UPGRADES
COMPLETED IN RESERVES
ACROSS MANNINGHAM.**

OUR PERFORMANCE – COUNCIL PLAN

The following statement reviews the performance of Council against the Council Plan 2013-2017.

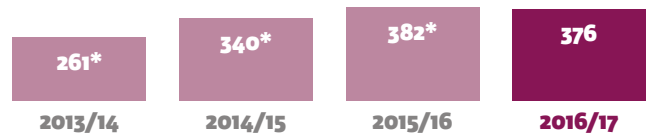
Indicator / Measure

Housing diversity

Number of approved building permits issued for single dwellings, multi-unit developments and apartments.

Source: Building Permits Register, Manningham City Council, 2017

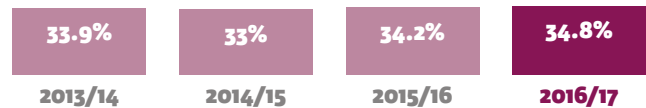
* Data for 2013/14, 2014/15 and 2015/16 has been updated from what was previously reported due to additional information being made available.



Housing affordability

Percentage of households spending 30 per cent or more of their gross household income on rent or mortgage payments.

Source: Australian Bureau of Statistics, 2016



Investment in community assets

Percentage of annual budget allocated to capital works.

Source: Annual Budget, Manningham City Council, 2017

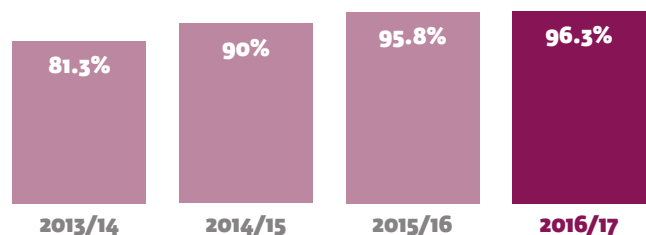


Delivery of capital works projects

Actual capital expenditure against adopted capital works budget greater than 90 per cent.

Please note this is based on the non-capitalised project delivery of capital works against the yearly budget.

Source: Capital Works Budget, Manningham City Council, 2017



OUR PERFORMANCE – MAJOR INITIATIVES AND INITIATIVES

The following statement reviews the progress of Council in relation to the Major Initiatives and Initiatives identified in the Annual Budget 2016/17 and Strategic Resource Plan 2016-2020.

 **action completed**

 **action in progress**

 **action not completed or deferred**

MAJOR INITIATIVES	PROGRESS	COMMENT
<p>Mullum Mullum Stadium</p> <p>Complete working drawings to enable Construction Tender to be awarded.</p> <p>Measure: 40 per cent construction of the Mullum Mullum Stadium completed.</p>	<p>completed</p>	<p>Working drawings were completed. The tender was awarded for the construction of the Mullum Mullum Stadium in July 2016 and construction commenced in September 2016. Works are now well underway and construction of the stadium is on track to be completed in the first half of 2018.</p>
INITIATIVES	PROGRESS	COMMENT
<p>Manningham Residential Strategy (2012) Implementation</p> <p>To continue to implement the high priority actions of the Manningham Residential Strategy by developing new planning policies and controls.</p> <p>Measure: Progression of 90 per cent of the strategy's short term actions by 30 June 2017.</p>	<p>completed</p>	<p>An estimated 92 per cent of the short term actions have been achieved, with the preparation of a municipal wide Development Contributions Plan (DCP) completed and a review of the existing DCP for Doncaster Hill to be undertaken in 2017/18.</p>
<p>Completion of the 2016/17 Capital Works Program</p> <p>To complete capital works in accordance with the proposed program</p> <p>Measure: To complete the 2016/17 capital works in accordance with the proposed Program schedule, to expend equal to or at least 90% of the adopted capital budget.</p>	<p>completed</p>	<p>96.3 per cent of the 2016/17 Capital Works Program was spent against the adopted budget to implement a variety of projects.</p>

OUR PERFORMANCE – COUNCIL SERVICES

The following statement provides information in relation to the services funded in the Annual Budget 2016/17 and the persons and/or sections of the community who are provided the service.

SERVICES	DESCRIPTION	NET COST \$000 ACTUAL BUDGET VARIANCE
Geographic Information Systems (GIS)	This service provides data for Council's Geographic Information System (GIS), Global Positioning Systems (GPS), 3D Virtual Modelling, Intranet, Internet, Census Demographics, mapping and general data collection.	<p style="text-align: right;">387</p> <hr/> <p style="text-align: right;">381</p> <hr/> <p style="text-align: right;">(6)</p>
Strategic land use planning and development	This service provides strategic planning, urban design, landscape, heritage and development activities to ensure management of growth that is responsive to demographic, community, economic and social trends.	<p style="text-align: right;">2,680</p> <hr/> <p style="text-align: right;">2,643</p> <hr/> <p style="text-align: right;">(37)</p>
Statutory planning	Statutory planning for the use and development of land within Manningham. This includes the maintenance of the statutory and strategic framework for the use, development, protection and conservation of land in the municipality and the consideration and processing of amendments to the Manningham Planning Scheme.	<p style="text-align: right;">2,198</p> <hr/> <p style="text-align: right;">2,529</p> <hr/> <p style="text-align: right;">331</p>
Strategic projects	This service is responsible for the delivery of Major Building Projects and other complex projects on Council's Capital Works Program and is responsible for the provision of strategic advice to Council on the development of strategies for sustainable transport, water conservation, water quality improvements and other sustainability matters.	<p style="text-align: right;">131</p> <hr/> <p style="text-align: right;">409</p> <hr/> <p style="text-align: right;">278</p>
Infrastructure planning	This service provides for the provision of engineering expertise to prepare Council strategies and policies in the key infrastructure categories of road transport and safety, drainage, pathways and traffic design. The service plays a key role in delivering the capital works program and in the preliminary designs for future capital projects.	<p style="text-align: right;">3,484</p> <hr/> <p style="text-align: right;">3,430</p> <hr/> <p style="text-align: right;">(54)</p>
Developer contributions	This service relates to the collection of developer contributions required under the Manningham planning framework with funds for Council's capital works program.	<p style="text-align: right;">(6,607)</p> <hr/> <p style="text-align: right;">(3,477)</p> <hr/> <p style="text-align: right;">3,130</p>

OUR PERFORMANCE – SERVICE PERFORMANCE INDICATORS

The following statement provides the results of the Local Government Performance Reporting Framework prescribed service performance indicators and measures for statutory planning.

Service / Indicator / Measure	2014/15	2015/16	2016/17	MATERIAL VARIATIONS AND COMMENTS
STATUTORY PLANNING				
Timelines				
Time taken to decide planning applications [The median number of days between receipt of a planning application and a decision on the application]	45 days	166 days*	153 days	Manningham's median gross processing days decreased (from 166 days in 2015/16). Council is continuing to implement improvements in processing applications to reduce timeframes. * Data for 2015/16 was updated from 67, which was reported in the Annual Report 2015/16. This is due to additional information being made available for this indicator.
Service standard				
Planning applications decided within time [(Number of regular planning application decisions made within 60 days) + (Number of VicSmart planning application decisions made within 10 days) / Number of planning application decisions made] x100	69.0%	38.6%	51.15%	From 1 July 2016 this indicator is updated to include VicSmart planning applications which should be assessed within 10 days. This may result in some variances year on year. Manningham's planning decisions within timeframes saw an improvement in decisions made within the timeframes. Council is continuing to implement improvements in processing applications to reduce timeframes.
Service cost				
Cost of statutory planning service [Direct cost of the statutory planning service / Number of planning applications received]	\$2,196.12	\$1,964.70	\$2,699.20	Council has initiated service improvements to reduce the time taken to process applications and make decisions, which saw a slight increase in costs.
Decision making				
Council planning decisions upheld at VCAT [Number of VCAT decisions that did not set aside council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100	44.4%	72.7%	70.97%	Manningham is dedicated to consulting with its community to achieve acceptable planning outcomes. 2016/17 realised 31 applications determined by VCAT and 22 decisions were not set aside. This result also reflects a sound process of decision making consistent with State and Local Planning Policy.

CASE STUDY:

NEW PLAY AREA FOR RUFFEY LAKE PARK

As part of planning for Manningham’s parks and public spaces in 2016/17, Council created an innovative landscape plan and implemented an upgrade to one of the City’s most popular playspaces at Ruffey Lake Park in Doncaster.

The new play area, within the Victoria Street playground, was completed in June 2017 and includes a water pump and river bed channel with water play gates as well as a giant gecko sculptural feature.

Implemented as part of the Capital Works Program, the play area was completed in collaboration with a local artist and students from three local primary schools who designed clay pebbles and decorative stones that were installed throughout the playground. The Manningham schools involved in this project included Carey Grammar, Doncaster Gardens Primary School and Serpell Primary School. The upgrade also included new planting of shrubs and trees within the playspace.

The play area was designed to enhance the mix of opportunities for children of all ages within Ruffey Lake Park, which attracts residents and visitors from Manningham and beyond.

The landscape design upgrade was delivered as part of Council’s Neighbourhood Park and Playspace Development Program 2016/17, which highlights opportunities to improve public parks and spaces for the community to enjoy.

For more information on the Ruffey Lake Park play area, visit www.manningham.vic.gov.au/ruffey-lake-park



REFLECTING ON OUR COUNCIL PLAN 2013-2017

This year marked the final year of Manningham’s 2013-2017 Council Plan. As well as the achievements outlined for *Planning for Where We Live* in 2016/17, we have also reflected on the past four years including the results of our strategic indicators and major initiatives achieved for this period.

The strategic indicator results outlined on page 67 show that over the four year period there was:

- Growth in the number of building permits issued for development sites across the municipality each year, from 261 in 2013/14 to 376 in 2016/17
- A consistent percentage (average of 34 per cent) of Council’s budget was allocated to the Capital Works Program, with a very slight increase each year
- Improvements in the percentage of the Capital Works Program delivered with increases achieved year on year.

Manningham is a City with a growing population and over the past four years, Council has:

- Seen nine amendments to the Manningham Planning Scheme gazetted by the Minister for Planning
- Responded to a significant increase in both the number and complexity of planning applications and building permit applications
- Delivered \$139.844 million in Capital Works projects to improve and upgrade infrastructure across the City.

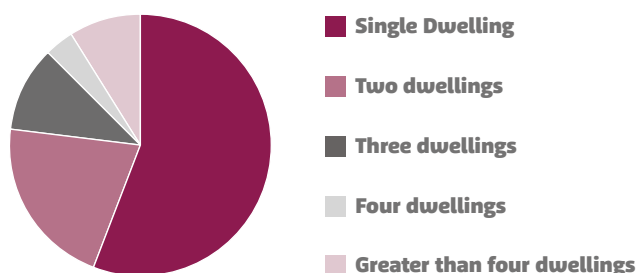
Over the past four years, Council has progressed towards its 2030 target as outlined in the Manningham Residential Strategy 2012 to direct two thirds of residential growth to Doncaster Hill, The Pines Activity Centre, and in and around neighbourhood activity centres and along main public transport routes.

This has been supported by the application of planning controls and policies, which focus development growth along main roads and in areas that have good access to shopping centres, public transport and other community infrastructure. Current planning provisions also support increasing the diversity and affordability of housing supply.

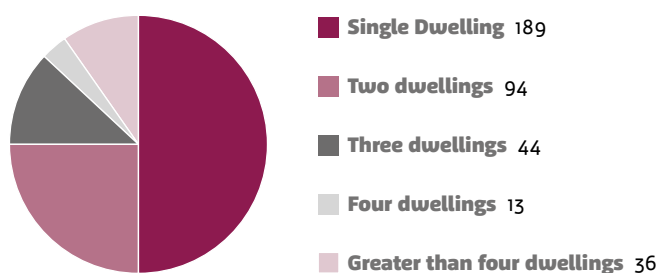
Since 2013/14, 72 per cent of all multi-dwelling planning permits issued, that include six or more dwellings, have been in the areas designated for growth.

Across the municipality, over the four years, building permits have been issued for 3,542 additional dwellings including a mix of housing types for the community. The 2016 Census showed an increase in medium and higher density multi-unit development going from 18.3 per cent of Manningham’s housing type in 2011 to 24.5 per cent in 2016. The pie charts below show the increase in building permits issued for multi-unit developments between 2013/14 and 2016/17.

BUILDING PERMITS ISSUED 2013/14



BUILDING PERMITS ISSUED 2016/17



Council’s planning is constantly evolving in response to changing population and community needs. This is to ensure that they are tailor made to our municipality’s requirements. Planning remains a key focus area in the new Council Plan 2017-2021.

EVERYTHING WE NEED IS LOCAL

This theme aims to ensure that all community members have access to services and facilities that promote health, wellbeing and education. It is also designed to foster the local economy through supporting local business.

GOALS

- Accessible services and facilities for people of all abilities and ages
- Our distinct local villages and activity centres are vibrant places to meet and provide support to local businesses and traders
- Access to services that promote health, wellbeing and education.

SERVICES / ACTIVITIES

- Library services
- Community services, including:
 - Maternal and child health
 - Immunisation
 - Children and youth
- Aged and disability support services
- Art gallery and programs
- Economic development and tourism
- Council buildings
- Function centre and halls.



ACHIEVEMENTS

- Developed a streamlined process for managing a significant increase in immunisation catch up advice requests following the Federal Government's introduction of 'No Jab, No Pay/Play' policies.
- Facilitated the transition of Home and Community Care services for Victorian people aged over 65 years (and 50 years and over for Aboriginal and Torres Strait Islander people) to the Australian Government as part of the Commonwealth Home Support Programme (CHSP). The Victorian Government continues to fund and manage services for people under 65, with some HACC services and clients transferring to the NDIS as it rolls out in Victoria. The NDIS is scheduled for roll out in Manningham from November 2017.
- Became an outlet for Regional Assessment Services (RAS) which commenced from 1 August 2016 in Victoria. The Manningham RAS forms part of the national My Aged Care system and is the gateway for entry to aged care services.
- Continued to take a lead role in the creation of a dementia-friendly community with the Manningham Dementia Alliance Group by holding two highly successful community forums that were attended by more than 350 people.
- Signed the Age Friendly Victoria Declaration in partnership with the State Government, the Municipal Association of Victoria, other local governments and community stakeholders to declare Council's commitment to working in partnership to build the age-friendly capacity of local communities.
- Achieved outstanding compliance in all 18 national Home Care Standards as a result of the Australian Aged Care Quality Agency Audit 2017.
- Continued improvement in member and customer satisfaction levels at the Aquarena Aquatic and Leisure Centre, with retention rates remaining at an all-time high (88.43 per cent) following the completion of the centre redevelopment on 30 June 2016. This was supported by continued business growth and visitation throughout 2016/17.
- Created a new public plaza space within the Tunstall Square Shopping Centre, by closing a roadway connection to Beverley Street to create a place for the community to meet and hold community events with paving, shade trees, public seating and a variety of landscaping.
- Completed an upgrade of the Yarra Street East shopping strip in Warrandyte to improve presentation and footpaths and create a small plaza area and meeting point within the centre, and featuring a platypus sculptural seat.
- Hosted a variety of 46 business development events which were designed for business owners and operators and attended by 1,662 people.
- Coordinated a series of successful parenting and education support groups through the Maternal and Child Health Service, including:
 - 64 Breastfeeding consultations
 - Two Circle of Security groups, which focus on parent infant attachment
 - Three parent information sessions on feeding toddler behaviour, toilet training and child behaviour
 - 12 Sleep and Settling groups for parents
 - 32 new parent groups at four maternal and child health centre.
- Maternal and Child Health Nurses conducted home visits for 99 per cent of all 1,131 babies born in Manningham.

CHALLENGES

- Responding to the implementation of national and state-wide reforms impacting key sectors including NDIS, library services, Early Years services and Maternal and Child Health services as well as the National Aged and Disability Reform Agenda.
- Uncertainty of longer term funding for key programs including 15 hours kindergarten, Metro Access, School Focused Youth Service and library services.
- Creation of local employment opportunities by attracting large scale commercial/office investment to Doncaster Hill.
- Increases in utility charges including gas and electricity, causing major issues in operating facilities such as local stadiums and the Aquarena Aquatic and Leisure Centre.

FAST FACTS

- Six maternal and child health centres supported 1,164 births in Manningham (1,079 in 2015/16), including 487 first time parents
- 4,579 children enrolled in the Maternal and Child Health service with 3,498 children attending the service at least once
- Assisted 73 clients with high needs and/or from vulnerable families through our Enhanced Maternal and Child Health Nurse
- 89,800 hours of care was provided at Early Years at MC Square
- 550,384 visits to the Aquarena Aquatic and Leisure Centre following the opening of the redeveloped centre on 1 July 2016 (348,439 visits in 2015/16 while the redevelopment was underway)
- 2,288 Building Maintenance requests were completed at Council buildings, including:
 - 432 plumbing requests
 - 367 carpentry requests
 - 366 electrical requests

- 265 security requests
- 213 general advice requests
- Provided more than 3,000 Manningham residents with 139,306 hours of care through State funded Home and Community Care Program for Younger People and the Commonwealth Home Support Programme for older people. This included:
 - 55,321 hours of domestic assistance
 - 25,427 hours of personal care
 - 13,423 hours of respite care
 - 37,094 hours Social Support
 - 8,041 hours of Assessment and Care Planning
- 16,464 unique visitors to the Manningham Business website
- 1,581 businesses listed on the Manningham Business Directory
- 1,864 Manningham Business e-news subscribers
- 1,792 functions/events were held at the Manningham Function Centre, comprising:
 - 35 wedding and social events
 - 591 corporate events
 - 412 community events
 - 716 Council meetings and events
 - 38 civic functions
- 636,521 visits to Manningham library branches (625,079 in 2015/16)
- Manningham's four library branches, Bulleen, Doncaster, The Pines and Warrandyte, supported:
 - 1,199,147 loans
 - 65,676 reference inquires
 - 102,846 public computer bookings
 - 25,189 WIFI sessions
 - 2,407 attendees at adult programs and events
 - 25,214 attendances at children's events and programs.

1,581



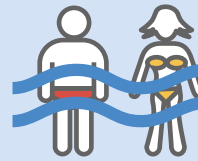
**BUSINESSES LISTED
ON THE MANNINGHAM
BUSINESS DIRECTORY**

139,306

**HOURS OF HOME AND
COMMUNITY CARE**



550,384



**VISITS TO THE
AQUARENA
AQUATIC AND
LEISURE CENTRE**

636,521

**VISITS TO
MANNINGHAM'S
LIBRARY BRANCHES**



6



**MATERNAL AND CHILD
HEALTH CENTRES HAVE
SUPPORTED 1,164 NEW
BIRTHS IN MANNINGHAM**

OUR PERFORMANCE – COUNCIL PLAN

The following statement reviews the performance of Council against the Council Plan 2013-2017.

Indicator / Measure				
<p>Good local facilities and services Percentage of people who believe their local area has good facilities and services. Source: Understanding our Community Survey, Manningham City Council, 2017</p>	70% 2013/14	78% 2014/15	77% 2015/16	70% 2016/17
<p>Extent of footpath trading Number of footpath trading permits issued. Source: Footpath Trading Permits, Manningham City Council, 2017</p>	430 2013/14	356 2014/15	402 2015/16	423 2016/17
<p>Participation in special rate and charge scheme Number of activity centres participating in the special rates and charge scheme for marketing and promotion. Source: Business and Events Team, Manningham City Council, 2017</p>	3 2013/14	3 2014/15	2 2015/16	1 2016/17
<p>Access to local shopping Percentage of people who believe their local shopping areas provides for their everyday needs. Source: Understanding our Community Survey, Manningham City Council, 2017</p>	70% 2013/14	83% 2014/15	84% 2015/16	82% 2016/17
<p>Access to health services Percentage of people who believe their local area has good access to health services. Source: Understanding our Community Survey, Manningham City Council, 2017</p>	71% 2013/14	73% 2014/15	81% 2015/16	77% 2016/17

OUR PERFORMANCE – MAJOR INITIATIVES AND INITIATIVES

The following statement reviews the progress of Council in relation to the Major Initiatives and Initiatives identified in the Annual Budget 2016/17 and Strategic Resource Plan 2016-2020.

 **action completed**  **action in progress**  **action not completed or deferred**

MAJOR INITIATIVES	PROGRESS	COMMENT
-------------------	----------	---------

Economic Development Strategy Implementation

To continue to implement the Economic Development Strategy with a particular focus on enhancing Manningham’s tourism and activity centres to improve the economy of the City.

Measure: Continue to implement the actions of the 2011-2030 Economic Development Strategy with a strong focus on engaging local businesses that results in 10 per cent increases in subscribers and local directory contacts.

completed

There has been a 10 per cent increase in subscribers and local directory contacts, which has been achieved as part of implementing the Economic Development Strategy.

INITIATIVES	PROGRESS	COMMENT
-------------	----------	---------

Dementia-friendly City

To promote a dementia friendly municipality.

Measure: Dementia Alliance Group Established. 2016/17 Action Plan developed. Alzheimer’s Australia Victoria /DHHS HACC Dementia Advisory Group participation.

completed

A Local Dementia Alliance Group has been established and a 2016/17 Action Plan was developed with contributions from local subject matter experts.

Council also participated in the Alzheimer’s Australia Victoria/Department of Health and Human Services’ Dementia Advisory Group.

Bulleen Library Feasibility

Consideration of the feasibility study findings which identifies and investigates options for the future relocation of the Bulleen Library.

Measure: Feasibility recommendations and actions for 2016/17 considered by Council.

Not complete

This action was not completed during 2016/17. Consideration of the library feasibility has been deferred to future years, pending a further review of the capital program.

Active for Life Strategy Minor Review

To undertake a minor review of the Active for Life Recreation Strategy. The Strategy guides the provision of recreation programs and facilities to better support the recreation needs of residents.

Measure: Complete a minor review including an evaluation, benchmarking, consultation and an updated action plan for the next five years.

50% complete

This initiative has been carried over to 2017/18 to ensure alignment with the new Council Plan 2017-2021.

Council contributed to the Melbourne East Regional Sport and Recreation Strategy to identify participation rates across various sports and to assess existing and proposed regional sporting and recreation needs.

The review will be completed during 2017/18.

OUR PERFORMANCE – COUNCIL SERVICES

The following statement provides information in relation to the services funded in the Annual Budget 2016/17 and the persons and/or sections of the community who are provided the service.

SERVICES	DESCRIPTION	NET COST
		\$'000
		ACTUAL
		BUDGET
		VARIANCE
Library services	This service provides public library services for visitors and residents. The service is managed by the Whitehorse Manningham Regional Library Corporation with branches at Bulleen, Doncaster, The Pines and Warrandyte.	3,989
		3,989
		–
Community services	This service provides strategic planning, policy development and direct service provision for a diverse range of children, family and community services. Key services include Maternal and Child Health, Immunisation, Manningham Early Years, Preschool Field Officer Program and coordination of grants to community groups.	5,341
		5,337
		(4)
Aged and disability support services	This service is funded in partnership with the Federal and State Governments and provides a range of services and activities designed to support Manningham residents to stay active, independent and living at home for as long as possible.	2,624
		3,282
		658
Art gallery and programs	This service manages and delivers exhibitions and public education programs at the Manningham Art Gallery, visual and performing arts, health and wellbeing courses at the Manningham Art Studios and performing arts at the Doncaster Playhouse Theatre, as well as managing the Municipal Art Collection.	267
		369
		102
Economic development and tourism	This service develops programs and support services which will grow the local economy in relation to business, sponsorship, commercial investment, business support, employment and tourism.	511
		411
		(100)
Council buildings	This service provides building maintenance services for Council's building assets and includes cyclic, major and emergency maintenance, minor capital works projects, cleaning and security and mechanical service. Essential Safety Measures compliance requirements are also managed by this service. A depreciation expense of \$2.77 million is included relating to the \$186 million value of building assets assigned to this activity.	5,391
		5,576
		185
Function centre and halls	This service provides for the management and hire of the Manningham Function Centre and hire of halls and other venues to community and commercial hirers.	69
		61
		(8)

OUR PERFORMANCE – SERVICE PERFORMANCE INDICATORS

The following statement provides the results of the Local Government Performance Reporting Framework prescribed service performance indicators and measures for aquatic facilities, home and community care, maternal and child health and libraries.

Service / Indicator / Measure	2014/15	2015/16	2016/17	MATERIAL VARIATIONS AND COMMENTS
AQUATIC FACILITIES				
Service standard				
Health inspections of aquatic facilities				
[Number of authorised officer inspections of Council aquatic facilities / Number of Council aquatic facilities]	3	5	4	Manningham Council aims to ensure that all Council facilities are maintained to the highest safety standard. Aquatic facilities are externally managed. Contractors test the water every four hours and amenities twice daily. Council conducts independent inspections every three months to ensure a high quality of service is maintained by the contractor. No adverse findings were recorded.
Reportable safety incidents at aquatic facilities				
[Number of WorkSafe reportable aquatic facility safety incidents]	2	0	4	Manningham Council proactively monitors all Council facilities to ensure that they are maintained to the highest safety standard. Aquatic facilities are externally managed and incidents are coordinated by the contractor, which operates in accordance with their own and Occupational Health and Safety Policy and Regulations, and the Royal Life Saving Society Australia Guidelines for Safe Pool Operation (GSPO).
Service cost				
Cost of indoor aquatic facilities				
[Direct cost of indoor aquatic facilities less income received / Number of visits to indoor aquatic facilities]	\$1.38	\$3.59	\$0.18	Manningham Council works with its contractor Manningham YMCA to provide a range of cost effective activities at Aquarena for the health and wellbeing of our local community. Following the redevelopment, the costs of operating and managing the aquatic facility is returning to a more sustainable level.
Utilisation				
Utilisation of aquatic facilities				
[Number of visits to aquatic facilities / municipal population]	3.9%	2.9%	4.56%	Following the significant redevelopment between 2014 and July 2016, it is pleasing to see use of the facility continuing to trend favourably.

OUR PERFORMANCE – SERVICE PERFORMANCE INDICATORS CONTINUED

Service / Indicator / Measure	2014/15	2015/16	2016/17	MATERIAL VARIATIONS AND COMMENTS
HOME AND COMMUNITY CARE (HACC)				
Timeliness				
Time taken to commence the HACC service [Number of days between the referral of a new client and the commencement of HACC service / Number of new clients who have received a HACC service]	–	20.6	Reporting ceased 1 July 2016	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs.
Service standard				
Compliance with Community Care Common Standards [Number of Community Care Common Standards expected outcomes met / Number of expected outcomes under the Community Care Common Standards] x100	94.4%	94.4%	Reporting ceased 1 July 2016	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs.
Service cost				
Cost of domestic care service [Cost of the domestic care service / Hours of domestic care service provided]	–	\$42.22	Reporting ceased 1 July 2016	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs.
Cost of personal care service [Cost of the personal care service / Hours of personal care service provided]	–	\$57.26	Reporting ceased 1 July 2016	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs.
Cost of respite care service [Cost of the respite care service / Hours of respite care service provided]	–	\$59.97	Reporting ceased 1 July 2016	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs.
Participation				
Participation in HACC Service [Percentage of the municipal target population that receive a HACC service]	23.0%	24.0%	Reporting ceased 1 July 2016	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs.
Participation in HACC Service by CALD people [Number of CALD people who receive a HACC service / Municipal target population in relation to CALD people for HACC services] x100	19.0%	18.1%	Reporting ceased 1 July 2016	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs.

OUR PERFORMANCE – SERVICE PERFORMANCE INDICATORS CONTINUED

Service / Indicator / Measure	2014/15	2015/16	2016/17	MATERIAL VARIATIONS AND COMMENTS
MATERNAL AND CHILD HEALTH				
<p>Satisfaction</p> <p><i>Participation in first MCH home visit</i></p> <p>[Number of first MCH home visits / Number of birth notifications received] x100</p>	102%	–	99%	Data is now being collected by a new database managed by the State Government. Whilst most data is accurate, there may be some variation in results. Participation indicators show a continued high standard of home visits to first time parents. This is pleasing as we continue a high standard of participation and service.
<p>Service standard</p> <p><i>Infants enrolled in the MCH service</i></p> <p>[Number of infants enrolled in the MCH service (from birth notifications received) / Number of birth notifications received] x100</p>	100%	–	102.36%	Data is now being collected by a new database managed by the State Government. Whilst most data is accurate, there may be some variation in results. Enrolments show a continued high standard which is pleasing as we continue a high standard of participation and service.
<p>Service cost</p> <p><i>Cost of the MCH service</i></p> <p>[Cost of the MCH service / Hours worked by MCH nurses]</p>	–	–	\$79.64	Data is now being collected by a new database managed by the State Government. Whilst most data is accurate, there may be some variation in results.
<p>Participation</p> <p><i>Participation in the MCH service</i></p> <p>[Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100</p>	98.6%	–	76.39%	Data is now being collected by a new database managed by the State Government. Whilst most data is accurate, there may be some variation in results. Results show a continued high standard of participation, which is pleasing as we continue a high standard of participation and service.
<p>Participation</p> <p><i>Participation in the MCH service by Aboriginal service</i></p> <p>[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</p>	91.7%	–	94.59%	Data is now being collected by a new database managed by the State Government. Whilst most data is accurate, there may be some variation in results. Results show a continued high standard of participation.

OUR PERFORMANCE – SERVICE PERFORMANCE INDICATORS CONTINUED

Service / Indicator / Measure	2014/15	2015/16	2016/17	MATERIAL VARIATIONS AND COMMENTS
LIBRARIES				
Utilisation				
Library collection usage [Number of library collection item loans / Number of library collection items]	7.6	7.6	7.61	Overall library collection usage continues to be high. The greatest area of growth being loans of electronic resources.
Resource standard				
Standard of library collection [Number of library collection items purchased in the last 5 years / Number of library collection items] x100	77.0%	81.4%	80.59%	The library collection is maintained at a high level with regards to quality and up to date content.
Service cost				
Cost of library service [Direct cost of the library service / Number of visits]	\$5.12	\$5.08	\$5.29	All corporate and management overhead costs have been included in the calculation. It should also be noted that for comparative purposes the funding model can vary between Regional Library Agreements.
Participation				
Active library members [Number of active library members / Municipal population] x100	16.0%	16.2%	15.79%	The active member's indicator fluctuates each year. This year the ERP figure has increased and the number of active members has remained static, resulting in a slightly lower percentage. The indicator does not include members who attend the library for other purposes, such as using the internet, wifi services or attendance at library programs.

CASE STUDY:

MANNINGHAM AN AGE AND DEMENTIA FRIENDLY COMMUNITY

During 2016/17 Manningham Council continued its focus on developing a community that supports seniors, becoming the 37th local government in Victoria to sign the Age-Friendly Declaration, and, in partnership with Alzheimer's Australia Victoria, progressed its initiative to create a dementia-friendly City.

Taking a pledge to continue focusing on planning and delivering age-friendly communities within Manningham, Council signed the Age-Friendly Declaration in May 2017.

Council's Ageing Well in Manningham Strategy 2012-2018, highlights an ongoing commitment to providing age-friendly communities where everyone, regardless of age, can maximise their potential and actively contribute to all aspects of community life.

To celebrate the declaration, a group of Manningham seniors developed a video about what it means to live in an age-friendly community. You can view the video online at www.manningham.vic.gov.au/council-signs-age-friendly-declaration

Throughout the year, Council also progressed its commitment to becoming a dementia-friendly City with a range of initiatives delivered in partnership with Alzheimer's Australia.

A dementia-friendly community is a place where people are aware of and understand dementia, and people with dementia feel included and involved and have choice and control over their day-to-day lives. The project aims to improve the quality of life of all people living with dementia in our community, including their families and carers.

Two community forums were held in December 2016 and April 2017 and were attended by more than 350 people. The forums featured expert guest speakers including medical experts, academic researchers and Alzheimer's Australia Victoria representatives.

The Manningham Dementia Alliance Group, a group formed by Council to guide the development of initiatives, such as the forums, and to play an advisory role in the roll out of the project, met regularly throughout the year. Made up of a mix of community and Council representatives, the group will continue to play a lead role in creating a dementia-friendly Manningham in 2017/18.



REFLECTING ON OUR COUNCIL PLAN 2013-2017

This year marked the final year of Manningham's 2013-2017 Council Plan. As well as the achievements outlined for *Everything we need is local* in 2016/17, we have also reflected on the past four years, including the results of our strategic indicators and major initiatives achieved for this period.

The strategic indicator results outlined on page 76 show that over the four year period:

- Results have remained steady, with a strong majority of people believing their local shopping area provides for their everyday needs and good access to health services
- Results for people who believe their local area has good facilities and services fluctuated, rising in 2014/15 and 2015/16, before dropping back to 70 per cent in 2016/17
- Footpath trading among local businesses has remained steady.

Over the past four years, Council has undertaken a range of projects to support the local economy and ensure community members have access to services and facilities that promote health, wellbeing and education. This has included:

- Hosting a series of business development events each year and launching a new-look Manningham Business website in 2015/16 to support local businesses with a range of improved features such as a local business directory, business events calendar, local business news and more
- Preparing for and facilitating the transition of Home and Community Care (HACC) clients to the Commonwealth Home Support Programme (CHSP) and the roll out of the National Disability Insurance Scheme (NDIS)
- Commenced the dementia-friendly City initiative (see page 83)
- Maternal and Child Health Centres supported a total of 4,417 new births in Manningham with a variety of programs and services
- Promoted Manningham's library services, with more than 2.47 million visits recorded at Manningham's branch libraries.

One of the major initiatives completed over the past four years was the redevelopment of the Aquarena Aquatic and Leisure Centre (pictured).

Redeveloped over a number of years, the final stages of the Aquarena Aquatic and Leisure Centre Master Plan redevelopment was delivered in 2015/16. The improved centre includes a new warm water indoor pool, increased dry fitness/exercise space, water splash and play area and wellness centre, as well as a sky bridge walkway from the car park and a new entry foyer area.

With 2016/17 marking the first full year of the redeveloped centre opening, member and customer satisfaction levels continue to improve, with retention rates remaining at an all-time high of 88.43 per cent.



COUNCIL LEADERSHIP AND ORGANISATIONAL PERFORMANCE

This theme aims to ensure that Manningham is well governed through sound and informed decision making, communicating and consulting with the community on major issues and programs, continual improvement to ensure services are responsive to community needs, and advocacy.

GOALS

- A responsive Council which leads through effective planning, advocacy, transparency and accountability
- An efficient organisation that aims to continuously improve service delivery to benefit community outcomes.

SERVICES/ACTIVITIES

- Councillors and Chief Executive Officer
- Governance
- Council and committee meetings
- Internal audit
- Records management
- Communications and marketing including:
 - *Manningham Matters*
 - Media releases
 - Speeches
- Manningham website
- Customer service.



ACHIEVEMENTS

- Heard from more than 2,500 community members as part of an extensive community consultation conducted to inform the development of Council's 2017-2021 Council Plan and Healthy City Strategy.
- Developed a Council Plan to guide the strategic direction of Council over the next four years.
- Established a Citizen Connect Service Unit and commenced the implementation of a centralised Contact Centre, which is on track for implementation in August 2017.
- Established a Manningham Community Panel, recruiting more than 500 community members to participate in a variety of engagement opportunities and assist in Council's decision making.
- Received 499 entries as part of the inaugural 2017 Manningham Community Calendar Photo Competition. Community members voted on the competition finalists to select first, second and third place winners. A series of 12 finalist entries were featured in the 2017 Manningham Community Calendar distributed to all Manningham households in December 2016.
- Council's insurance program premium was reduced by 27 per cent following the tendering and appointment of a new insurance broker.
- Appointed a new Internal Auditor, Pitcher Partners, to assist Manningham with its internal control systems' design, risk management and compliance activities.
- Implemented, adopted and commenced use of Riskware, a new enterprise risk management module in September 2016 to remove the use of manual spreadsheets to identify and manage Council's strategic and operational risks.
- Completed an Employee Pulse survey to help Council better understand our employee engagement levels and measure the impact of initiatives that have been undertaken across the organisation.
- Commenced an organisational values refresh program, a highly collaborative project to develop a set of contemporary corporate values which will support and guide the entire council in aspiring for service excellence and help us to continue to build a high performing culture.
- Enabled and enhanced employee development plans through embedding our online performance system, PDP Online.
- Commenced negotiations for a new Enterprise Agreement, which will ensure fair, flexible and sustainable conditions of employment for all employees.
- Implemented the PC and Technology Refresh project which included 480 new, purpose selected, notebooks rolled out to all Council staff that use a dedicated computer, upgrading to Microsoft Windows 10 Operating System and Microsoft Office 2013, as well as training and redeveloping Council's IT policies and procedures.
- Implemented InfoCouncil, a new automated Council meeting agenda and minutes management system in December 2016, which resulted in the removal of 12 manual paper handling processes associated with report approvals and agenda compilation.
- Adopted and commenced use of an automated accounts payable solution in March 2017 in line with finance and audit industry best practice standards. This resulted in the removal of manual paper handling and data entry for invoices, which was estimated at approximately 25,000 invoices per year.
- Completed a print optimisation project to reduce ongoing operational costs, improve environmental responsibility and increased flexibility in printing. This included reducing the number of printers and scanners from approximately 60 to 36 and implemented a 'follow me print' service for staff.
- Upgraded Council's record management system, TRIM, implemented a new business classification scheme, and trained 70 per cent of staff in use of the system.

CHALLENGES

- Ensuring Council's long term financial sustainability under the State Government's rate cap (2.0 percent 2017/18), which will see rate revenue decrease by approximately \$100 million over 10 years.
- Continuing to improve and provide high quality customer service in a rate capping environment.

FAST FACTS

- 439,362 website sessions on the Manningham website, www.manningham.vic.gov.au (405,070 in 2015/16)
- Distributed six issues of Council's community magazine *Manningham Matters* to approximately 52,000 households per issue
- Distributed regular community newsletters and publications to the community including:
 - Four issues of *Invigorate* magazine
 - Four Doncaster Hill e-newsletters
 - 29 Manningham Business e-newsletters.
- 422 new people followed Council on Twitter (total Twitter followers 2,840 as at 30 June 2017)
- 1,067 new people followed Council on Instagram (total Instagram followers 1,300 as at 30 June 2017)
- 873 new people followed Council on Facebook (total Facebook followers 2,692 as at 30 June 2017)
- Distributed 79 media releases and 75 media statements
- 32 projects put out for public consultation
- 23,800 visits to Your Say Manningham website
- 340,789 calls were received across the organisation
- 130,018 calls were received by Council's switchboard
- 31,837 customer requests were logged in the Customer Feedback System (CFS).

2,692 

**FACEBOOK FOLLOWERS
AS AT 30 JUNE 2016**

2,840 

**TWITTER FOLLOWERS
AS AT 30 JUNE 2017**

1,300



**INSTAGRAM
FOLLOWERS AS
AT 30 JUNE 2017**

340,789

**CALLS RECEIVED
ACROSS THE
ORGANISATION**



439,362

**WEBSITE SESSIONS ON
WWW.MANNINGHAM.VIC.GOV.AU**

OUR PERFORMANCE – COUNCIL PLAN

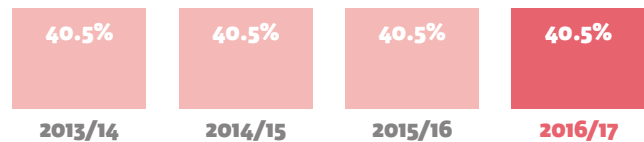
The following statement reviews the performance of Council against the Council Plan 2013-2017.

Indicator / Measure

Participation in citizen engagement

Percentage of people participation in citizen engagement in the last 12 months.

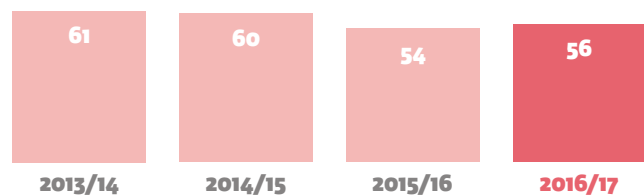
Source: VicHealth Survey, 2011



Lobbying

Community satisfaction with Council's performance in lobbying on behalf of the community.

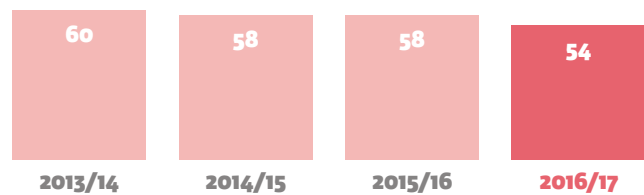
Source: Local Government Community Satisfaction Survey, 2017



Community consultation and engagement

Community satisfaction with Council's performance in community consultation and engagement.

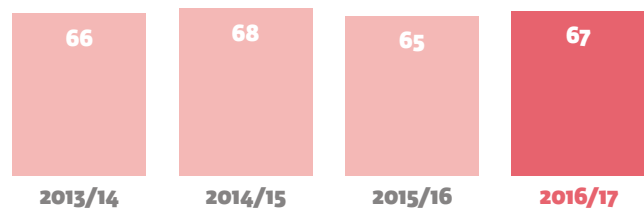
Source: Local Government Community Satisfaction Survey, 2017



Overall performance

Community satisfaction with Council's overall performance.

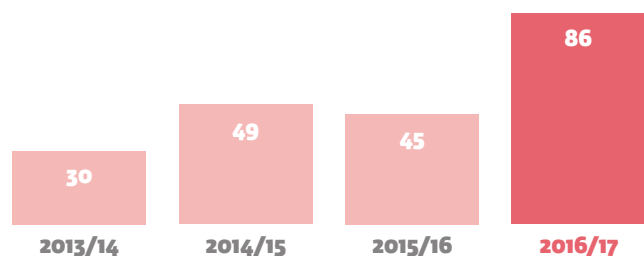
Source: Local Government Community Satisfaction Survey, 2017



Community engagement opportunities

Number of opportunities for the community to participate in Council's community engagement activities.

Source: Communications Unit, Manningham City Council, 2017



Financial soundness

Achievement of Financial Strategy targets.

Source: Financial Service Unit, Manningham City Council, 2017



* See page 17

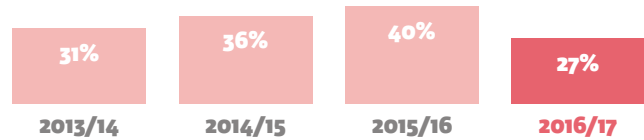
OUR PERFORMANCE – COUNCIL PLAN CONTINUED

Indicator / Measure

Transparency and accessibility

The percentage of people who know enough about what Council is doing and what its priorities are.

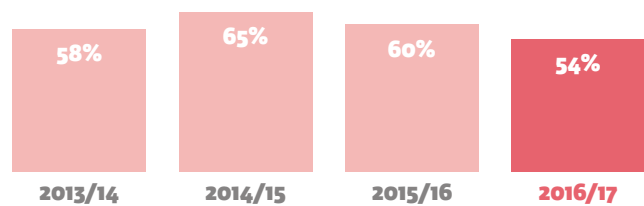
Source: Understanding our Community Survey, Manningham City Council, 2017



Quality of communications

Percentage of people who agree that communications they receive from Council is useful and informative.

Source: Understanding our Community Survey, Manningham City Council, 2017



Service improvements on efficiencies and effectiveness

The number of continuous improvement initiatives undertaken across the organisation.

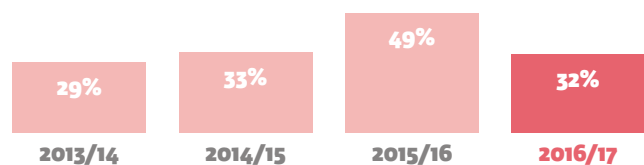
Source: Improvement Projects, Manningham City Council, 2017



Value for money

Percentage of people who believe that Council delivers value for money with respect to the services it provides.

Source: Understanding our Community Survey, Manningham City Council, 2017



OUR PERFORMANCE – MAJOR INITIATIVES AND INITIATIVES

The following statement reviews the progress of Council in relation to the Major Initiatives and Initiatives identified in the Annual Budget 2016/17 and Strategic Resource Plan 2016-2020.

action completed	action in progress	action not completed or deferred
MAJOR INITIATIVES		PROGRESS COMMENT
<p>Development of the Council Plan</p> <p>To engage the community in the development of the 2017-2021 Council Plan.</p> <p>Measure: A Council Plan developed in consultation with the community.</p>		<p>completed</p> <p>Following extensive consultation with key partners and the community, the Council Plan 2017-2021 was endorsed by Council on 27 June 2017.</p>
INITIATIVES		PROGRESS COMMENT
<p>Development of the Municipal Public Health and Wellbeing Plan</p> <p>To undertake the development of Council's Municipal Public Health and Wellbeing Plan 2017-2021 in partnership with community, to ensure that Council meets its statutory obligations.</p> <p>Measure: Draft Municipal Public Health and Wellbeing Plan prepared in readiness for public comment.</p>		<p>completed</p> <p>Following extensive consultation with key partners and the community, the Healthy City Strategy 2017-2021 was endorsed by Council on 27 June 2017.</p>
<p>IT Major Project Management and Implementation</p> <p>To employ additional IT resources to help deliver a range of critical IT projects and systems needed to support customer service and service delivery outcomes.</p> <p>Measure: Implementation of Invoice Scanning, implementation and rollout of an Asset Management System and improvement of project management processes.</p>		<p>80% complete</p> <p>The Invoice Scanning project was completed and implemented, resulting in the automation of Accounts Payable.</p> <p>Completed a full refresh of all Council owned personal computers (PCs) and laptops, which included replacing outdated PCs and virtual environment infrastructure with 480 contemporary, fit-for-purpose, and efficient notebook devices across the organisation in November 2016.</p> <p>Project management processes were improved and aligned across the organisation. A technological solution to aid project managers' efficiency and governance has been selected and will be implemented in 2017/18.</p> <p>Implementation of an Asset Management System has commenced. This will be completed in 2017/18.</p>

OUR PERFORMANCE – MAJOR INITIATIVES AND INITIATIVES CONTINUED

INITIATIVES	PROGRESS	COMMENT
<p>Customer Service Improvement</p> <p>Opportunities (Phase 2) Enhance Council's customer service quality and responsiveness through strengthening processes and systems.</p> <p>Measure: Implementation of the 2016/17 actions from the customer service strategy and roadmap to increase service standards.</p>	completed	<p>Service standards have been increased via the implementation of the 2016/17 actions from the customer service strategy and roadmap.</p> <p>The Citizen Connect Service Unit has been established and the centralised Contact Centre project initiated. This project is on track for implementation in August 2017.</p>
<p>Continuous Improvement Program</p> <p>To work collaboratively across the organisation to identify improvements that will result in better service delivery and customer satisfaction in preparedness for the future.</p> <p>Measure: A program of continuous improvement results in documented benefits for the community and organisation.</p>	completed	<p>Citizen Connect and Transformation improvement processes progressed and are being realised for the community and the organisation.</p> <p>These process improvements are to deliver high quality customer service that citizens can depend on and employees are proud of.</p>

OUR PERFORMANCE – COUNCIL SERVICES

The following statement provides information in relation to the services funded in the Annual Budget 2016/17 and the persons and/or sections of the community who are provided the service.

SERVICES	DESCRIPTION	NET COST \$000 ACTUAL BUDGET VARIANCE
Councillors and Chief Executive	This area includes the Mayor, Councillors and Chief Executive Officer and associated support.	1,080 1,143 63
Communications	This service leads the delivery of clear, consistent and inclusive communication and engagement with our citizens.	2,486 1,508 (978)
Strategic Governance, Planning and Performance	This service leads corporate and community planning, organisational performance monitoring and reporting.	1,918 1,591 (327)
Citizen Connect	This service leads as the main customer interface, systems and processes with the community.	2,975 3,411 436

OUR PERFORMANCE – SERVICE PERFORMANCE INDICATORS

The following statement provides the results of the Local Government Performance Reporting Framework prescribed service performance indicators and measures for governance.

Service / Indicator / Measure	2014/15	2015/16	2016/17	MATERIAL VARIATIONS AND COMMENTS
GOVERNANCE				
Transparency				
<p>Council resolutions made at meetings closed to the public</p> <p>[Number of Council resolutions made at ordinary or special meetings of Council, or at meetings of a special committee consisting only of Councillors, closed to the public / Number of Council resolutions made at ordinary or special meetings of Council or at meetings of a special committee consisting only of Councillors] x100</p>	2.0%	2.2%	1.73%	This outstanding result demonstrates Manningham Council's continued commitment to open and transparent decision making. Out of the 173 Council decisions made at all meetings in 2016/17, three decisions were made by Council at meetings closed to the public (in accordance with Section 89 of the <i>Local Government Act</i> for decisions that involve contractual and personnel matters, proposed developments and/or legal advice).
Consultation and engagement				
<p>Satisfaction with community consultation and engagement</p> <p>[Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement]</p>	58	58	54	An independent research company conducts the community satisfaction survey annually on behalf of the State Government. Council has reinvigorated its commitment to deliver improved opportunities for the local community to participate in decision making.
Attendance				
<p>Councillor attendance at Council meetings</p> <p>[The sum of the number of Councillors who attended each ordinary and special Council meeting / (Number of ordinary and special Council meetings) × (Number of Councillors elected at the last Council general election)] x100</p>	93.0%	92.4%	96.03%	Councillors attended a very high proportion of Council meetings held, reflecting a strong commitment to the role in decision making on behalf of the local community.
Service cost				
<p>Cost of governance</p> <p>[Direct cost of the governance service / Number of Councillors elected at the last Council general election]</p>	\$41,044.84	\$38,632.11	\$39,176	This result is reflective of operating expenses directly related to the activities of the elected Councillors, and is only slightly higher this year, which could be attributed to costs associated with the Council election in October.
Satisfaction				
<p>Satisfaction with Council decisions</p> <p>[Community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community]</p>	60	57	58	An independent research company conducts the community satisfaction survey annually on behalf of the State Government. The result is one point above the 2015/16 result and four points higher than the state-wide average.

CASE STUDY:

1000s OF VOICES – DEVELOPING OUR COUNCIL PLAN 2017-2021

To develop our 2017-2021 Council Plan, during 2016/17 Council undertook an extensive community consultation program to ask what’s important in Manningham and to develop a four year plan that meets the aspirations of our community.

Thousands of community members from a variety of ages and backgrounds participated, adding their voice to what’s important to them in Manningham.

Council officers captured the community’s voice at more than 50 engagement opportunities by setting up Café Manningham, a roving engagement marquee, at schools, festivals, libraries, shopping centres, community centres and businesses across the City.

Many community members also took the opportunity to have their say online, either on Council’s Your Say Manningham consultation portal or on our social media channels – Facebook, Twitter and Instagram.

Following the consultation, a series of key themes was established based on the community’s priorities, evidence and data and with consideration of the Generation 2030 Community Plan. The themes formed the basis for a variety of goals and actions for Council to strive for over the coming four years.

The themes include Healthy Community, Liveable Places and Spaces, Resilient Environment, Prosperous and Vibrant Economy and Well Governed Council.

A draft Council Plan 2017-2021 was developed and placed on public exhibition during May 2017 when additional community feedback was sought. Following the public exhibition period, Council considered and endorsed the Council Plan 2017-2021 on 27 June 2017.

Thank you to all community members who got involved. Council looks forward to working with all members of our community to deliver what’s important to you over the next four years.

For more details on the new 2017-2021 Council Plan, see page 95.



**GENERATION 2030
COMMUNITY PLAN**



REFLECTING ON OUR COUNCIL PLAN 2013-2017

This year marked the final year of Manningham's 2013-2017 Council Plan, as well as the achievements outlined for Council leadership and organisational performance in 2016/17, we have also reflected on the past four years including the results of our strategic indicators and key initiatives achieved for this period.

The strategic indicator results outlined on page 88-89 show that over the four year period:

- Council's results have fluctuated year on year for a range of indicators including whether people who believe that Council delivers value for money with respect to the services it provides, Council's performance on community engagement and communications along with overall decision making. Council will continue to review its annual performance to identify opportunities for improvement
- Opportunities to engage with Council increased over the four year period, most notably the extensive community consultation program run in 2016/17 to develop a new Council Plan and Healthy City Strategy for 2017-2021.

More recently, Council has undertaken a range of initiatives to support the continuous improvement of the organisation's processes and to consult the community to help inform decision making. This has included:

- Customer service improvements to meet growing demand and community expectations
- Improvements to Council's technology, systems and processes to be more productive, efficient and meet legislative requirements
- Improving and providing more opportunities for community engagement across Manningham.

Over the last 18 months in particular, one of the key focus areas for Council has been progressing towards improving our customer service and the way we work to support our community.

This culminated in 2016/17 with the development of the Citizen Connect strategic plan, which was informed by a review of customer service and customer engagement at Manningham. The review highlighted opportunities to improve customer service and engagement through a range of customer service improvements, starting with introducing a centralised customer service model.

Through Citizen Connect, Council is using technology as a catalyst for change in its drive to become a higher performing and more contemporary organisation to deliver services that meet the community's needs, expectations and preferences.

Citizen Connect will be supported by a new customer service contact centre and the implementation of innovative IT systems, including a knowledge base system and an enterprise Customer Relationship Management (CRM) system. An organisation wide customer service training program will be developed and our Customer Service Charter will be updated and refreshed. We will also improve how we track and report on our customer satisfaction levels and regularly benchmark ourselves to ensure our customer service is best practice.

Citizen Connect is one of the key focus areas for Council in its new Council Plan 2017-2021.



OUR YEAR AHEAD



NEW COUNCIL PLAN 2017-2021

Looking ahead, 2017/18 will be the first year of Manningham's new 2017-2021 Council Plan, which was developed following extensive consultation with our community and includes five key themes, each with a series of goals.



For the year ahead, Council has outlined a range of initiatives in its Annual Budget 2017/18 (incorporating the 2017-2021 Strategic Resource Plan), to move toward achieving the goals set out in the new Council Plan.



HEALTHY COMMUNITY

Through a strong partnership approach, Council will focus on ensuring that people stay healthy and well, can access the services they need, are connected to their local neighbourhoods, feel safe and live in a harmonious and inclusive community.

Goals

- A healthy, resilient and safe community
- A connected and inclusive community.

Key initiatives for 2017/18

- Plan for the health and wellbeing of the municipality by adopting the 2017-2021 Healthy City Strategy and Action Plan
- Adoption and implementation of the 2017-2021 Access, Equity and Diversity Strategy (Inclusive Manningham) and Action Plan
- Promote gender equity with delivery of Female Friendly Facility upgrades in a number of local pavilions
- Continuing to provide a safe, healthy and accessible city by ensuring our local laws are current by commencing mid-term review of Community Local Law
- Continuing to strengthen opportunities for older people in building a Dementia and Age Friendly City
- Ensuring Council's communications channels are fit-for purpose for Manningham's diverse CALD community.



LIVEABLE PLACES AND SPACES

Council will focus on managing amenity to create inviting places and spaces, enhanced parks, open space and streetscapes, well connected, safe and accessible travel and well utilised and maintained community infrastructure.

Goals

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

Key initiatives for 2017/18

- Ensure local planning is responsive to community need and aligned with local planning laws through review of the Manningham Planning Scheme by 30 June 2018
- Implementation of Parks Improvement Program with scheduled works including upgrades to Petty's Reserve, Ruffey Lake Park Management Plan, Lawford Reserve Management Plan (Stage 2) and completion of the Main Yarra River Trail to Warrandyte
- Develop and deliver a new Integrated Transport Strategy for private and public transport in the region
- Improve connectivity through delivery of the Road Improvement Program, including upgrade of Council Link Roads (King Street and Stage 1 of Jumping Creek Road by 30 June 2021)
- Assisting addressing growing demand in indoor sports across Manningham through the completion of Mullum Mullum Stadium
- Continuing to implement safe pedestrian crossing points priority list as programmed.



VIBRANT AND PROSPEROUS ECONOMY

Council strives to support the local economy to grow, with local business and activity centres vibrant and prosperous with a strong visitor economy.

Goals

- Grow our local business, tourism and economy

Key initiatives for 2017/18

- Grow the visitor economy and create opportunities for visitor destinations and events within Manningham that engage both residents and external visitors. Implementation of Destination Management Plan by 30 June 2018
- Implementation of the Vibrant City Strategy to develop local business, attract investment to the municipality and foster the local economy.



RESILIENT ENVIRONMENT

Council will work with our community and partners to protect and enhance our valued environment and biodiversity, as well as reduce our environmental impact and adapt to climate change.

Goals

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

Key initiatives for 2017/18

- Deliver education and awareness program on environmental sustainability, biodiversity protection and smarter living
- Continue to upgrade Council drainage infrastructure to protect habitable floor levels and improve community safety
- Manage and maintain the Bolin Bolin Billabong Integrated Water Management Facility to supply harvested stormwater for sports ground irrigation
- Continue to maximise Councils' waste resource recovery rate through a reduction in residual waste to landfill compared to previous year
- Improve energy and carbon efficiency in Council owned and managed buildings.



WELL GOVERNED COUNCIL

Council will deliver its services to the community in a well governed, financially sustainable manner.

Goals

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

Key initiatives for 2017/18

- Prepare a 10 Year Long Term Financial Plan that incorporates key strategies to address the long term sustainability of Council
- Through our Citizen Connect strategic plan, make it easy for citizens to interact with us, find out information, request a service, provide feedback or report an issue
- Support residents and business to manage their Council business online (including planning, footpath trading, food and health)
- Support residents and business through the transition of the National Disability Insurance Scheme.

For more information, and to view Council's Council Plan 2017-2021 and Annual Budget 2017/18 (incorporating the Strategic Resource Plan 2017-2021), visit www.manningham.vic.gov.au/council-plan

OUR GOVERNANCE SYSTEM



HOW WE GOVERN	99	MANAGEMENT	105
DEMOCRATIC GOVERNANCE	100	GOVERNANCE AND MANAGEMENT CHECKLIST	110
CORPORATE GOVERNANCE	103	STATUTORY INFORMATION	113

HOW WE GOVERN

The City of Manningham is a public statutory body constituted under the *Local Government Act 1989* to provide leadership for the good governance of the municipal district and the local community.

The elected Council is the formal decision-making body and consists of nine Councillors. The administration of the organisation is headed by the Chief Executive Officer.

Council has a number of roles, including:

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

The day-to-day operational matters are the province of the Chief Executive Officer under the provisions of the Act. The Council also delegates various powers and responsibilities to the Chief Executive Officer.

GOVERNANCE FRAMEWORK

Manningham Council places a strong emphasis on good governance, ensuring that Council operates effectively, efficiently, impartially and with integrity. Manningham employs good governance principles by making decisions based on proper processes and systems, and making sure Council officers carry out these decisions appropriately.

Good governance involves two types of governance:

- 1. Democratic** – elected Councillors and the authority they have to make decisions; and
- 2. Corporate** – the way in which Council is run and the framework in which its systems and processes operate.

Council is committed to effective and sustainable forms of democratic and corporate governance as the key to ensuring that Council and its administration meet the community's priorities.

The community has many opportunities to provide input into Council's decision making processes, including:

- Voting for Councillors every four years through the Local Government election for the City of Manningham
- Writing to, emailing or calling elected members of the Council
- Making a submission on the Council's budget each year and Council Plan when advertised, once every four years
- Public forums such as question time at a Council meeting
- Participating in surveys, focus groups, workshops and other consultation activities via Council's Your Say Manningham online consultation portal, www.yoursaymanningham.com.au, throughout the year
- Making submissions on other major projects that are consulted on or advertised throughout the year.

For more information, visit www.yoursaymanningham.com.au

DEMOCRATIC GOVERNANCE

DECISIONS

Council's formal decision-making processes are conducted through Council meetings. At these meetings, reports from Council officers are submitted with a recommendation for the consideration of the Council on a range of matters, including planning permit applications, strategic land use and development planning, community services, health and local laws matters, road and traffic management and administration and financial issues.

To ensure the efficient day to day operations of the organisation, Council delegates the majority of its decision-making powers to Council staff. These delegations are exercised in accordance with adopted Council policies.

Council employs a Chief Executive Officer to establish and maintain an appropriate organisational structure, oversee the Council's day to day operations and ensure that Council decisions are implemented without undue delay. The Chief Executive Officer's performance is reviewed on an annual basis.

Although the Mayor has no more authority than other Councillors, the position is significant as a community leader and Council spokesperson. The Mayor performs an important leadership, social and ceremonial function (e.g. citizenship ceremonies) and is chair of all Council meetings.

MEETINGS

Ordinary Meetings of Council are held at the Manningham Civic Centre and are open to the public. Residents, local traders and community members are encouraged to attend. Some matters, due to their nature and to maintain confidentiality, may be considered by Council in a closed session. Special Meetings of Council may also be called to deal with urgent matters. All meetings are conducted in accordance with Council's Meeting Procedure Law. Council's meeting schedule, agendas and minutes are available on Council's website.

In 2016/17, there were nine Ordinary Meetings of Council and five Special Meetings of Council.

The following tables provides a summary of Councillor attendance at these meetings. This includes a summary of Council meetings held both before and after the Council election, held on 22 October 2016.

Council meetings held 1 July – 21 October 2016

COUNCILLOR	ORDINARY	SPECIAL
Cr Meg Downie	2 out of 2	2 out of 2
Cr Sophy Galbally	2 out of 2	2 out of 2
Cr Jim Grivokostopoulos	2 out of 2	2 out of 2
Cr Geoff Gough	1 out of 2	2 out of 2
Cr Dot Haynes	2 out of 2	2 out of 2
Cr Michelle Kleinert (Deputy Mayor)	2 out of 2	2 out of 2
Cr Paul McLeish (Mayor)	2 out of 2	2 out of 2
Cr Stephen O'Brien	2 out of 2	2 out of 2

Please note, from 1 July to 21 October 2016 one Koonung Ward Councillor position was vacant due to the resignation of Cr Jennifer Yang during 2015/16.

Council meetings held 22 October 2016 – 30 July 2017

COUNCILLOR	ORDINARY	SPECIAL
Cr Anna Chen	7 out of 7	3 out of 3
Cr Andrew Conlon	7 out of 7	3 out of 3
Cr Sophy Galbally	7 out of 7	3 out of 3
Cr Geoff Gough	7 out of 7	3 out of 3
Cr Dot Haynes	7 out of 7	3 out of 3
Cr Michelle Kleinert (Mayor)	7 out of 7	3 out of 3
Cr Paul McLeish	7 out of 7	3 out of 3
Cr Paula Piccinini	7 out of 7	3 out of 3
Cr Mike Zafiroopoulos AM (Deputy Mayor)	7 out of 7	3 out of 3

STRATEGIC BRIEFING SESSIONS (SBS)

These are used to provide an informal briefing to Councillors on matters of a strategic or policy nature prior to the matter being presented to a Council meeting.

COMMITTEES

Council has established and operates a large number of internal advisory and other committees. Appointments to these committees allow Councillors to have input into Council projects, groups or events in which they may have a particular interest.

The table below shows the appointments that were made by Council on 15 November 2016. These appointments are reviewed on an annual basis.

COMMITTEE	APPOINTEE(S)
Access and Equity Advisory Committee	Cr Sophy Galbally
Audit Committee	Cr Paul McLeish Cr Mike Zafiroopoulos AM
Executive Performance Review Committee	Mayor – Cr Michelle Kleinert Cr Mike Zafiroopoulos AM Cr Paul McLeish Cr Paula Piccinini
Healthy City Advisory Committee	Cr Michelle Kleinert
Heritage Advisory Committee	Cr Paula Piccinini
Integrated Transport Advisory Committee	Cr Andrew Conlon Cr Anna Chen
Manningham Art Collection Advisory Committee	Cr Sophy Galbally
Manningham Charitable Fund Grants Assessment Panel	Mayor – Cr Michelle Kleinert Cr Anna Chen
Municipal Emergency Management Planning Committee	Cr Andrew Conlon
Municipal Fire Management Planning Committee	Cr Andrew Conlon
Open Space and Streetscape Advisory Committee	Cr Andrew Conlon Cr Geoff Gough Cr Dot Haynes
Senior Citizens Reference Group	Cr Dot Haynes
Sustainable Design Taskforce	Cr Paul McLeish Cr Mike Zafiroopoulos AM Cr Michelle Kleinert

Councillors also represent Council on a number of external bodies and committees, including:

COMMITTEE	COUNCILLOR APPOINTEE(S)
Eastern Affordable Housing Alliance	Cr Paula Piccinini
Eastern Transport Coalition	Cr Anna Chen
Metropolitan Transport Forum	Cr Paul McLeish
Metropolitan Local Government Waste Forum	Cr Dot Haynes
Municipal Association of Victoria	Cr Paul McLeish Cr Mike Zafiroopoulos AM – Substitute
Municipal Association of Victoria Arts and Culture Committee	Cr Sophy Galbally
Northern Alliance for Greenhouse Action (NAGA) Executive Committee	Cr Sophy Galbally
Victorian Local Governance Association	Cr Mike Zafiroopoulos Cr Sophy Galbally – Substitute
Whitehorse Manningham Regional Library Corporation	Cr Anna Chen Cr Geoff Gough

CODE OF CONDUCT

Councillors are bound by a Code of Conduct. The Code describes the standards of ethical and moral behaviour expected of Councillors. The Code covers relationships between Councillors and staff, the use of Council resources and dispute resolution procedures.

The *Local Government Act 1989* (the Act) requires that a person elected to be a Councillor is not capable of acting as a Councillor until they have read and declared that they will abide by the Councillor Code of Conduct.

Following the Council elections held in October 2016, all Councillors declared that they would abide by the Code. Further, the Act requires Council to review its Code within a period of four months after a general election. Council reviewed its Code within the specified timeframes and adopted a new Code at a special meeting of Council held on 21 February 2017.

The Councillor Code of Conduct can be viewed on Council's website at www.manningham.vic.gov.au/open-government or at the Manningham Civic Centre, 699 Doncaster Road, Doncaster.

CONFLICT OF INTEREST

Councillors are elected by the residents and ratepayers to act in the best interests of the community. When a Council delegates its powers to a Council officer or a committee, the committee or officer also needs to act in the public interest.

A conflict of interest occurs when a personal or private interest might compromise the ability to act in the public interest. A conflict of interest exists even if no improper act results from it. Council has a comprehensive procedure in place to accommodate the disclosure of a conflict of interest.

Declaration of a conflict of interest is a standard agenda item for all Council and Committee meetings. In general they involve disclosing the relevant interests in a specific way and then stepping aside from the relevant decision making process or from the exercise of the public duty. A register is maintained to record all disclosed conflict of interests.

During 2016/17, three conflicts of interest were declared at Council meetings. These included:

- 26 July 2016, Cr Stephen O'Brien declared a conflict of interest for Item 13.2 concerning 8-10 Montgomery Street, Doncaster East – Notice of Intention to Sell (Post Statutory Advertising), the interest being an indirect interest of close association
- 26 April 2017, Cr Paula Piccinini declared a conflict of interest for Item 10.3 concerning the Draft Ruffey Creek Linear Park Management Plan, the interest being an indirect interest due to residential amenity
- 27 June 2017, Cr Paula Piccinini declared a conflict of interest for Item 13.1 concerning Consideration of Public Submissions; Annual Budget 2017/18, Council Plan 2017-2021 and Healthy City Strategy 2017-2021, the interest being an indirect interest due to close association.

ASSEMBLY OF COUNCILLORS

The *Local Government Act 1989* provides that any scheduled meeting between five or more Councillors (in Manningham's case) and at least one Council officer that considers matters intended or likely to come before Council for decision is an 'Assembly of Councillors'.

In addition, a meeting of an advisory committee that has one or more Councillors as members of the committee is also an 'Assembly of Councillors'. A record of meetings that were an 'Assembly of Councillors' is tabled at each ordinary meeting of Council; it discloses business items, those Councillors and officers present and any declarations of conflict of interest.

COUNCILLOR ALLOWANCES

Councils may set annual allowances for their Mayor and Councillors according to their predetermined category based on criteria such as each council's individual size and revenue base.

Manningham is a 'Category 2' council. Current allowances for Mayors and Councillors across Victoria increased on 1 December 2016 by 2.5 per cent. This was the annual adjustment as determined by the Local Government Minister and permitted under Section 73B of the *Local Government Act 1989*.

In 2016/17, the allowances, including 9.5 per cent superannuation, were set at:

- Mayor, \$83,791.25
- Councillors, \$27,080.23

COUNCILLOR EXPENSES

There is an annual budget for councillor expenses of \$10,250 per Councillor and \$12,300 for the Mayor. This budget is all inclusive and covers conferences, training, travel, child minding, telephones, etc. and 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. The table below shows the budgeted and actual expenses for 2016/17.

	2013/14	2014/15	2015/16	2016/17
Budget	\$88,260	\$89,320	\$92,000	\$94,300
Actual	\$56,099	\$85,835	\$64,334	\$77,192

Council also published its travel register on its website in July each year showing interstate and overseas travel undertaken by Councillors and Council officers.

CORPORATE GOVERNANCE

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

Decisions under delegation can only be exercised in line with the Instruments of Delegation made by Council and the CEO and in accordance with any adopted policies. These powers are reviewed by each newly elected Council and regularly thereafter. The CEO's delegations are broad and enabling. The CEO has further delegated powers to Council officers who carry out the functions of Council on a daily basis.

For more information, visit www.manningham.vic.gov.au/public-registers-and-information

SENIOR OFFICERS

Senior Officers are employed under contracts of up to five years. Performance plans are reviewed annually by the CEO in accordance with the *Local Government Act 1989 97A (2)*. A Senior Officer is the CEO or an officer of Council who has management responsibilities and reports directly to the CEO or any other member of Council staff whose total annual remuneration exceeds \$142,000.

As at 30 June 2017 Manningham had 35 senior officers, with a total remuneration of \$5,653,213 in 2016/17.

In May 2012, Council resolved to include a remuneration disclosure in its Annual Report disclosing the remuneration of the five most senior highly remunerated officers including service contract duration, salary and benefits entitlements.

This disclosure shows that information as at 30 June 2017 and is in addition to the disclosure contained in the Related Party note in the Financial Report.

NAME / POSITION	DATE COMMENCED POSITION AND CURRENT CONTRACT EXPIRES	TOTAL REMUNERATION
Warwick Winn Chief Executive Officer	Commenced in position on 11 April 2016. Contract expires on 11 April 2019.	\$320,000 (includes salary and superannuation)
Leigh Harrison Director Assets and Engineering	Commenced in position on 9 March 2010. Contract expires on 9 March 2018.	\$259,980 (includes salary, superannuation and motor vehicle)
Philip Lee Director Shared Services	Commenced in position on 16 December 2013. Contract expires on 16 December 2018.	\$252,739 (includes salary and superannuation)
Teresa Dominik Director Planning and Environment	Commenced in position on 5 April 2012. Contract expires on 4 April 2018.	\$235,000 (includes salary, superannuation and motor vehicle)
Chris Potter Director Community Services	Commenced in position on 15 July 2013. Contract expires on 14 July 2018.	\$220,000 (includes salary and superannuation)

EMPLOYEE CODE OF CONDUCT

Section 95AA of the *Local Government Act 1989* requires the Chief Executive Officer to develop and implement a Code of Conduct for Council staff. Section 95 of the Act requires Council staff, in the course of their employment, to:

- Act impartially
- Act with integrity including avoiding conflicts of interest
- Accept accountability for results
- Provide responsive service.

The purpose of the code is to prescribe the conduct required by employees to deliver the high ethical and moral standards expected in government and to promote excellent service to the community. The Employee Code of Conduct contains 30 elements structured around the requirements of the Act and is provided to all new employees upon commencement.

FRAUD AND CORRUPTION CONTROL

Council is the custodian of significant public funds and assets therefore it is important that the community has assurance that these are adequately protected from fraud and corruption. In January 2015, Council adopted a Fraud and Corruption Policy and a Fraud and Corruption Control Plan.

The policy sets out specific guidelines and responsibilities regarding appropriate actions that must be followed for the investigation of fraud and corruption and other similar irregularities. The plan documents Council's approach to controlling fraud and corruption at both strategic and operational levels.

MANAGEMENT

Council has implemented a number of statutory and better practice items to strengthen its management framework. Having a strong governance and management framework leads to better decision making by Council.

The *Local Government (Planning and Reporting) Regulations 2014* requires Council to undertake an assessment against the prescribed governance and management checklist which can be found on page 110. The following items have been highlighted as important components of our management framework.

AUDIT COMMITTEE

Our Audit Committee includes three independent members, one of whom is the chair, and two Councillor representatives.

The Audit Committee is an advisory committee of Manningham established in accordance with section 139(2) of the *Local Government Act 1989* to assist Council to discharge its responsibilities by providing oversight in the areas of financial reporting, risk management, systems of internal controls and compliance with regulatory requirements.

Its role also involves input into the development of the strategic and annual audit plans and monitoring of the implementation of the plan and review of the external audit function and findings.

The objectives of the Audit Committee are to:

- Facilitate effective management of all risks, including financial risks and the protection of assets
- Encourage compliance with all laws and regulations as well as use of best practice guidelines
- Enhance the credibility and objectivity of internal and external financial reporting
- Assist in maximising the effectiveness of the internal audit function, and
- Provide an effective means of communication between the External Auditor, Internal Auditor, Executive Management Team and the Council.

Audit Committee members as at 30 June 2017.

INDEPENDENT	COUNCILLORS
Ms Theresa Glab	Cr Paul McLeish
Mr Alan Fotheringham	Cr Mike Zarifopoulos AM
Mr Andrew Dix	

For independent members, the annual remuneration is \$10,500 for the Chair and \$7,000 for other members.

Key management officers including the Chief Executive Officer, Executive Manager People and Governance and the Group Manager Financial Services, together with the Internal Auditor (contractor – Pitcher Partners) attend Audit Committee Meetings. The Audit Committee typically meets on a quarterly basis, with a fifth meeting convened to review the Annual Financial and Performance Statements. The Auditor General's agent attends the special meeting to report any matters of significance in relation to the Financial Statements.

Internal Audit

Internal auditing provides an independent and objective review and advisory service to provide assurance to the Council and management that the financial and operational controls designed to manage the Manningham's risks and achieve its objectives are operating in an efficient, effective and ethical manner. Crowe Horwath is the current contractor performing the internal audit function.

The internal audit process assists Council and the Chief Executive Officer to accomplish our objectives by bringing a systematic, disciplined approach to improve the effectiveness of risk management, control and governance processes. The Chief Executive Officer in consultation with the Audit Committee and the Internal Auditor, develops an annual audit plan. The audit projects in the annual audit plan reflect a mix of Manningham's identified strategic and operational risk exposures, as well as compliance and performance audits.

The following reviews were completed in 2016/17:

- Volunteer Management
- Payroll and Time Capture
- Tree Management/Emergency
- IT Security
- Cash Handling.

External audit

Council is externally audited by the Victorian Auditor-General's Office (VAGO). For the 2016/17 financial year, the financial and performance statements of Council were audited by a representative from VAGO as required by the *Audit Act 1994*. These can be viewed on pages 182-186 of this Annual Report.



RISK MANAGEMENT

Risk management is the combination of organisational systems, processes, procedures and culture that facilitate the identification, assessment, evaluation and treatment of unwanted risk in order to protect the organisation and assist in the successful pursuit of its strategies and performance objectives.

Manningham's Risk Management Framework is progressively being implemented and embedded across the organisation. A performance tool has been created to monitor and measure the cultural development of enterprise wide risk management through measurement of indicators under the following categories: governance, knowledge and ownership and systems. The below snapshot illustrates the progression of the process to 'Consolidation' stage.

The key elements of the Risk Management Framework are:

- Risk Management Strategy
- Risk Management Policy
- Risk Management Assessment Tool
- Risk Register
- Risk Reporting (Risk Management Committee, Independent Audit Committee and Council)
- Risk Management Incident and Near Miss Procedure
- Risk Management Cultural Measurement Tool
- Risk Management Committee
- Audit Committee.

Manningham Council, under the leadership of the CEO, is committed to establishing an organisational culture that ensures that effective risk management is embedded in all activities and business processes across all staff levels and locations. The risk management process is consistent with the AS/NZS ISO 31000:2009 and is illustrated in the above diagram.

Claims and Insurance

Manningham Council continues to perform well in regard to the management of its incidents and claims with focused attention on high risk public liability exposures including trips and falls, tree and water damage. Manningham's proactive under excess claims management system works to mitigate claims from escalating into unnecessary litigated matters and activation of insurance policy indemnity.

Low claims experience in recent years enhanced premium savings achieved with the tender of Insurance Broking Services and competitive renewal terms offered by MAV Insurance. This resulted in a total premium saving of 27 per cent for the 2016/17 insurance program.

RISK MANAGEMENT CULTURAL MATURITY MODEL

1. LAUNCH

2. IMPLEMENT

3. CONSOLIDATE

4. RISK INTELLIGENT

OCCUPATIONAL HEALTH AND SAFETY

It is our aim to build a best practice safety culture through investing in skilled leaders and teams; embedding a contemporary OHS Management System; and using key indicators to drive continuous improvement. To support this, Manningham City Council has developed an Occupational Health and Safety (OHS) Strategy which identifies a number of strategic priorities across the next four years that will further drive the vision of a safe and healthy workplace as we aim to build a best practice safety culture.

A suite of OHS policies drive local level and organisation wide safety improvements through hazard management, control evaluation and escalation processes. These policies are reviewed and approved by the OHS Committee and are reinforced by local level procedures and Safe Work Method Statements.

Additionally, Council has adopted a three tiered OHS Committee structure which monitors OHS performance. Health and Safety Representatives (HSRs) play an active role in the OHS Committees and in representing their Designated Work Groups (DWGs) in relation to OHS issues affecting them. Variations of DWGs in early 2017 resulted in an increase in DWGs and HSRs, bringing the total to 13 DWGs and 17 HSRs.

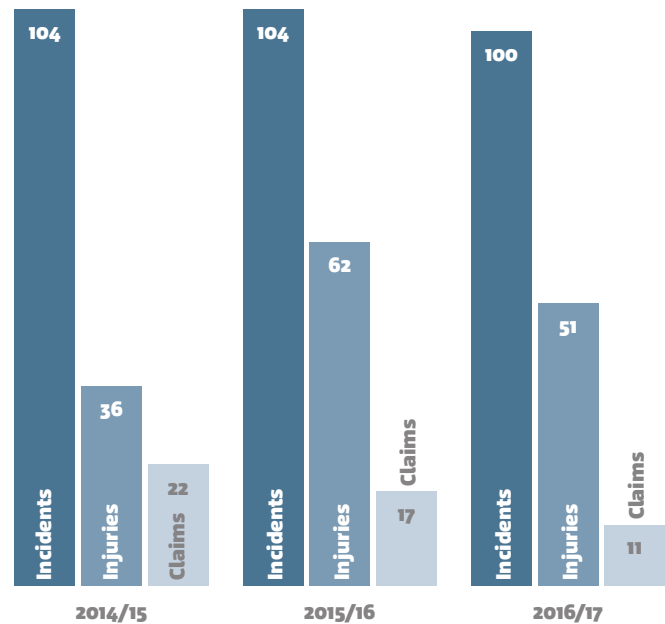
Our proactive approach to improving safe systems at work is generating positive results with a steady decrease in the number of incidents, injuries and claims being raised.

Manningham continues to improve upon injury management processes and systems to ensure injured workers are supported at all times during their recovery and return to work. This is carried out in accordance with compliance requirements outlined in the *Workplace Injury Rehabilitation and Compensation Act 2013* and is subject to spot audit by WorkSafe Victoria.

A focus on manual handling techniques and worker health and wellbeing (to minimise likelihood of injury) has contributed towards a WorkCover Premium for the 2016/17 year that, whilst higher than the previous year, is 46.84 per cent better than the average Local Government industry performance rate. Manual handling type injuries have reduced across the board.

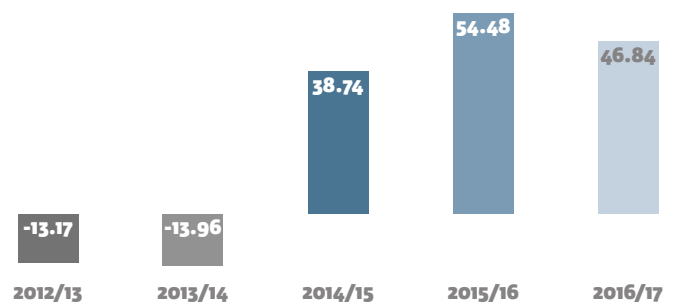
However, the current challenge of overturned rejected claims and psychological claims (historically the most cost intensive claim type) will significantly impact overall claims costs and WorkCover Premium in the upcoming years. Attention will therefore be directed towards methods for positive impact and support for the mental health and wellbeing of all workers at Manningham.

Incidents Injuries Claims



Manningham Council and Industry Benchmarking Performance Measures

Premiums Performance Comparison to Industry Average (%)



ASSET MANAGEMENT

Council is responsible for an extensive range of infrastructure assets, such as buildings, roads and bridges, drainage, parks and recreational facilities. This represents a significant investment made over many generations to ensure that the assets and the services that Council delivers are managed in an economical and sustainable manner.

The replacement value of these assets (including land and fixed assets) is estimated at \$2 billion, and Council spends, on average, around \$16 million per year on the refurbishment and renewal of its infrastructure assets.

Sound and sustainable asset management is necessary to enable Council to meet its responsibilities and obligations in order to provide necessary services and facilities, to manage and maintain these important community assets and to meet legislative, regulatory and reporting requirements.

Council's approach to asset management forms part of a framework that includes the application of asset management best practices, the implementation of corporate information systems for data management, reporting and works planning, a planned and fully funded approach to timely infrastructure renewal, and the consideration of lifecycle costing for capital investment decisions for new or enhanced infrastructure.

There are a number of key documents that form part of this framework that influences and drives asset management at Council. These include Council's Asset Management Policy and Asset Management Strategy, which provides direction and guidance for the ongoing management of Council's assets, and also defines the principles and methodology on which the long term Capital Works Program is developed.

The Capital Works Program assigns funding priority to the renewal and refurbishment of existing assets, over the creation of new assets, to ensure that Council's existing infrastructure facilitates levels of service that are affordable and continue to meet community expectations, changes in standards and growth of the city.

In 2016/17, Council invested \$23.86 million in asset renewal, highlights include:

- Building restoration and refurbishment works at various Council owned or managed buildings including the Aquarena Aquatic and Leisure Centre, Donvale Preschool, Templestowe Heights Primary School Stadium, Sheahans Road Stadium, Donvale Reserve Pavilion, Doncaster Tennis Club and the relocation of cooling towers at the Manningham Civic Centre – \$3.90 million
- Road restoration and resealing works including Mincha Avenue in Templestowe Lower and High Street in Templestowe, and other road related infrastructure such as kerb and channel, car parking, footpaths and drainage pits – \$8.41 million
- Restoration and renewal of Council's open space and recreational assets, including fencing, water services, floodlighting, playspaces, sportsgrounds and streetscapes – \$3.44 million
- Implementation of IT Strategy initiatives and upgrade of Council's computer network systems – \$970,000
- Ongoing replacement of Council's fleet of vehicles and mobile plant items – \$1.61 million
- Replacement of household waste bins as part of the implementation of the Manningham Bin Swap program – \$5.42 million.

National Asset Management Assessment Framework (NAMAF)

Council participates in, and is a strong advocate of, the MAV Step Asset Management Program. The Step Program was established to raise awareness, assist councils with asset management and to support a common best practice approach across the industry.

The Step Program continues to evolve and now includes best practice guidelines and practices contained in the Federal Government's National Asset Management Assessment Framework (NAMAF).

The Framework is being used nationally to support improvement in local governments' asset management planning and performance, and to assist councils to achieve a 'Core' or 'Advanced' level of asset management maturity within their organisation.

There are 11 key assessment elements that the NAMAF includes to evaluate asset management performance.

A summary of Manningham's performance (scorecard) for 2016/17 is outlined in the table opposite and it includes a comparison with outer metropolitan councils.

The results (table opposite) show Manningham has achieved a high level of asset management performance, having reached 'Core' maturity level in all of the key elements, and is generally operating at or above the industry standard in comparison to other councils.

The Step Program will continue to be implemented in 2017/18 and will focus on achieving improved NAMAF outcomes, and to support further improvement in asset management performance, financial sustainability and service planning, that will assist Councils to achieve their strategic outcomes.

KEY ASSET MANAGEMENT ELEMENTS	OUTER METROPOLITAN (AVE SCORE)	MANNINGHAM
Strategic planning	Excellence (100%)	Excellence (100%)
Annual budget	Excellence (100%)	Excellence (100%)
Annual report	Excellence (100%)	Excellence (100%)
Asset Management Policy	Excellence (100%)	Excellence (100%)
Asset Management Strategy	Excellence (100%)	Excellence (100%)
Asset Management Plans	Excellence (90%)	Excellence (100%)
Governance and Management	Excellence (95%)	Excellence (100%)
Levels of service	Excellence (75%)	Excellence (100%)
Data and systems	Excellence (95%)	Excellence (97%)
Skills and processes	Excellence (97%)	Excellence (98%)
Evaluation	Excellence (90%)	Excellence (100%)

GOVERNANCE AND MANAGEMENT CHECKLIST

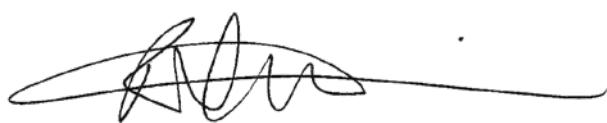
The following are the results in the prescribed form of Manningham Council's assessment against the prescribed governance and management checklist.

GOVERNANCE AND MANAGEMENT ITEMS	ASSESSMENT
Community engagement policy (policy outlining Council's commitment to engaging with the community on matters of public interest)	Current policy in operation Date of operation: 31 August 2016
Community engagement guidelines (guidelines to assist staff to determine when and how to engage with the community)	Current guidelines in operation Date of operation: 31 October 2014
Strategic Resource Plan (plan under section 126 of the Act outlining the financial and non financial resources required for at least the next 4 financial years)	Adopted in accordance with section 126 of the Act Date of adoption: 27 June 2017
Annual budget (plan under section 130 of the Act setting out the services to be provided and initiatives to be undertaken over the next 12 months and the funding and other resources required)	Adopted in accordance with section 130 of the Act Date of adoption: 27 June 2017
Asset management plans (plans that set out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)	Current plans in operation Drainage Management Plan Date of operation: 31 July 2007 Roads Management Plan Date of operation: 28 August 2012 Building Management Plan Date of operation: 28 August 2012 Parks Management Plan Date of operation: 28 August 2012
Rating strategy (strategy setting out the rating structure of Council to levy rates and charges)	Current strategy in operation Date of operation: 26 June 2007
Risk policy (policy outlining Council's commitment and approach to minimising the risks to Council's operations)	Current policy in operation Date of operation: 15 December 2015
Fraud policy (policy outlining Council's commitment and approach to minimising the risk of fraud)	Current policy in operation Date of operation: 27 January 2015
Municipal emergency management plan (plan under section 20 of the <i>Emergency Management Act 1986</i> for emergency prevention, response and recovery)	Prepared and maintained in accordance with section 20 of the <i>Emergency Management Act 1986</i> Date of preparation: 15 March 2016

GOVERNANCE AND MANAGEMENT ITEMS	ASSESSMENT
<p>Procurement policy (policy under section 186A of the <i>Local Government Act 1989</i> outlining the matters, practices and procedures that will apply to all purchases of goods, services and works)</p>	<p>Prepared and approved in accordance with section 186A of the <i>Local Government Act 1989</i> Date of approval: 21 February 2017</p>
<p>Business continuity plan (plan setting out the actions that will be taken to ensure that key services continue to operate in the event of a disaster)</p>	<p>Current plan in operation Date of operation: 21 June 2017</p>
<p>Disaster recovery plan (plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)</p>	<p>Current plan in operation Date of operation: 21 June 2017</p>
<p>Risk management framework (framework outlining Council's approach to managing risks to the Council's operations)</p>	<p>Current framework in operation Date of operation: 15 December 2015</p>
<p>Audit Committee (advisory committee of Council under section 139 of the Act whose role is to oversee the integrity of a Council's financial reporting, processes to manage risks to the Council's operations and for compliance with applicable legal, ethical, and regulatory requirements)</p>	<p>Established in accordance with section 139 of the Act Date of establishment: 13 January 1998</p>
<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>	<p>Internal auditor engaged Date of engagement: 6 October 2016</p>
<p>Performance reporting framework (a set of indicators measuring financial and non financial performance, including the performance indicators referred to in section 131 of the Act)</p>	<p>Current framework in operation Date of operation: 27 June 2017</p>
<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>	<p>Current report Date of report: 15 February 2017</p>

GOVERNANCE AND MANAGEMENT ITEMS	ASSESSMENT
<p>Financial reporting (quarterly statements to Council under section 138 of the Act comparing budgeted revenue and expenditure with actual revenue and expenditure)</p>	<p>Quarterly statements presented to Council in accordance with section 138(1) of the Act Quarter 1 statement presented: 30 August 2016 Quarter 2 statement presented: 21 February 2017 Quarter 3 statement presented: 26 April 2017 Quarter 4 statement anticipated to be presented: 29 August 2017</p>
<p>Risk reporting (six-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies)</p>	<p>Report prepared and presented Date of reports: 26 July 2016, 28 March 2017</p>
<p>Performance reporting (six monthly reports of indicators measuring results against financial and non-financial performance, including the performance indicators referred to in section 131 of the Act)</p>	<p>Reports prepared and presented Date of reports: 16 August 2016, 15 February 2017</p>
<p>Annual report (annual report under sections 131, 132 and 133 of the Act to the community containing a report of operations and audited financial and performance statements)</p>	<p>Considered at meeting of the Council in accordance with section 134 of the Act Date of consideration: 4 October 2016</p>
<p>Councillor Code of Conduct (Code under section 76C of the Act setting out the conduct principles and the dispute resolution processes to be followed by Councillors)</p>	<p>Reviewed in accordance with section 76C of the Act Date reviewed: 21 February 2017</p>
<p>Delegations (a document setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff)</p>	<p>Reviewed in accordance with section 98(6) of the Act Date of review: 28 March 2017</p>
<p>Meeting procedures (a local law governing the conduct of meetings of Council and special committees)</p>	<p>Meeting procedures local law made in accordance with section 91(1) of the Act Date local law made: 29 September 2015</p>

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



Warwick Winn

Chief Executive Officer

Dated: 13 September 2017



Cr Michelle Kleinert

Mayor

Dated: 13 September 2017

STATUTORY INFORMATION

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

DOCUMENTS AVAILABLE FOR PUBLIC INSPECTION

In accordance with regulation 12 of the *Local Government (General) Regulations 2015* the following is a list of the prescribed documents that are available for inspection on request at the Manningham Civic Centre, 699 Doncaster Road, Doncaster, during normal office hours from 8.00 am to 5.00 pm on weekdays:

- 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 Council staff in the previous 12 months
- Agendas for and minutes of meetings of ordinary and special meetings of Council held in the previous 12 months, excluding confidential information considered at a meeting closed to the public
- Minutes of meetings of special committees established under section 86 of the *Local Government Act 1989* (the Act) excluding confidential information considered at a meeting closed to the public
- Register of delegations kept in accordance with the Act
- Register of all leases involving land which were entered into by the Council as lessor
- Register of authorised officers
- A list of grants and donations made by Council during the financial year.

In addition, there is other information that Council is obliged to have available for inspection. This includes:

- An operating statement, a statement of financial position and notes to the financial statements
- A copy of election campaign donation returns received following the most recent Council elections.

For more information, visit www.manningham.vic.gov.au/public-registers-and-information

BEST VALUE

In line with the *Local Government Act 1989*, Manningham Council operates under the principles of Best Value which are based around:

- Quality and cost of services
- Services being responsive to the needs of the community

- Services being accessible to those for whom they are intended
- An approach of continuous improvement for services
- Regular consultation with the community on the services provided.

The six Best Value principles are:

1. Quality and cost standards
2. Responsiveness to community needs
3. Accessibility
4. Continuous improvement
5. Community consultation
6. Reporting to the community.

Manningham has developed a multi-pronged approach to capture Best Value across the organisation's activities.

Firstly, to plan and capture all Best Value activity internally by reporting on these in every report, business case and capital works proposal presented to the Executive Management Team and the Council.

Secondly, Council is currently undertaking a comprehensive transformation program to ensure that we continue to streamline and improve the ways in which we interact with our community. Projects completed over the past 12 months include:

- PC and Technology Refresh project, refreshing outdated PCs with efficient notebook computers
- Business processes mapped and software updated for new Infringement Reforms legislation
- Print Optimisation project
- InfoCouncil implementation
- Records Management Transformation
- Risk and Audit management systems
- Adoption and use of invoice scanning for Accounts Payable
- Pilot of Facebook Live for Council Meetings
- Community Panel established.

CARERS RECOGNITION

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

Council has taken all practicable measures to comply with its responsibilities outlined in the *Carers Recognition Act 2012*. Council has promoted the principles of the Act to people in care relationships who receive Council services; to people in care relationships, and to the wider community by:

- Displaying posters at the customer service reception at Council's Aged and Disability Support Services unit at the Manningham Civic Centre
- Providing information on Council's website for Carers, www.manningham.vic.gov.au/ageing-well-carers, including the availability of carer support groups.

Council has taken all practicable measures to ensure staff, Council agents and volunteers working for Council are informed about the principles and obligations of the Act by including information on the care relationship by:

- Providing information about the Act to clients in Home and Community Care and disability services through the Council's Community Care Program Guidelines
- Including reference to the Act in Council's Discrimination, Harassment and Bullying Policy
- References to carers leave in the current Manningham City Council Enterprise Agreement 6, 2014.

Council has taken all practicable measures to review and modify policies, procedures and supports to include recognition of the carer relationship and has provided the following additional activities and resources to recognise the care relationship:

- Respite care support – in home and community based regular and occasional, and school holiday through the Manningham Activities for Special Kids (MASK) program
- Free attendance for carers attending with care recipient at seniors' events, including the annual Dapper Day Out afternoon tea dance
- Launched the Pathways for Carers project in Manningham, a peer support walking program designed for carers of people with a disability or mental health issue. Monthly walks have been held since October 2016, which are followed by a meeting at a local café with a guest speaker, discussing various topics designed for carers
- Partnering with a range of organisations to ensure individuals, families and carers are informed in preparation for the National Disability Insurance Scheme (NDIS) roll out, initiatives have included National Disability Insurance Agency's (NDIA's) information sessions, Amaze NDIS preparedness sessions, Association for Children Peer Support program and Manningham Community Health, Onemda and Biala Early Childhood NDIS information session.

- The Aquarena Aquatic and Leisure Centre continued to accept the Carer Card, entitling carers to concession aquatics entry and membership rates, and the Companion Card, which entitles carers free entry while working in their role as a carer.

CONTRACTS

During the year Council did not enter into any contracts valued at \$150,000 or more without first engaging in a competitive process.

DISABILITY ACTION PLAN

In accordance with Section 38 of the *Disability Act 2006* as Council has prepared a Disability Action Plan it must report on its implementation in its Annual Report.

In 2016/17, Council implemented the following actions from its Disability Access and Inclusion Plan:

- Access and Equity Advisory Committee meetings held bi-monthly. The committee provides advice to Council on local issues, service delivery and planning for improved access, equity and inclusion within Council and the wider community
- National Disability Insurance Scheme (NDIS) information and education through a range of information sessions, forums, peer support groups and educational courses. Council is partnering with key organisations funded by the National Disability Insurance Agency (NDIA) to support people with a disability and their families to prepare for this major reform of disability support
- The completed Aquarena redevelopment includes a sky bridge providing accessible entry from the upper car park, accessible car parking spaces, accessible change and toilet facilities and improved access to swimming pools and fitness equipment
- The new Mullum Mullum Stadium under construction will include a 'Changing Places' facility, which is the first of its kind in Manningham, providing accessible change and toilet facilities as well as future workplace training opportunities for people with a disability
- Launched the Pathways for Carers project in Manningham, providing a monthly walking group with guests presenters led by carers for carers of people with disabilities and mental health issues
- Launched the Building Equitable Employment network bringing together individuals and organisations working towards inclusive employment for people with disabilities
- Council, in partnership with Women with Disabilities Victoria, Whitehorse, Maroondah and Monash Councils provided the Enabling Women Leadership program. The course provided women with disabilities the opportunity to build confidence and new skills, connections with other women, information about rights, self-esteem and leadership skills.

MANNINGHAM'S HEALTHY CITY PLAN 2013-2017

In accordance with the *Public Health and Wellbeing Act 2008* Council has prepared a Municipal Public Health Plan (Healthy City Plan 2013-2017) which outlines our legislative responsibilities in preparing, implementing and evaluating this plan every four years.

In 2016/17 Council commenced a strategic planning process to guide the development of the Healthy City Strategy 2017-2021. In partnership with a range of key stakeholders, the process included:

- Formation of a Healthy City Advisory Committee, which includes community and service provider representatives, who will collaborate to address the health and wellbeing needs of the Manningham community
- Evaluation of the Healthy City Plan 2013-2017
- Extensive community consultation
- Commenced the development of an action plan that will guide the implementation of the Healthy City Strategy 2017-2021.

The updated Healthy City Strategy 2017-2021 was endorsed by Council at its meeting on 27 June 2017.

DOMESTIC ANIMAL MANAGEMENT PLAN

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

Council adopted the Domestic Animal Management Plan 2013-2017 in 2013 (table below).

A draft Domestic Animal Management Plan 2017-2021 has been developed and was approved by Council on 27 June 2017 to be placed on public exhibition during July/August 2017.

The new plan will guide Council's management of dogs and cats over the next four years and will be finalised and adopted prior to November 2017.

Domestic Animal Management Plan 2013-2017

TOPIC	TOTAL ACTIONS IN PLAN	ACTIONS COMPLETE	ACTIONS OUTSTANDING	COMMENTS
Staff Training	11	11	0	All actions completed.
Registration/ Identification	27	26	1	Only one action remains outstanding which relates to being able to de-register animals online.
Nuisance complaints	15	14	1	Review of enforcement policies to be completed prior to November 2017.
Dog Attacks	22	20	1	One action to be completed prior to November 2017 relating to raising the awareness of dog attacks through the Bureau of Animal Welfare's Responsible Pet Ownership Schools Program.
Declared Dogs	17	17	0	All actions completed.
Overpopulation Euthanasia rates	17	15	1	One action to be completed prior to November 2017 relating to the set-up of an incentive package to owners who adopt a stray cat.
Domestic Animal Businesses	14	14	0	All actions completed.
Other matters	24	20	1	One action remains outstanding relating to animal controls and will be completed prior to November 2017.

FOOD ACT MINISTERIAL DIRECTIONS

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

Council did not receive ministerial directions during the 2016/17 year.

FREEDOM OF INFORMATION

The *Freedom of Information Act 1982* gives the community a right to access certain Council documents. Freedom of Information requests must be made in writing and be accompanied by an application fee. Under legislation Council must decide if the information will be provided (in whole or in part) or whether access will be denied, within 45 days.

In 2016/17, Council received 22 valid Freedom of Information applications. Nineteen of the applications were processed and completed during 2016/17. Three of the applications were carried over into 2017/18.

Eight additional requests were received in 2016/17, which were subject to consultations under section 17 of the *Freedom of Information Act 1982*. As there was either no response from the applicant to the section 17 consultation or it was subsequently withdrawn by the applicant in response to the section 17 consultation, these requests have not become valid applications in terms of the Act and have not been processed.

All enquiries relating to accessing documents under Freedom of Information should be direct to Council's Freedom of Information Officer on 9840 9407 or at FOI@manningham.vic.gov.au

For more information, visit www.manningham.vic.gov.au/legislation

INFORMATION PRIVACY

Council is committed to protecting the personal privacy of residents and ratepayers. Council will only collect, use or disclose personal information where it is necessary to perform Council functions or where required by law. Council is committed to full compliance with its obligations under the *Privacy and Data Protection Act 2014* and the *Health Records Act 2001*.

- *Privacy and Data Protection Act 2014* – one complaint was received during 2016/17
- *Health Records Act 2001* – no complaints were received during 2016/17.

To view Council's Information Privacy Policy, visit, www.manningham.vic.gov.au/privacy

LOCAL LAWS

Council adopted Manningham's Community Local Law on 30 April 2013. The Community Local Law replaces Manningham's General, Public Health and Doncaster Hill Local Laws. The preparation, content and format of the Local Law is in accordance with the Ministerial Guidelines.

A Community Impact Statement was developed to inform and consult the community about the Local Law. The Community Local Law complies with National Competition Policy requirements and is compatible and consistent with the Victorian Charter of Human Rights.

For more information, visit www.manningham.vic.gov.au/community-local-law

PROTECTED DISCLOSURE PROCEDURES

The *Protected Disclosure Act 2012* became law in Victoria in February 2013. The purpose of the Act and procedure is to encourage and facilitate the disclosure of any improper conduct by Councillors or Council officers and to protect people making disclosures from any reprisals that may occur as a result of their actions.

Council has adopted a Protected Disclosure Procedure to supplement the provisions of the Act and to facilitate the disclosure of any improper conduct by Councillors and Council officers.

The role of Council's Protected Disclosure Co-ordinator is to receive and consider all disclosures about improper conduct and detrimental action as defined by the Act. A copy of the Protected Disclosure Procedure is available on Council's website.

In 2016/17, there were no protected disclosures referred by Council to the Independent Broad-based Anti-corruption Commission (IBAC). For more information, visit www.manningham.vic.gov.au/legislation

ROAD MANAGEMENT ACT – MINISTERIAL DIRECTIONS

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

Council did not receive ministerial directions during the 2016/17 year.

INFRASTRUCTURE AND DEVELOPMENT CONTRIBUTIONS

In accordance with section 46GM and 46QD of the *Planning and Environment Act 1987*, Council must prepare and provide a report to the Minister for Planning on infrastructure and development contributions including levies and works in kind for the 2016/17 year.

The following tables outline infrastructure and development contributions for 2016/17.

DEVELOPMENT CONTRIBUTIONS PLAN (DCP)

Total DCP levies received in 2016/17

DCP name (Year approved)	Levies received in 2016/17 financial year \$
Doncaster Hill DCP (2005)	\$693,340
Total	\$693,340

DCP land, works, services or facilities accepted in-kind in 2016/17

DCP name (Year approved)	Project ID	Project description	Item purpose	Project Value \$
Doncaster Hill DCP (2005)				Nil
Total				Nil

Total DCP contributions received and expended to date

DCP name (Year approved)	Total Levies received \$	Total levies expended \$	Total works-in-kind accepted \$	Total DCP contributions received (levies and works-in-kind) \$
Doncaster Hill DCP (2005)	\$15,745,850	\$19,493,287	\$0	\$15,745,850
Total	\$15,745,850	\$19,493,287	\$0	\$15,745,850

Land, works, services or facilities delivered in 2016/17 from DCP levies collected

Project description	Project ID	DCP name (Year approved)	DCP fund expended \$	Works-in-kind accepted \$	Council's contribution \$	Other contributions \$	Total project expenditure \$	Percentage of item delivered
Paving - Doncaster Road	DI_S010	Doncaster Hill DCP (2005)	\$56,946	–	–	–	\$56,946	20%
Total			\$56,946	–	–	–	\$56,946	20%

FINANCIAL STATEMENTS



GUIDE TO THE FINANCIAL STATEMENTS	119		
FINANCIAL STATEMENTS			
Comprehensive income statement	122	Note 12: Net profit (loss) on disposal of property, infrastructure, plant, equipment and other fixed assets	144
Balance sheet	123	Note 13: Depreciation and amortisation	145
Statement of changes in equity	124	Note 14: Borrowing costs	145
Statement of Cash Flows	125	Note 15: Other expenses	145
Statement of Capital Works	126	Note 16: Cash and cash equivalents	146
NOTES TO THE FINANCIAL REPORT		Note 17: Trade and other receivables	147
Introduction	127	Note 18: Other financial assets	147
Note 1: Significant accounting policies	127	Note 19: Other assets	147
Note 2: Budget comparison	134	Note 20: Property, infrastructure plant, equipment and other fixed assets	148
Note 3: Rates and charges	139	Note 21: Intangible assets	154
Note 4: Statutory fees and fines	139	Note 22: Trade and other payables	154
Note 5: User fees and charges	140	Note 23: Trust funds and deposits	154
Note 6: Contributions	140	Note 24: Provisions	155
Note 7: Grants	141	Note 25: Income received in advance	156
Note 8: Other income	143	Note 26: Interest-bearing loans and borrowings	156
Note 9: Investment in associate	143	Note 27: Reserves	157
Note 10: Employee costs	144	Note 28: Reconciliation of cash flows from operating activities to surplus for the year	159
Note 11: Materials, services and contracts	144	Note 29: Reconciliation of cash and cash equivalents	159
		Note 30: Financing arrangements	159
		Note 31: Commitments	160
		Note 32: Operating leases	160
		Note 33: Superannuation	161
		Note 34: Contingent liabilities and contingent assets	162
		Note 35: Financial instruments	163
		Note 36: Related party transactions	164
		Note 37: Senior officers remuneration	165
		Note 38: Events occurring after balance date	165
		Certification of the Financial Report	166

GUIDE TO THE FINANCIAL STATEMENTS

The guide has been prepared to assist readers understand and analyse the Financial Statement as particular terms required by the Accounting Standards may not be familiar to all readers, and some of the generally recognised terms used in private sector company reports are rephrased to be more appropriate to a Council's report.

The Financial Report is a key report by Manningham Council. It shows how Council performed financially during the financial year and the overall position as at 30 June.

The Financial Report is prepared by Council's staff in accordance with the Australian Accounting Standards and relevant legislation, examined by Council's Audit Committee and by Council, and audited by the Victorian Auditor-General.

WHAT IS CONTAINED IN THE FINANCIAL REPORT?

Council's Financial Report has two main sections, namely; the Financial Statements and the Notes.

There are five Financial Statements and a number of 'Notes' that accompany the Statements. The five Statements are at the front of the report. They are the Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Cash Flow Statement and Statement of Capital Works.

The notes to the statements disclose Council's accounting policies and provide greater detail on the values contained in the statements.

COMPREHENSIVE INCOME STATEMENT

This statement was once known as the 'Profit and Loss Statement' and shows:

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

While capital purchase costs are not included in the Expenses there is an item for 'Depreciation'. This value is the value of the assets 'used up' during the year.

The key figure to look at is the surplus for the year. A surplus means that the revenue was greater than the operating expenses. The cash element in 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 the Council owns as Assets and what it owes as Liabilities. The bottom line of this statement is Net Assets, or Equity, and this is the net worth of Council which has been built up over many years. The Assets and Liabilities are further separated into Current and Non-current categories.

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

The components of the Balance Sheet are:

Current and Non-Current Assets

- Cash and cash equivalents includes cash and investments, i.e. cash held in the bank and in petty cash and the market value of Council's investments.
- Trade and other receivables are monies owed to Council by Ratepayers and others.
- Other financial assets include term deposits with financial institutions ranging from three to 12 months.
- Non-current assets held for sale contains land and buildings which have been approved for sale by Council.
- Other assets are pre-payments of next year's expenses and monies owed to Council, other than from trading, that are not yet received.
- Financial Assets refers to term deposit investments with a term of between three and 12 months and security deposits held by Council.
- Investment in Associates refers to Council's equity share in the Whitehorse Manningham Regional Library Service.
- Property, Infrastructure, Plant and Equipment is the largest component of Council's worth and represents the value of all the land, buildings, roads, vehicles, equipment, etc. which has been built up by Council over many years.
- Intangible assets are assets that have no physical form such as computer software and licences.

- Current and Non-Current Liabilities
- Trade and other payables is the value to whom Council owes money as at 30 June.
- Trust funds and deposits represents monies held in Trust by Council.
- Provisions include accrued salary and leave entitlements.
- Interest bearing loans and borrowings represents monies owed by Council to financial institutions as at 30 June.

Income received in advance represents payments received for works or services yet to be done.

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

This always equals Net Assets. It is made up of the following components:

- Accumulated Surplus: this is the value of the Council, other than the Asset Revaluation reserve and Other Reserves that has been accumulated over time
- Asset Revaluation Reserve: this is the value by which the purchase cost of assets has changed over the years and arises as assets are revalued to their replacement cost from time to time
- Other Reserves: this is the value of unspent funds from developer contributions and the sale of open space lands. These funds are held for future expenditure.

Statement of Changes in Equity

During the course of the year the value of Total Equity, as set out in the Balance Sheet, changes. This Statement shows the values of such changes and how these changes arose. The main reasons for a change in equity stem from:

- The surplus for the year is the value that income exceeded operating costs as described in the Comprehensive Income Statement
- Net Asset revaluation increment reflects the change in the replacement value of assets
- Transfer of monies to or from Council's reserves shows the money withdrawn from reserves and used 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. This Statement is presented according to Australian Accounting Standards and needs some care in analysis.

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 the timing of cash receipts and payments.

Cash in this Statement refers to bank deposits with a term of three months or less and other forms of highly liquid investments that can readily be converted to cash, such as cash invested with banks. 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 who owed money to Council. Receipts also include the interest earnings from Council's cash investments. It does not include the costs associated with the sale of assets.
- Payments. All cash paid by Council from its bank account to staff, creditors and other persons. It does not include the costs associated with the creation of assets.

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 bottom line of the Cash Flow Statement and the Cash and Cash Equivalents at the end of the financial year.

STATEMENT OF CAPITAL WORKS

This statement summarises expenditures associated with capital purchases in the asset classes prescribed by the Regulations as part of the capital works program.

There are four main classes of assets:

- Property – includes land and buildings purchased during the year
- Plant, machinery and other assets – includes non-infrastructure assets like computers, artworks, furniture and fixtures
- Infrastructure – this is where bulk of 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 expenditures into:

- New – represents expenditure on new asset 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 to the same standard as existing users
- Upgrade – enhances an existing asset to provide a higher level of service and increases the life of the assets.

NOTES TO THE ACCOUNTS

The Notes are an important and informative section of the report. The Accounting Standards are not prescriptive of all issues, and so to enable the reader to understand the basis on which the values shown in the Statements are established it is necessary to provide details of Council's accounting policies.

These policies are described in Note 1. Apart from the accounting policies, the Notes also give details behind many of the summary figures contained in the Statements. The Note numbers are shown beside the relevant items in the Statements.

Where Council wishes to disclose other information which cannot be incorporated into the Statements then this is shown in the Notes. Other notes include:

- The breakdown of expenses, revenues, reserves and assets
- Contingent liabilities
- Transactions with persons related to Council
- Financial performance indicators.

The Statements and notes should be read in conjunction to get a clear picture of the accounts.

STATEMENTS BY PRINCIPAL ACCOUNTING OFFICER AND COUNCILLORS

The Certification of the Principal Accounting Officer is made by the person responsible for the financial management of Council that, in her/his opinion, the Financial Statements have met all the statutory and professional reporting requirements.

The Certification of Councillors is made by two councillors on behalf of Council that, in their opinion, the Financial Statements are fair and not misleading.

AUDITOR-GENERAL'S REPORT

The Independent Auditor's Report provides the reader with an external and independent opinion on the Financial Report and Standard Statements. It confirms that the Financial Report has been prepared in accordance with relevant legislation and professional standards and that it represents a fair picture of the financial affairs of the Council. The Victorian Auditor-General is Council's auditor.

COMPREHENSIVE INCOME STATEMENT

For the Year Ended 30 June 2017

	Note	2017 \$'000	2016 \$'000
Income			
Rates and charges	3	82,819	81,721
Waste charges	3	10,201	12,040
Statutory fees and fines	4	3,572	3,020
User fees and charges	5	10,797	9,533
Contributions - monetary	6	6,640	5,430
Contributions - non-monetary	6	15,747	494
Grants - operating	7	12,366	10,023
Grants - capital	7	3,999	7,189
Interest income	8	1,629	1,523
Other income	8	1,004	814
Share of gain from investment in associate	9	122	522
Net profit/(loss) on disposal of property, infrastructure, plant, equipment and other fixed assets	12	759	(129)
Total income		149,655	132,180
Expenses			
Employee costs	10	51,099	47,890
Materials, services and contracts	11	22,115	21,595
Depreciation and amortisation	13	19,347	20,221
Borrowing costs	14	309	309
Community grants and contributions	15	5,471	5,203
Utilities	15	2,528	2,186
Other expenses	15	10,212	10,110
Total expenses		111,081	107,514
Surplus for the year		38,574	24,666
Other comprehensive income			
Item that will not be reclassified to surplus or deficit in future periods			
Net asset revaluation increment/(decrement)	27(a)	118,540	56,539
Total comprehensive result		157,114	81,205

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

BALANCE SHEET

As at 30 June 2017

	Note	2017 \$'000	2016 \$'000
Assets			
Current assets			
Cash and cash equivalents	16	49,353	39,470
Trade and other receivables	17	8,800	9,276
Other financial assets	18	14,500	23,500
Other assets	19	1,903	1,444
Total current assets		74,556	73,690
Non-current assets			
Trade and other receivables	17	31	31
Investment in associate	9	2,636	2,514
Property, infrastructure, plant, equipment and other fixed assets	20	2,004,700	1,845,383
Intangible assets	21	1,880	1,819
Total non-current assets		2,009,247	1,849,747
Total assets		2,083,803	1,923,437
Liabilities			
Current liabilities			
Trade and other payables	22	14,180	13,338
Trust funds and deposits	23	9,861	7,676
Provisions	24	12,172	12,197
Income received in advance	25	1,209	741
Total current liabilities		37,422	33,952
Non-current liabilities			
Provisions	24	696	914
Interest-bearing loans and borrowings	26	7,279	7,279
Total non-current liabilities		7,975	8,193
Total liabilities		45,397	42,145
Net Assets		2,038,406	1,881,292
Equity			
Accumulated surplus		677,444	639,709
Reserves	27	1,360,962	1,241,583
Total Equity		2,038,406	1,881,292

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

STATEMENT OF CHANGES IN EQUITY

For the Year Ended 30 June 2017

2017	Note	Accumulated surplus \$'000	Asset revaluation reserves \$'000	Other reserves \$'000	Total \$'000
Balance at beginning of the financial year		639,709	1,236,931	4,652	1,881,292
Surplus for the year		38,574	-	-	38,574
Net asset revaluation increment/(decrement)	27(a)	1,994	116,546	-	118,540
Transfers from other reserves	27(b)	3,081	-	(3,081)	-
Transfers to other reserves	27(b)	(5,914)	-	5,914	-
Balance at end of the financial year		677,444	1,353,477	7,485	2,038,406
Change in equity for the financial year		37,735	116,546	2,833	157,114

2016	Note	Accumulated surplus \$'000	Asset revaluation reserves \$'000	Other reserves \$'000	Total \$'000
Balance at beginning of the financial year		615,922	1,180,397	3,768	1,800,087
Surplus for the year		24,666	-	-	24,666
Net asset revaluation increment/(decrement)	27(a)	5	56,534	-	56,539
Transfers from other reserves	27(b)	3,072	-	(3,072)	-
Transfers to other reserves	27(b)	(3,956)	-	3,956	-
Balance at end of the financial year		639,709	1,236,931	4,652	1,881,292
Change in equity for the financial year		23,787	56,534	884	81,205

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 2017

	Note	2017 Inflows/(Outflows) \$'000	2016 Inflows/(Outflows) \$'000
Cash flows from operating activities			
Rates and waste charges		92,574	93,042
Statutory fees, fines and user charges		15,368	12,113
Grants - operating		12,866	10,023
Grants - capital		3,999	7,243
Contributions - monetary		7,074	4,738
Interest received		1,433	1,787
Net increase in trust funds and deposits		2,185	1,573
Other receipts		731	535
Net GST refund/payment		(149)	(196)
Materials, services and contracts		(43,586)	(35,815)
Other payments		(309)	-
Employees costs		(51,064)	(46,870)
Net cash provided by/(used in) operating activities	28	41,122	48,173
Cash flows from investing activities			
Payments for property, plant and equipment, infrastructure, and other fixed assets		(44,432)	(34,794)
Proceeds from disposal of property, infrastructure, plant, equipment and other fixed assets	12	4,193	601
Receipts/(payments) for other financial assets		9,000	(23,500)
Proceeds from other financial assets		-	169
Net cash provided by/(used in) investing activities		(31,239)	(57,524)
Net increase/(decrease) in cash and cash equivalents		9,883	(9,351)
Cash and cash equivalents at the beginning of the financial year		39,470	48,821
Cash and cash equivalents at the end of the financial year	16	49,353	39,470
Financing arrangements	30		
Restrictions on cash assets	16		

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

STATEMENT OF CAPITAL WORKS

For the Year Ended 30 June 2017

	2017 \$'000	2016 \$'000
Property		
Land	1,353	1,996
Buildings	14,647	13,302
Total property	<u>16,000</u>	<u>15,298</u>
Plant, machinery and other assets		
Plant, machinery and equipment	1,633	1,410
Fixtures, fittings and furniture	22	86
Computers and telecommunications	88	308
Artworks	22	17
Total plant, machinery and other assets	<u>1,765</u>	<u>1,821</u>
Infrastructure		
Roads	8,938	7,565
Bridges	95	370
Footpaths and cycleways	2,599	2,668
Off street car parks	183	114
Drainage	5,062	1,654
Recreational, leisure and community facilities	2,699	1,349
Parks, open space and streetscapes	3,369	3,306
Waste management	5,415	-
Total infrastructure	<u>28,360</u>	<u>17,026</u>
Intangible assets		
Software	1,819	649
Total intangible assets	<u>1,819</u>	<u>649</u>
Total capital works expenditure	<u>47,944</u>	<u>34,794</u>
Represented by:		
New asset expenditure	19,718	13,147
Asset renewal expenditure	23,155	14,578
Asset expansion expenditure	986	2,907
Asset upgrade expenditure	4,085	4,162
Total capital works expenditure	<u>47,944</u>	<u>34,794</u>

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

NOTES TO THE FINANCIAL REPORT

For the Year Ended 30 June 2017

Introduction

The City of Manningham was established by an Order of the Governor in Council on 15 December 1994 and is a body corporate. The Council's main office is located at 699 Doncaster Road, Doncaster, Victoria.

Statement of compliance

These financial statements are a general purpose financial report that consists of a Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows, Statement of Capital Works and Notes accompanying these financial statements. The general purpose financial report complies with Australian Accounting Standards (AAS), other authoritative pronouncements of the Australian Accounting Standards Board, the *Local Government Act 1989*, and the *Local Government (Planning and Reporting) Regulations 2014*.

Note 1 Significant accounting policies

(a) Basis of accounting

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

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

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

- the fair value of land, buildings, infrastructure, plant and equipment (refer to Note 1 (e));
- the determination of depreciation for buildings, infrastructure, plant and equipment (refer to Note 1 (f));
- the determination of employee provisions (refer to Note 1 (m)).

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.

(b) Changes of accounting policies

There have been no changes in accounting policies from the previous period.

(c) Revenue recognition

Income is recognised when the Council obtains control of the contribution or the right to receive the contribution, it is probable that the economic benefits comprising the contribution will flow to the Council and the amount of the contribution can be measured reliably.

Rates and charges

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.

Grants

Grant income is recognised when Council obtains control of the contribution. This is normally obtained upon their receipt (or acquittal) or upon earlier notification that a grant has been secured, and are valued at their fair value at the date of transfer.

Where grants or contributions recognised as revenues during the financial year were obtained on condition that they be expended in a particular manner or used over a particular period and those conditions were undischarged at balance date, the unused grant or contribution is disclosed in Note 7. The note also discloses the amount of unused grant or contribution from prior years that was expended on Council's operations during the current year.

Contributions

Monetary and non-monetary contributions are recognised as revenue when Council obtains control over the contributed asset.

NOTES TO THE FINANCIAL REPORT

For the Year Ended 30 June 2017

Note 1 Significant accounting policies (cont.)

(c) Revenue recognition (cont.)

User fees, charges and fines

User fees, charges and fines are recognised as revenue when the service has been provided, the payment is received, or when the penalty has been applied, whichever first occurs.

A provision for doubtful debts is recognised when collection in full is no longer probable.

Disposal of property, plant and equipment and infrastructure

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

Rents

Rents are recognised as revenue when the payment is due or the payment is received, whichever first occurs.

Interest

Interest is recognised progressively as it is earned.

Other income

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.

(d) Fair Value Measurement

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.

(e) Recognition and measurement of property, infrastructure, plant, equipment, intangible assets and other fixed assets

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 under AASB 13 is an exit price regardless of whether that price is directly observable or estimated using another valuation technique.

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

The following classes of assets have been recognised in note 20. In accordance with Council's policy, the threshold limits detailed below have applied when recognising assets within an applicable asset class and unless otherwise stated are consistent with the prior year:

NOTES TO THE FINANCIAL REPORT

For the Year Ended 30 June 2017

Note 1 Significant accounting policies (cont.)

(e) Recognition and measurement of property, infrastructure, plant, equipment, intangible assets and other fixed assets (cont.)

Revaluation

Subsequent to the initial recognition of assets, non-current physical assets, other than plant and equipment, are measured at their fair value, being the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date. At balance date, the Council reviewed the carrying value of the individual classes of assets measured at fair value to ensure that each asset materially approximated its fair value. Where the carrying value materially differed from the fair value at balance date, the class of asset was revalued.

Fair value valuations are determined in accordance with a valuation hierarchy. Changes to the valuation hierarchy will only occur if an external change in the restrictions or limitations of use on an asset result in changes to the permissible or practical highest and best use of the asset. Further details regarding the fair value hierarchy are disclosed at Note 20, Property, infrastructure, plant, equipment and other fixed assets.

In addition, Council undertakes a formal revaluation of land, buildings, and infrastructure assets on a regular basis ranging from 1 to 3 years. The valuation is performed either by experienced Council officers or independent experts.

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

Land under roads

Land under roads acquired after 30 June 2008 is brought to account at cost adjusted for englobo characteristics, access rights and private interests of other parties and entitlements of infrastructure assets and services. Council does not recognise land under roads that it controlled prior to that period in its financial report.

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.

(f) Depreciation and amortisation of property, infrastructure, plant, equipment, intangible assets and other assets

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.

Artworks are not depreciated.

As part of Council's revaluation program an assessment of useful lives was undertaken as at 30 June 2017 which resulted in extensions of the useful life for the road pavement, road sub-pavement and drainage asset classes. The changes of asset lives have been applied from 1 July 2016 and they are included in the table below. The impact on depreciation expense for 2016/17 is summarised below:

Changes in useful lives estimates	2017	2016	
Road - pavement	30 years	25 years	
Road - sub-pavement	120 years	100 years	
Drainage	120 years	100 years	
	2017	2016	Impact
Impact on depreciation	\$'000	\$'000	\$'000
Road - pavement	5,020	6,024	(1,004)
Road - sub-pavement	995	1,194	(199)
Drainage	2,826	3,391	(565)

NOTES TO THE FINANCIAL REPORT

For the Year Ended 30 June 2017

Note 1 Significant accounting policies (cont.)

(f) Depreciation and amortisation of property, infrastructure, plant, equipment, intangible assets and other assets (cont.)

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

Major depreciation periods used are listed below and are consistent with the prior year unless stated:

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	Not depreciated	1
Infrastructure		
Road - pavement	30 years (25 years in 2015/16)	10
Road - sub-pavement	120 years (100 years in 2015/16)	10
Bridges	60 - 100 years	10
Footpaths and cycleways	60 - 100 years	10
Carparks	60 - 100 years	10
Drainage	120 years (100 years in 2015/16)	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

(g) 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.

(h) Borrowings

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

The classification depends on the nature and purpose of the interest bearing liabilities. The Council determines the classification of its interest bearing liabilities at initial recognition.

Borrowing costs

Borrowing costs are recognised as an expense in the period in which they are incurred, except where they are capitalised as part of a qualifying asset constructed by Council. Except where specific borrowings are obtained for the purpose of specific asset acquisition, the weighted average interest rate applicable to borrowings at balance date, excluding borrowings associated with superannuation, is used to determine the borrowing costs to be capitalised.

Borrowing costs include interest on bank overdrafts, interest on borrowings, and finance lease charges.

NOTES TO THE FINANCIAL REPORT

For the Year Ended 30 June 2017

Note 1 Significant accounting policies (cont.)

(i) Cash and cash equivalents

Cash and cash equivalents include cash on hand, deposits at call and other highly liquid investments with maturities of three months or less from the date of acquisition, net of outstanding bank overdrafts.

Council invests funds in accordance with the power of investment under section 143 of the Local Government Act 1989.

(j) Other financial assets

Other financial assets are valued at fair value, being market value, at balance date. Term deposits are measured at amortised cost. Any unrealised gains and losses on holdings at balance date are recognised as either a revenue or expense.

(k) Investment in associate

Associates are all entities over which Council has significant influence but not control or joint control. Council's investment in an associate is accounted for by the equity method as the Council has the ability to influence rather than control the operations of the entity. The investment is initially recorded at the cost of acquisition and adjusted thereafter for post-acquisition changes in the Council's share of the net assets of the entity. The Council's share of the financial result of the entity is recognised in the Comprehensive Income Statement.

(l) Trust funds and deposits

Amounts received as trust deposits and retention amounts controlled by Council are recognised as trust funds until they are returned or forfeited (refer to note 23).

(m) Employee costs and benefits

The calculations of employee costs includes all relevant oncosts and are calculated as follows at reporting date:

Wages and salaries and annual leave

Liabilities for wages and salaries, including non-monetary benefits, annual leave and accumulated sick leave expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits in respect of employee services up to the reporting date, classified as current liabilities and measured at their nominal values.

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.

Current liability - unconditional LSL is disclosed as a current liability even when the council does not expect to settle the liability within 12 months because it will not have the unconditional right to defer settlement of the entitlement should an employee take leave within 12 months.

The components of this current liability are measured at :

- present value - component that is not expected to be wholly settled within 12 months.
- nominal value - component that is expected to be wholly settled within 12 months.

Classification of employee costs

Non-current liability - 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. There is an unconditional right to defer settlement of the entitlement until the employee has completed the requisite years of service.

This non-current LSL liability is measured at present value.

(n) Leases

Operating leases

Lease payments for operating leases are required by the accounting standard to be recognised on a straight line basis, rather than expensed in the years in which they are incurred.

NOTES TO THE FINANCIAL REPORT

For the Year Ended 30 June 2017

Note 1 Significant accounting policies (cont.)

(o) Goods and Services Tax (GST)

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Taxation Office (ATO). In these circumstances the GST is recognised as part of the cost of acquisition of the asset or as part of an expense. Receivables and payables are shown inclusive of GST.

Cash flows are presented in the Statement of Cash Flows on a net basis, except for the GST component of investing and financing activities, which are disclosed as operating cash flows.

(p) Rounding

Unless otherwise stated, amounts in the financial report have been rounded to the nearest thousand dollars. Figures in the financial statement may not equate due to rounding.

(q) Non-current assets held for sale

A non-current asset classified as held for sale (including disposal groups) is measured at the lower of its carrying amount and fair value less costs of disposal, and are not subject to depreciation. Non-current assets, disposal groups and related liabilities and assets are treated as current and classified as held for sale if their carrying amount will be recovered through a sale transaction rather than through continuing use. This condition is regarded as met only when the sale is highly probable, the asset's sale (or disposal group sale) is expected to be completed within 12 months from the date of classification and an active program to locate a buyer has been initiated.

(r) Contingent assets and contingent liabilities and commitments

Contingent assets and contingent liabilities are not recognised in the Balance Sheet but are disclosed by way of a note and, if quantifiable, are measured at nominal value. Commitments are not recognised in the Balance Sheet. Commitments are disclosed at their nominal value by way of note and presented exclusive of the GST payable.

(s) Trade and other receivables

Short term receivables are carried at invoice amount as amortised cost using the effective interest rate method would not impact the carrying value. A provision for doubtful debts is recognised when there is objective evidence that an impairment has occurred. Long term receivables are carried at amortised cost using the effective interest rate method.

(t) Financial guarantees

Financial guarantee contracts are not recognised as a liability in the balance sheet unless the lender has exercised their right to call on the guarantee or Council has other reasons to believe that it is probable that the right will be exercised. Details of guarantees that Council has provided, that is not recognised in the balance sheet, is disclosed at Note 34 Contingent liabilities and contingent assets.

(u) Inventories

Inventories held for distribution are measured at cost, adjusted when applicable for any loss of service potential.

All other inventories, including land held for sale, are measured at the lower of cost and net realisable value. Where inventories are acquired for no cost or nominal consideration, they are measured at current replacement cost at the date of acquisition.

NOTES TO THE FINANCIAL REPORT

For the Year Ended 30 June 2017

Note 1 Significant accounting policies (cont.)

(v) Pending accounting standards

The following new Australian Accounting Standard's (AAS's) have been issued that are not mandatory for the 30 June 2017 reporting period. Council has assessed these pending standards and has identified the following potential impacts will flow from the application of these standards in future reporting periods.

Financial Instruments (AASB 9) (applies 2018/19)

The key changes include the simplified requirements for the classification and measurement of financial assets, a new hedging accounting model and a revised impairment loss model to recognise impairment losses earlier, as opposed to the current approach that recognises impairment only when incurred. While there will be no significant impact arising from AASB 9, there will be a change to the way financial instruments are disclosed.

Revenue from contracts with customers (AASB 15) (applies 2018/19)

The standard shifts the focus from the transaction-level to a contract-based approach. Recognition is determined based on what the customer expects to be entitled to (rights and obligations), while measurement encompasses estimation by the entity of the amount expected to be entitled for performing under the contract. The full impact of this standard is not known however it is most likely to impact where contracts extend over time, where there are rights and obligations that may vary the timing or amount of the consideration, or where there are multiple performance elements. This has the potential to impact on the recognition of certain grant income.

Leases (AASB 16) (applies 2019/20)

The classification of leases as either finance leases or operating leases is eliminated for lessees. Leases will be recognised in the Balance Sheet by capitalising the present value of the minimum lease payments and showing a 'right-of-use' asset, while future lease payments will be recognised as a financial liability. The nature of the expense recognised in the profit or loss will change. Rather than being shown as rent, or as leasing costs, it will be recognised as depreciation on the 'right-of-use' asset, and an interest charge on the lease liability. The interest charge will be calculated using the effective interest method, which will result in a gradual reduction of interest expense over the lease term.

Income of Not-for-Profit Entities (AASB 1058) (applies 2019/20)

This standard replaces AASB 1004 Contributions and establishes revenue recognition principles for transactions where the consideration to acquire an asset is significantly less than fair value to enable to not-for-profit entity to further its objectives. The assessment has indicated that revenue from capital grants that are provided under an enforceable agreement that have sufficiently specific obligations, will now be deferred and recognised as performance obligations are satisfied. As a result, the timing recognition of revenue will change.

Council has a significant number of operating leases that will be impacted as a result of this change.

NOTES TO THE FINANCIAL REPORT

For the Year Ended 30 June 2017

Note 2 Budget comparison

The budget comparison notes compare Council's financial plan, expressed through its annual budget, with actual performance. The *Local Government (Planning and Reporting) Regulations 2014* requires explanation of any material variances. Council has adopted a materiality threshold based on 10% variation 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.

The budget figures detailed below are those adopted by Council on 28 June 2016. The Budget was based on assumptions that were relevant at the time of adoption of the Budget. Council sets guidelines and parameters for revenue and expense targets in this budget in order to meet Council's planning and financial performance targets for both the short and long-term.

These notes are prepared to meet the requirements of the *Local Government Act 1989* and the *Local Government (Planning and Reporting) Regulations 2014*.

a) Income and expenditure

	Budget 2017 \$'000	Actual 2017 \$'000	Variance 2017 \$'000	Ref
Income				
Rates and charges	82,455	82,819	364	1
Waste charges	10,688	10,201	(487)	2
Statutory fees and fines	2,784	3,572	788	3
User fees and charges	9,674	10,797	1,123	4
Contributions - monetary	3,477	6,640	3,163	5
Contributions - non-monetary	464	15,747	15,283	6
Grants - operating	11,058	12,366	1,308	7
Grants - capital	4,535	3,999	(536)	8
Interest income	1,284	1,629	345	9
Net profit/(loss) on disposal of property, infrastructure, plant, equipment and other fixed assets	400	759	359	10
Other income	964	1,004	40	
Share of gain from investment in associate	-	122	122	11
Total income	<u>127,783</u>	<u>149,655</u>	<u>21,872</u>	
Expenses				
Employee costs	50,235	51,099	(864)	12
Materials, services and contracts	21,948	22,115	(167)	
Depreciation and amortisation	21,441	19,347	2,094	13
Borrowing costs	386	309	77	
Community grants and contributions	5,517	5,471	46	
Utilities	2,721	2,528	193	14
Other expenses	10,713	10,212	501	15
Total expenses	<u>112,961</u>	<u>111,081</u>	<u>1,880</u>	
Surplus for the year	<u>14,822</u>	<u>38,574</u>	<u>23,752</u>	
Other comprehensive income				
Net asset revaluation increment/(decrement)	33,666	118,540	84,874	16
Total comprehensive result	<u>48,488</u>	<u>157,114</u>	<u>108,626</u>	

variances in brackets = unfavourable

NOTES TO THE FINANCIAL REPORT

For the Year Ended 30 June 2017

Note 2 Budget comparison (cont.)

a) Income and expenditure (cont.)

Explanation of material variations

Ref.	Item	Explanation
1	Rates and charges	Outcome: Greater than budget \$364,000 or 0.4 % Rates and charges are \$0.36 million favourable to budget mainly due to an increase of 1,003 properties rated for the first time during the year.
2	Waste charges	Outcome: Less than budget \$487,000 or 4.6 % Waste charges income was less than budget due to a high number of ratepayers taking up the option of the smaller (and cheaper) waste bin in the 2016/17 rollout of new bins.
3	Statutory fees and fines	Outcome: Greater than budget \$788,000 or 28.3 % During the year, Council raised \$3.57 million in statutory charges, \$0.79 million favourable to budget. The increase was mainly due to an increase in permit volume and an increase in regulated charges by the State Government.
4	User fees and charges	Outcome: Greater than budget \$1,123,000 or 11.6 % User fees and charges were greater than budget by \$1.12 million and mainly due to higher than anticipated planning service fees (\$0.33 million), advertising income from bus shelters in the municipality (\$0.29 million) and engineering referral fees (\$0.20 million).
5	Contributions - monetary	Outcome: Greater than budget \$3,163,000 or 91 % Cash developer contributions in lieu of public open space and infrastructure requirements was \$3.16 million greater than budget. These funds are placed into a cash backed reserve to be used for recreation and open space improvements for the community.
6	Contributions - non-monetary	Outcome: Greater than budget \$15,283,000 or 3293.8 % The subdivision assets contributed to Council was \$15.28 million greater than budget. This represents land, land under roads, and other infrastructure (drainage pipes and pits, footpaths, kerb & channels) transferred to council ownership by developers. The key contributor in 2016/17 relates to the completion of early stages of the Tullamore residential development.
7	Grants - operating	Outcome: Greater than budget \$1,308,000 or 11.8 % A change in the timing of Financial Assistance Grants (FAG) from the Federal Government has resulted in the bringing forward of \$1.24 million of the 2017/18 grant revenue budget into the 2016/17 year. The grants received in advance is to be carried forward into 2017/18 to fund operations in that year.
8	Grants - capital	Outcome: Less than budget \$536,000 or 11.8 % Capital grants were less than budget by \$0.54 million due to: * \$1.83 million of grants received in late June 2016, originally budgeted to be received in 2016/17; * \$0.40 million of Roads to Recovery grants for works not completed during the year and will be claimed on completion of work in 2017/18; partly offset by * capital grants of \$0.75 million received in advance for 2017/18. This includes Financial Assistance Grants of \$0.40 million for local roads; and * unbudgeted grants received during the year for various capital work projects (Carey Grammar and City of Boroondara contributions of \$0.38 million for Drainage Strategy, Club's contribution of \$0.15 million for Park Avenue Reserve and other new contributions for various projects).
9	Interest income	Outcome: Greater than budget \$345,000 or 26.9 % Interest on investments was greater than budget due to increased cash holdings primarily resulting from higher than expected developer contributions (\$4.27 million), capital works funded in 2016/17 to be completed in 2017/18 (\$6.92 million) and Financial Assistance Grants (\$1.64 million) received in advance for 2017/18 works and services.
10	Net profit/(loss) on disposal of property, infrastructure, plant, equipment and other fixed assets	Outcome: Greater than budget \$359,000 or 89.8 % During the year, Council settled on the sale of 8-10 Montgomery Street, Doncaster and achieved higher than budgeted sale price resulted in favourable variance to budget.

NOTES TO THE FINANCIAL REPORT

For the Year Ended 30 June 2017

Note 2 Budget comparison (cont.)

a) Income and expenditure (cont.)

Explanation of material variations

Ref.	Item	Explanation
11	Share of gain from investment in associate	Outcome: Greater than budget \$122,000 or 100 % Council has a 31.24% equity interest in the Whitehorse Manningham Regional Library Corporation (WMRL). During the year, Council share of the WMRL assets increased by \$0.12 million and is recorded as income for the year.
12	Employee costs	Outcome: Greater than budget \$864,000 or 1.7 % Employee costs were greater than budget by \$0.86 million or 1.7% chiefly due to commencement of the Citizen Connect program. Citizen Connect is a multi-year program to transform systems and processes to put the citizen/customer at the centre of operations and Council's thinking.
13	Depreciation and amortisation	Outcome: Less than budget \$2,094,000 or 9.8 % Depreciation and amortisation expenses was less than budget predominately due to review of useful life of infrastructure assets which resulted in the anticipated life of drainage, road surface and road base assets being extended.
14	Utilities	Outcome: Less than budget \$193,000 or 7.1 % Expenses associated with utilities were less than budget by \$0.19 million. A key contributor relates to a Council funded initiative to changeover street lights to low energy LED lamps.
15	Other expenses	Outcome: Less than budget \$501,000 or 4.7 % Other expenses were 4.7% or \$0.50 million less than budget. Key variances relate to consultancy costs \$0.92 million, insurance premiums \$0.27 million following a new insurance contract with MAV Insurance, legal expenses \$0.16 million and staff training. These savings were partly offset by an expenditure of \$0.96 million funded through the capital works program has been classified as non capital and transferred to operating expenditure.
16	Net asset revaluation increment/(decrement)	Outcome: Greater than budget \$84,874,000 or 252.1 % The 2016/17 revaluation of property and infrastructure assets resulted in an increase in asset values by \$118.54 million. Land assets increased in value by \$78.19 million or 6.6% during the year, reflecting continued growth in property values in Manningham. Infrastructure assets increased in value by \$39.54 million mainly as a result of the extension of drainage, road base and road surface asset classes following the annual review of condition and useful life of assets.

NOTES TO THE FINANCIAL REPORT

For the Year Ended 30 June 2017

Note 2 Budget comparison (cont.)

b) Capital Works

	Budget 2017 \$'000	Actual 2017 \$'000	Variance 2017 \$'000	Ref
Property				
Land	-	1,353	(1,353)	17
Buildings	15,136	14,647	489	
Total property	15,136	16,000	(864)	
Plant, machinery and other assets				
Plant, machinery and equipment	2,020	1,633	387	18
Fixtures, fittings and furniture	55	22	33	
Computers and telecommunications	349	88	261	19
Artworks	-	22	(22)	
Total plant, machinery and other assets	2,424	1,765	659	
Infrastructure				
Roads	10,445	8,938	1,507	20
Bridges	-	95	(95)	
Footpaths and cycleways	909	2,599	(1,690)	21
Off street car parks	356	183	173	22
Drainage	4,685	5,062	(377)	23
Recreational, leisure and community facilities	2,254	2,699	(445)	24
Parks, open space and streetscapes	7,736	3,369	4,367	25
Waste management	5,800	5,415	385	26
Total infrastructure	32,185	28,360	3,825	
Intangible assets				
Software	949	1,819	(870)	27
Total intangible assets	949	1,819	(870)	
Total capital works expenditure	50,694	47,944	2,750	
Represented by:				
New asset expenditure	18,271	19,718	(1,447)	
Asset renewal expenditure	26,224	23,155	3,069	
Asset expansion expenditure	1,514	986	528	
Asset upgrade expenditure	4,685	4,085	600	
Total capital works expenditure	50,694	47,944	2,750	

variances in brackets = unfavourable

NOTES TO THE FINANCIAL REPORT

For the Year Ended 30 June 2017

Note 2 Budget comparison (cont.)

b) Capital Works (cont.)

Explanation of material variations

Ref.	Item	Explanation
17	Land	Outcome: Greater than budget \$1,353,000 or 100 % Council acquired land at Hepburn Road, Doncaster to provide future open space as part of the Doncaster Hill Strategy development. This is funded from the resort and recreation reserve but was not budgeted.
18	Plant, machinery and equipment	Outcome: Less than budget \$387,000 or 19.2 % The programmed replacement of Council's vehicles and mobile plant was less than budget and attributed to supplier delays and a reduction in the number of vehicles replaced.
19	Computers and telecommunications	Outcome: Less than budget \$261,000 or 74.8 % The variance was mainly due to capital expenditure in the computers and telecommunications asset class that was reclassified to the software asset class.
20	Roads	Outcome: Less than budget \$1,507,000 or 14.4 % Capital expenditure on roads was less than budget by \$1.51 million due to delays in a number of projects including: King Street reconstruction and Heads Road/Whitefriars Way roundabout. The capitalisation process at year end resulted in the reclassification of \$0.55 million of roads capital expenditure into bridges (\$0.10 million) and footpaths and cycleways (\$0.45 million) asset classes.
21	Footpaths and cycleways	Outcome: Greater than budget \$1,690,000 or 185.9 % Footpaths and cycleways includes expenditure of \$1.99 million associated with the Bicycle Strategy. Expenditure of \$1.54 million was reclassified from the parks, open space and streetscapes budget and \$0.45 million from the roads budget to Footpaths and cycleways.
22	Off street car parks	Outcome: Less than budget \$173,000 or 48.6 % Car park works were completed at a cost of \$0.17 million less than budget.
23	Drainage	Outcome: Greater than budget \$377,000 or 8 % Capital expenditure relating to drainage was more than budget by \$0.38 million including expenditure budgeted in open space that was reclassified to drainage asset class.
24	Recreational, leisure and community facilities	Outcome: Greater than budget \$445,000 or 19.7 % During 2016/17, Council completed the construction of a new synthetic soccer pitch at Park Avenue Reserve and \$0.46 million of streetscape improvement works that were initially budgeted under the parks, open space and streetscapes asset class was reclassified to recreational, leisure and community services asset class.
25	Parks, open space and streetscapes	Outcome: Less than budget \$4,367,000 or 56.5 % Capital expenditure relating to parks, open space and streetscapes was less than budget by \$4.37 million. A number of projects encountered delays including: Mullum Mullum Linear Park Stage 3 trail works (\$0.93 million), Mullum Mullum Linear Park Stage 1 shade sail replacement, signage and trail works (\$0.10 million), Tunstall Square shopping centre enhancement works (\$0.19 million) and Lawford Reserve development (\$0.11 million). These projects are included in the 2017/18 capital works program. In addition, capital expenditure budgeted in the open space was reclassified into footpaths and cycleways (\$1.54 million), and recreational, leisure and community facilities (\$0.46 million) asset classes.
26	Waste management	Outcome: Less than budget \$385,000 or 6.6 % The replacement of household waste bins was funded from the waste reserve and was completed \$0.39 million under budget.
27	Software	Outcome: Greater than budget \$870,000 or 91.7 % During 2016/17 Council commenced a major upgrade of core information technology systems and processes, including establishing the Citizen Connect Program.

NOTES TO THE FINANCIAL REPORT

For the Year Ended 30 June 2017

	2017 \$'000	2016 \$'000
Note 3		
Rates and charges		
<p>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.</p> <p>The CIV used to calculate general rates for 2016/17 was \$46,915 million (2015/16, \$35,480 million). The 2016/17 rate in the CIV dollar was 0.001738 (2015/16, 0.002213).</p>		
General rates	81,518	78,616
Supplementary rates	910	2,723
Recreational land	30	31
Interest on rates and charges	361	351
	<u>82,819</u>	<u>81,721</u>
Waste charges	10,201	12,040
	<u>10,201</u>	<u>12,040</u>
Total rates and charges	<u>93,020</u>	<u>93,761</u>
<p>The date of the last general revaluation of land for rating purposes within the municipal district was 1 January 2016, and the valuation first applied to the rating period commencing 1 July 2016.</p> <p>The date of the next general revaluation of land for rating purposes within the municipal district is 1 January 2018, and the valuation first applied to the rating period commencing 1 July 2018.</p>		
Note 4		
Statutory fees and fines		
Infringements and costs	1,701	1,496
Town planning fees	1,322	1,018
Land and property information certificates	316	305
Asset protection and other permits	233	201
Total statutory fees and fines	<u>3,572</u>	<u>3,020</u>

NOTES TO THE FINANCIAL REPORT

For the Year Ended 30 June 2017

	2017 \$'000	2016 \$'000
Note 5		
User fees and charges		
Leisure centre management fee	57	-
Hall hire and function centre charges	1,871	1,936
Social and community services charges	722	732
Town planning fees (non-statutory)	533	233
Aged services fees	843	811
Registration fees	1,301	1,259
Advertising fees	575	540
Culture and recreation fees	269	192
Chargeable works fees	828	820
Rent and lease charges	1,823	1,819
Other fees and charges	1,975	1,191
Total user fees and charges	10,797	9,533
Note 6		
Contributions		
Monetary		
Resort and recreation contributions	5,914	3,956
Doncaster hill activity centre contributions	693	1,474
Other contributions	33	-
Total monetary contributions	6,640	5,430
Non-Monetary		
Developer contributed assets	15,747	494
Total non-monetary contributions	15,747	494
<i>Contributions of non monetary assets were received in relation to the following asset</i>		
Land	7,100	62
Land under roads	96	-
Infrastructure	8,551	432
	15,747	494

NOTES TO THE FINANCIAL REPORT

For the Year Ended 30 June 2017

Note 7	Grants	2017 \$'000	2016 \$'000
	Grants were received in respect of the following:		
	Summary of grants		
	Commonwealth funded grants	10,963	3,162
	State funded grants	4,037	11,299
	Others	1,365	2,751
	Total grants	16,365	17,212
	Operating grants		
	Recurrent - Commonwealth Government		
	Victoria Grants Commission - general purpose grant	3,638	1,188
	Aged services	5,286	-
	Social and community	-	140
	Other	7	-
	Recurrent - State Government		
	Aged services	1,247	6,546
	Immunisation	129	122
	Maternal and child health, and immunisation	676	594
	Social and community	647	608
	School crossing supervisors	164	153
	Other	355	389
	Total recurrent operating grants	12,149	9,740
	Non-recurrent - Commonwealth Government		
	Social and community	-	8
	Non-recurrent - State Government		
	Aged services	37	31
	Community health	-	13
	Economic and environment	55	20
	Maternal and child health	-	50
	Other	57	14
	Non-recurrent - Others		
	Aged services	2	5
	Community health	-	78
	Economic and environment	12	3
	Social and community	-	6
	Other	54	55
	Total non-recurrent operating grants	217	283
	Total operating grants	12,366	10,023
	Capital grants		
	Recurrent - Commonwealth Government		
	Victoria Grants Commission - local roads	1,175	380
	Roads to Recovery	857	1,432
	Total recurrent capital grants	2,032	1,812

NOTES TO THE FINANCIAL REPORT

For the Year Ended 30 June 2017

	2017 \$'000	2016 \$'000
Note 7 Grants (cont.)		
Capital grants (cont.)		
Non-recurrent - Commonwealth Government		
Economic and environment	-	10
Recreation	-	5
Non-recurrent - State Government		
Aquarena Masterplan Implementation	73	503
Economic and environment	103	605
Recreation	465	860
Sportsground refurbishment	-	88
Transport	29	-
Other	-	704
Non-recurrent - Others		
Aquarena Masterplan Implementation	225	-
Drainage	375	-
Economic and environment	42	1
Recreation	535	1,609
Social and Community	23	-
Sportsground refurbishment	-	271
Transport	97	450
Other	-	271
Total non-recurrent capital grants	1,967	5,377
Total capital grants	3,999	7,189
Unspent grants received on condition that they be spent in a specific manner		
Balance at start of year	2,339	2,701
Grants recognised as revenue during the year that were obtained on condition that they be expended in a specified manner that had not occurred at balance date were:		
Victoria Grants Commission - general purpose grant	1,241	-
Victoria Grants Commission - local roads	401	-
Aged services	35	35
Economic and environment	34	20
Recreation	330	1,342
Social and community	24	22
Community safety	-	6
Maternal and child health	-	38
Other	46	583
	2,111	2,046
Grants which were recognised as revenue in prior years and were expended during the current year in the manner specified by the grantor were:		
Victoria Grants Commission - general purpose	-	1,212
Victoria Grants Commission - local roads	-	493
Aged Services	29	45
Community health	-	26
Community safety	6	-
Economic and environment	20	374
Immunisation	-	7
Maternal and child health	38	-
Recreation	1,342	119
Social and community	49	22
Sportsground refurbishment	34	8
Other	821	102
	2,339	2,408
Balance at year end	2,111	2,339

NOTES TO THE FINANCIAL REPORT

For the Year Ended 30 June 2017

	2017 \$'000	2016 \$'000
Note 8 Other income		
Interest on investments	1,629	1,523
Other	1,004	814
Total other income	<u>2,633</u>	<u>2,337</u>
Note 9 Investment in associate		
Whitehorse-Manningham Regional Library Corporation		
<i>Background</i>		
Manningham City Council has a 31.24% 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 2017, per draft WMRLC financial statements, has been taken up as income of \$121,617 during the year ended 30 June 2017 (income of \$521,895 in 2015/16). As neither council has a controlling interest, the participating councils show their contributions towards the operating expenditure of the library as an expense.		
Current assets		
Cash and cash equivalents	3,917	2,114
Trade and other receivables	75	77
Other assets	138	156
	<u>4,130</u>	<u>2,347</u>
Non-current assets		
Property & equipment	6,456	7,462
	<u>6,456</u>	<u>7,462</u>
Total assets	<u>10,586</u>	<u>9,809</u>
Current liabilities		
Payables	521	412
Provisions	1,510	1,463
	<u>2,031</u>	<u>1,875</u>
Non-current liabilities		
Provisions	118	78
	<u>118</u>	<u>78</u>
Total liabilities	<u>2,149</u>	<u>1,953</u>
Net assets	<u>8,437</u>	<u>7,856</u>
<i>Movement in carrying value of investment</i>		
Carrying value of investment at start of year	2,514	1,992
Share of surplus/(deficit) for year	122	522
Carrying value of investment at end of year	<u>2,636</u>	<u>2,514</u>

NOTES TO THE FINANCIAL REPORT

For the Year Ended 30 June 2017

	2017 \$'000	2016 \$'000
Note 10 (a) Employee costs		
Wages and salaries	41,975	39,698
Casual staff	2,862	1,900
Salary oncost *	5,658	5,909
Other employee costs	604	383
Total employee costs	51,099	47,890
<i>Engineering design work and capital project supervision completed by employees to the value of \$1.711 million (\$1.895 million 2015/16) is reported in the Statement of Capital Works, and is not included in employee costs.</i>		
* Salary oncost includes annual leave and long service leave provision, Workcover and superannuation costs.		
(b) Superannuation		
Manningham City Council made contributions to the following funds:		
Defined benefit fund		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	326	354
Employer contributions - other funds	-	-
	326	354
Employer contributions payable as at 30 June	-	-
Accumulation funds		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	2,422	2,546
Employer contributions - other funds	1,065	978
	3,487	3,524
Employer contributions payable as at 30 June	-	-
<i>There was \$nil unfunded liability payments to Vision Super for the year ended 30 June 2017 (2015/16, nil).</i>		
Refer to note 34 for further information relating to Council's superannuation obligations.		
Note 11 Materials, services and contracts		
Materials and services	5,691	3,731
Fleet costs - fuel, oil tyres	555	547
Contractors - community building repairs and maintenance	1,459	1,391
Contractors - parks, gardens, sporting reserves and street trees	3,684	4,421
Contractors - drains, roads and footpaths	1,449	1,382
Contractors - waste collection services	9,277	10,123
Total materials, services and contracts	22,115	21,595
Note 12 Net profit/(loss) on disposal of property, infrastructure, plant, equipment and other fixed assets		
Proceeds from disposal	4,193	601
Written down value of assets disposed	(2,637)	(318)
Written down value of assets scrapped	(797)	(412)
Total net profit/(loss) on disposal	759	(129)

NOTES TO THE FINANCIAL REPORT

For the Year Ended 30 June 2017

	2017	2016
	\$'000	\$'000
Note 13 Depreciation and amortisation		
Property	3,515	3,249
Plant, machinery and other assets	1,563	1,902
Infrastructure	13,656	14,544
Total depreciation	18,734	19,695
Intangible assets	613	526
Total depreciation and amortisation	19,347	20,221
<i>Refer to note 20 and 21 for a more detailed breakdown of depreciation and amortisation charges.</i>		
Note 14 Borrowing costs		
Interest - borrowings	309	309
Total borrowing costs	309	309
Note 15 Other expenses		
Community grants and contributions		
Community grants	1,881	1,781
Library contributions	3,590	3,422
Total community grants and contributions	5,471	5,203
Utilities		
Utilities, rent, and cleaning	1,549	1,150
Street lighting	979	1,036
Total utilities	2,528	2,186
Other miscellaneous expenses		
Auditor's remuneration - VAGO - annual financial statement and grant acquittals	65	59
Auditor's remuneration - other parties	25	30
Auditor's remuneration - Internal audit	75	174
Councillors' allowances	275	283
Fire levy	140	142
Insurance	566	809
Leases	349	225
Consultants - engineering	259	508
Consultants - human resources	147	119
Consultants - economic and environmental	440	416
Consultants - other	720	322
Bank charges	309	313
Catering (including function centre)	669	663
Legal	795	794
Software licences	1,713	1,013
Telephone	407	542
Postage	343	377
Printing	193	257
Training	288	300
Design fees and maintenance - non capital	964	1,291
Other	1,470	1,473
Total other miscellaneous expenses	10,212	10,110
Total other expenses	18,211	17,499

NOTES TO THE FINANCIAL REPORT

For the Year Ended 30 June 2017

	2017 \$'000	2016 \$'000
Note 16 Cash and cash equivalents		
Cash on hand	8	8
Cash at bank	845	962
Term deposits (with term up to 3 months) and at-call with banks	48,500	38,500
Total cash and cash equivalents	49,353	39,470
Council also has \$14.5 million in term deposits with a term beyond 3 months. This is recorded as a financial asset (see note 18)		
Users of the financial report should refer to note 31 for details of Council's commitments.		
Restrictions on cash assets		
Council's cash and cash equivalents are subject to external restrictions that limit amounts available for discretionary use. These include:		
- Trust funds and deposits (Note 23)	9,861	7,676
- Reserve funds (note 27(b))**	7,289	4,456
- Waste initiative funds*	9,701	14,826
Total restricted funds	26,851	26,958
Total unrestricted cash and cash equivalents	22,502	12,512
* The Waste initiative fund is the value of waste charges collected under s162 of the Local Government Act, and is to be applied to fund future waste collection and disposal activities.		
** Represented by Resort and recreation reserve and Doncaster Hill activities centre reserve.		
Intended allocations		
Although not externally restricted the following amounts have been allocated for specific future purposes by Council:		
- Cash held to fund future capital works	6,921	6,158
- Loan repayment*	2,184	1,456
- Family day care workcover	196	196
- Manningham Recreation Association contribution for future capital works	-	400
- Superannuation defined benefit provision	200	-
- Asset sales to fund future capital works program	1,800	-
- Grants received in advance	2,111	1,646
Total funds subject to intended allocations	13,412	9,856
* Council has a \$7.279 million interest only loan which is due for settlement in November 2019 (refer note 26). This intended allocation represents cash set aside by Council to fund future principal repayments.		

NOTES TO THE FINANCIAL REPORT

For the Year Ended 30 June 2017

	2017 \$'000	2016 \$'000
Note 17 Trade and other receivables		
Current		
<i>Statutory receivables</i>		
Rates debtors	4,703	4,257
Infringement debtors	595	523
Special rate schemes	196	254
Net GST receivable	1,107	958
<i>Non statutory receivables</i>		
Other debtors	2,342	3,294
Provision for doubtful debts - other debtors	(143)	(10)
	8,800	9,276
Non-current		
<i>Statutory receivables</i>		
Infringement court	785	826
Provision for doubtful debts - infringement court	(785)	(826)
<i>Non statutory receivables</i>		
Other receivables	31	31
	31	31
Total trade and other receivables	8,831	9,307
a) Ageing of other debtors		
At balance date other debtors representing financial assets were past due. The ageing of the Council's other debtors (excluding statutory receivables) was:		
Up to 3 months	1,522	2,638
3 to 6 months	266	223
Over 6 months	554	433
Total other debtors	2,342	3,294
b) Movement in provisions for doubtful debts - other debtors		
Balance at the beginning of the year	10	11
New Provisions recognised during the year	142	-
Amounts already provided for and written off as uncollectible	-	-
Amounts provided for but recovered during the year	(9)	(1)
Balance at end of year	143	10
Note 18 Other financial assets		
<i>Current</i>		
Term deposits	14,000	23,500
Term deposit - refundable Manningham Centre Association bond	500	-
Total other financial assets - current	14,500	23,500
Note 19 Other assets		
Current		
Accrued income - interest	385	189
Accrued income - other	830	951
Prepayments	590	276
Other	98	28
Total other assets	1,903	1,444

NOTES TO THE FINANCIAL REPORT

For the Year Ended 30 June 2017

Note 20 Property, infrastructure, plant, equipment and other fixed assets

Summary of property, infrastructure, plant, equipment and other fixed assets

	At Fair Value 1 July 2016	Acquisitions	Contributions	Revaluation	Depreciation	Disposal	Transfers	Write Offs	At Fair Value 30 June 2017
Land	1,147,567	1,353	7,196	78,194	-	(2,066)	21	-	1,232,265
Buildings	185,366	3,585	-	810	(3,515)	(491)	260	-	186,015
Plant, equipment and other fixed assets	9,562	1,432	-	-	(1,563)	(80)	114	-	9,465
Infrastructure	494,180	22,150	8,551	39,536	(13,656)	(797)	2,701	-	552,665
Work in progress	8,708	18,866	-	-	-	-	(3,211)	(73)	24,290
	1,845,383	47,386	15,747	118,540	(18,734)	(3,434)	(115)	(73)	2,004,700

Summary of work in progress

	Opening WIP 1 July 2016	Additions	Transfers	Write Offs	Closing WIP 30 June 2017
Buildings	2,952	11,062	(263)	(70)	13,681
Plant, equipment and other fixed assets	283	1,594	(120)	-	1,757
Infrastructure	5,473	6,210	(2,828)	(3)	8,852
	8,708	18,866	(3,211)	(73)	24,290

NOTES TO THE FINANCIAL REPORT

For the Year Ended 30 June 2017

Note 20 Property, infrastructure, plant, equipment and other fixed assets (cont.)

Property	Land	Land under roads	Total Land	Total Buildings	Total Property	Work in Progress
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
At fair value 1 July 2016	1,146,893	674	1,147,567	309,610	1,457,177	2,952
Accumulated depreciation at 1 July 2016	-	-	-	(124,244)	(124,244)	-
	1,146,893	674	1,147,567	185,366	1,332,933	2,952
Movements in fair value						
Acquisition of assets at fair value	1,353	-	1,353	3,585	4,938	11,062
Contributed assets	7,100	96	7,196	-	7,196	-
Revaluation increments/decrements	78,194	-	78,194	3,546	81,740	-
Fair value of assets disposed	(2,066)	-	(2,066)	(980)	(3,046)	-
Transfers	21	-	21	260	281	(333)
	84,602	96	84,698	6,411	91,109	10,729
Movements in accumulated depreciation						
Depreciation and amortisation	-	-	-	(3,515)	(3,515)	-
Accumulated depreciation of disposals	-	-	-	489	489	-
Revaluation increments/decrements	-	-	-	(2,736)	(2,736)	-
	-	-	-	(5,762)	(5,762)	-
At fair value 30 June 2017	1,231,495	770	1,232,265	316,021	1,548,286	13,681
Accumulated depreciation at 30 June 2017	-	-	-	(130,006)	(130,006)	-
	1,231,495	770	1,232,265	186,015	1,418,280	13,681

NOTES TO THE FINANCIAL REPORT

For the Year Ended 30 June 2017

Note 20 Property, infrastructure, plant, equipment and other fixed assets (cont.)

	Plant, machinery and equipment \$'000	Plant, fixtures and furniture \$'000	Computers and telecom- munications \$'000	Artworks \$'000	Total plant, equipment and other assets \$'000	Work in Progress \$'000
Plant, equipment and other fixed assets						
At fair value 1 July 2016	11,965	9,345	3,089	1,903	26,302	283
Accumulated depreciation at 1 July 2016	(6,872)	(7,541)	(2,327)	-	(16,740)	-
	5,093	1,804	762	1,903	9,562	283
Movements in fair value						
Acquisition of assets at fair value	1,310	23	77	22	1,432	1,594
Contributed assets	-	-	-	-	-	-
Revaluation increments/decrements	-	-	-	-	-	-
Fair value of assets disposed	(1,185)	(12)	(22)	-	(1,219)	-
Transfers	114	-	-	-	114	(120)
	239	11	55	22	327	1,474
Movements in accumulated depreciation						
Depreciation and amortisation	(1,027)	(319)	(217)	-	(1,563)	-
Accumulated depreciation of disposals	1,107	12	20	-	1,139	-
Revaluation increments/decrements	-	-	-	-	-	-
	80	(307)	(197)	-	(424)	-
At fair value 30 June 2017	12,204	9,356	3,144	1,925	26,629	1,757
Accumulated depreciation at 30 June 2017	(6,792)	(7,848)	(2,524)	-	(17,164)	-
	5,412	1,508	620	1,925	9,465	1,757

NOTES TO THE FINANCIAL REPORT

For the Year Ended 30 June 2017

Note 20 Property, infrastructure, plant, equipment and other fixed assets (cont.)

Infrastructure	Roads	Bridges	Footpaths and cycleways	Off street car parks	Drainage	Recreational, leisure and community	Parks open spaces and streetscapes	Waste Management	Total Infrastructure	Work in Progress
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
At fair value 1 July 2016	337,790	20,636	105,858	17,336	339,593	19,630	28,303	2,875	872,021	5,473
Accumulated depreciation at 1 July 2016	(170,941)	(6,134)	(47,316)	(6,489)	(127,685)	(5,994)	(10,407)	(2,875)	(377,841)	-
	166,849	14,502	58,542	10,847	211,908	13,636	17,896	-	494,180	5,473
Movements in fair value										
Acquisition of assets at fair value	6,559	97	2,335	169	3,396	2,350	1,829	5,415	22,150	6,210
Contributed assets	3,297	-	793	-	4,461	-	-	-	8,551	-
Revaluation increments/decrements	6,909	(1,547)	662	538	10,470	-	-	-	17,032	-
Fair value of assets disposed	(1,219)	-	(663)	-	(89)	-	-	(2,875)	(4,846)	-
Transfers	283	210	724	-	483	425	576	-	2,701	(2,831)
	15,829	(1,240)	3,851	707	18,721	2,775	2,405	2,540	45,588	3,379
Movements in accumulated depreciation										
Depreciation and amortisation	(6,701)	(347)	(1,125)	(250)	(2,822)	(948)	(1,284)	(179)	(13,656)	-
Accumulated depreciation of disposals	731	-	398	-	45	-	-	2,875	4,049	-
Revaluation increments/decrements	6,645	595	(1,183)	(577)	17,024	-	-	-	22,504	-
	675	248	(1,910)	(827)	14,247	(948)	(1,284)	2,696	12,897	-
At fair value 30 June 2017	353,619	19,396	109,709	18,043	358,314	22,405	30,708	5,415	917,609	8,852
Accumulated depreciation at 30 June 2017	(170,266)	(5,886)	(49,226)	(7,316)	(113,438)	(6,942)	(11,691)	(179)	(364,944)	-
	183,353	13,510	60,483	10,727	244,876	15,463	19,017	5,236	552,665	8,852

NOTES TO THE FINANCIAL REPORT

For the Year Ended 30 June 2017

Note 20 Property, infrastructure, plant, equipment and other fixed assets (cont.)

Valuation basis

Valuations were completed as at 30 June 2017 for Council. Valuations for 30 June 2017 are at fair value.

The basis of valuation is included under Note 1(e) in the Financial Statements and have been conducted as follows:

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, an valuation was performed by Council's Manager Property Services, Mr Graham Brewer FAPI, Certified Practising Valuer (Registration Number 61916) 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 2017.

To the extent that non-specialised land and non-specialised buildings do not contain significant, unobservable adjustments, these assets are classified as Level 2 under the market based direct comparison approach.

Specialised land and specialised buildings

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

An adjustment is made to reflect a restriction on the sale or use of an asset by Council. The adjustment is an allowance made to reflect the difference in value between unrestricted assets and those held by the Council which are impacted by external restraints on their use.

The valuation of Council's specialised land and specialised buildings was performed by Council's Manager Property Services, Mr Graham Brewer FAPI, Certified Practising Valuer (Registration Number 61916). 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 2017.

Details of the Council's land and buildings and information about the fair value hierarchy as at 30 June 2017 are as follows:

	<i>Level 1</i>	<i>Level 2</i>	<i>Level 3</i>
	<i>\$'000</i>	<i>\$'000</i>	<i>\$'000</i>
Land	-	8,924	1,219,732
Buildings	-	2,781	183,234
Total	-	11,705	1,402,966

NOTES TO THE FINANCIAL REPORT

For the Year Ended 30 June 2017

Note 20 Property, infrastructure, plant, equipment and other fixed assets (cont.)

Infrastructure assets

Infrastructure assets 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 their condition of roads, footpaths, kerb and channel, bridges and drains.

Infrastructure assets contain significant unobservable adjustments, therefore these assets are classified as Level 3.

A valuation of Council's infrastructure assets was performed by Council's Manager, Engineering and Technical Service, Mr Roger Woodlock *B.Eng (Civil)*. The valuation was performed based on the depreciated replacement cost of the assets. The effective date of the valuation is 30 June 2017.

There were no changes in valuation techniques throughout the period to 30 June 2017.

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

Details of the Council's infrastructure information about the fair value hierarchy as at 30 June 2017 are as follows:

	Level 1	Level 2	Level 3
	\$'000	\$'000	\$'000
Roads	-	-	183,353
Bridges	-	-	13,510
Footpaths and cycleways	-	-	60,483
Off street car parks	-	-	10,727
Drainage	-	-	244,876
Total	-	-	512,949

NOTES TO THE FINANCIAL REPORT

For the Year Ended 30 June 2017

	2017 \$'000	2016 \$'000
Note 21 Intangible assets		
Software	1,880	1,819
Total intangible assets	<u>1,880</u>	<u>1,819</u>
Gross carrying amount		
Balance at 1 July	8,855	8,127
Additions from internal developments	674	728
Balance at 30 June	<u>9,529</u>	<u>8,855</u>
Accumulated amortisation		
Balance at 1 July	(7,036)	(6,510)
Amortisation expense	(613)	(526)
Balance at 30 June	<u>(7,649)</u>	<u>(7,036)</u>
Net book value at 30 June	1,880	1,819
Note 22 Trade and other payables		
Current		
Trade payables	1,743	441
Employee benefits and related costs	1,579	1,485
Accrued expenses	10,858	11,412
Total trade and other payables	<u>14,180</u>	<u>13,338</u>
Note 23 Trust funds and deposits		
Current		
Contract retention	1,151	707
Landscape bonds	4,406	3,434
Miscellaneous works deposits	185	142
Asset protection bonds	3,138	2,240
Subdivider deposits	163	385
Refundable Manningham Centre Association bond	500	500
Fire services property levy	66	30
Other refundable deposits	252	238
Total trust funds and deposits	<u>9,861</u>	<u>7,676</u>
<i>Purpose and nature of items</i>		
Refundable deposits - Deposits are taken by council as a form of surety in a number of circumstances, including in relation to building works, tender deposits, contract deposits and the use of civic facilities.		
Fire Service Levy - Council is the collection agent for fire services levy on behalf of the State Government. Council remits amounts received on a quarterly basis. Amounts disclosed here will be remitted to the state government in line with that process.		
Retention amounts - Council has a contractual right to retain certain amounts until a contractor has met certain requirements or a related warrant or defect period has elapsed. Subject to the satisfactory completion of the contractual obligations, or the elapsing of time, these amounts will be paid to the relevant contractor in line with Council's contractual obligations.		

NOTES TO THE FINANCIAL REPORT

For the Year Ended 30 June 2017

Note 24 Provisions

	Annual leave	Long service leave	Total
	\$ '000	\$ '000	\$ '000
2017			
Balance at beginning of the financial year	4,218	8,893	13,111
Amounts used	(3,252)	(1,958)	(5,210)
Additional provisions	3,404	1,563	4,967
Balance at the end of the financial year	4,370	8,498	12,868
2016			
Balance at beginning of the financial year	3,952	8,331	12,283
Amounts used	(2,773)	(1,534)	(4,307)
Additional provisions	3,039	2,096	5,135
Balance at the end of the financial year	4,218	8,893	13,111
		2017	2016
		\$'000	\$'000
Employee benefits			
Current			
<i>Annual leave</i>			
Annual leave liabilities have been classified as current as there is no unconditional right to defer settlement for at least 12 months after reporting date. Assessments indicate that actual settlement of the liabilities will occur as follows and where the settlement is forecast for more than 12 months after reporting date is reported at present value using the 5 year treasury bond as the discount factor.			
Current short-term: settlement within 12 months of balance date		2,910	2,872
Current long-term: settlement beyond 12 months of balance date (note 1m)		1,460	1,346
		4,370	4,218
<i>Long service leave</i>			
Long service leave liabilities for staff with greater than 7 years service have been classified as current where there is no unconditional right to defer settlement for at least 12 months after reporting date. Assessments indicate that actual settlement of the liabilities will occur as follows and where the settlement is forecast for more than 12 months after reporting date is reported at present value using the 5 year treasury bond as the discount factor.			
Current short-term: settlement within 12 months of balance date		732	583
Current long-term: settlement beyond 12 months of balance date (note 1m)		7,070	7,396
		7,802	7,979
Non-current			
Long service leave		696	914
		696	914
Aggregate carrying amount of employee benefits:			
Current		12,172	12,197
Non-current		696	914
Total		12,868	13,111
Total all provisions			
Current		12,172	12,197
Non-current		696	914
		12,868	13,111

NOTES TO THE FINANCIAL REPORT

For the Year Ended 30 June 2017

	2017 \$'000	2016 \$'000
Note 25		
Income received in advance		
Rent	502	298
Rates	451	443
Others	256	-
Total income received in advance	<u>1,209</u>	<u>741</u>
Note 26		
Interest-bearing loans and borrowings		
<i>Non-Current</i>		
Borrowings - secured (a)	7,279	7,279
	<u>7,279</u>	<u>7,279</u>
Total interest-bearing loans and borrowings	<u>7,279</u>	<u>7,279</u>
The maturity profile for Council's borrowings is:		
Not later than one year	-	-
Later than one year and not later than five years	7,279	7,279
Later than five years	-	-
	<u>7,279</u>	<u>7,279</u>
Aggregate carrying amount of interest-bearing loans and borrowings:		
Current	-	-
Non-current	7,279	7,279
	<u>7,279</u>	<u>7,279</u>
(a) The borrowings are secured over the future general rates of Council.		

NOTES TO THE FINANCIAL REPORT

For the Year Ended 30 June 2017

Note 27 Reserves

(a) Asset revaluation reserves

2017	Balance at beginning of reporting year	Increment/ (decrement)	Realised Revaluation Reserve	Balance at end of reporting year
	\$'000	\$'000	\$'000	\$'000
Property				
Land	950,302	78,194	(1,844)	1,026,652
Buildings	47,769	810	(135)	48,444
	998,071	79,004	(1,979)	1,075,096
Plant, equipment and other fixed assets				
Plant, machinery and equipment	52	-	(13)	39
Fixtures, fittings and furniture	1,008	-	(2)	1,006
Computers and telecommunications	75	-	-	75
Artworks	887	-	-	887
	2,022	-	(15)	2,007
Infrastructure				
Roads	83,432	13,554	-	96,986
Bridges	2,296	(952)	-	1,344
Footpaths and cycleways	29,417	(521)	-	28,896
Off street car parks	5,208	(39)	-	5,169
Drainage	116,280	27,494	-	143,774
Parks, open space and streetscapes	205	-	-	205
	236,838	39,536	-	276,374
Total	1,236,931	118,540	(1,994)	1,353,477

2016	Balance at beginning of reporting year	Increment/ (decrement)	Realised Revaluation Reserve	Balance at end of reporting year
	\$'000	\$'000	\$'000	\$'000
Property				
Land	872,896	77,406	-	950,302
Buildings	62,445	(14,676)	-	47,769
	935,341	62,730	-	998,071
Plant, equipment and other fixed assets				
Plant, machinery and equipment	57	-	(5)	52
Fixtures, fittings and furniture	1,008	-	-	1,008
Computers and telecommunications	75	-	-	75
Artworks	887	-	-	887
	2,027	-	(5)	2,022
Infrastructure				
Roads	83,009	423	-	83,432
Bridges	1,699	597	-	2,296
Footpaths and cycleways	28,857	560	-	29,417
Off street car parks	5,327	(119)	-	5,208
Drainage	123,932	(7,652)	-	116,280
Parks, open space and streetscapes	205	-	-	205
	243,029	(6,191)	-	236,838
Total	1,180,397	56,539	(5)	1,236,931

The asset revaluation reserve is used to record the increased (net) value of Council's assets over time.

NOTES TO THE FINANCIAL REPORT

For the Year Ended 30 June 2017

Note 27 Reserves (cont.)

(b) Other reserves

	Balance at beginning of reporting year	Transfer from accumulated surplus	Transfer to accumulated surplus	Balance at end of reporting year
	\$'000	\$'000	\$'000	\$'000
2017				
Resort and recreation reserve (a)	4,456	(3,081)	5,914	7,289
Doncaster Hill activity centre reserve (b)	-	-	-	-
Family day care workcover levy reserve (c)	196	-	-	196
Total	4,652	(3,081)	5,914	7,485
	Balance at beginning of reporting year	Transfer from accumulated surplus	Transfer to accumulated surplus	Balance at end of reporting year
	\$'000	\$'000	\$'000	\$'000
2016				
Resort and recreation reserve (a)	3,460	(2,960)	3,956	4,456
Doncaster Hill activity centre reserve (b)	112	(112)	-	-
Family day care workcover levy reserve (c)	196	-	-	196
Total	3,768	(3,072)	3,956	4,652

(a) The Resort and recreation reserve was established to control contributions received from developers that will, upon completion of developments be utilised to develop recreation and other facilities for residents in the respective development areas.

(b) The Doncaster Hill activity centre 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.

(c) The Family day care Workcover levy was established to control funds collected from family day care user charges to assist in defraying the cost of future claims for Workcover by family day care providers. Council discontinued this service in 2009/10.

NOTES TO THE FINANCIAL REPORT

For the Year Ended 30 June 2017

	2017 \$'000	2016 \$'000
Note 28		
Reconciliation of cash flows from operating activities to surplus for the year		
Surplus for the year	38,574	24,666
Depreciation/amortisation	19,347	20,221
Loss on disposal of property, plant and equipment, infrastructure	(759)	129
Contributed assets	(15,747)	(494)
Share of gain from associate	(122)	(522)
Adjustment for work in progress write-off to other expenses	73	88
Change in assets and liabilities:		
(Increase)/decrease in trade and other receivables	2,661	(1,570)
(Increase)/decrease in other assets	(459)	(481)
Increase/(decrease) in trade and other payables	(2,671)	5,210
(Decrease)/increase in other assets and liabilities	468	98
(Increase)/decrease in provisions	(243)	828
Net cash provided by operating activities	<u>41,122</u>	<u>48,173</u>
Note 29		
Reconciliation of cash and cash equivalents		
Cash and cash equivalents (note 16)	49,353	39,470
	<u>49,353</u>	<u>39,470</u>
Note 30		
Financing arrangements		
Bank overdraft	1,000	1,000
Used facilities	-	-
Unused facilities	<u>1,000</u>	<u>1,000</u>

NOTES TO THE FINANCIAL REPORT

For the Year Ended 30 June 2017

Note 31 Commitments

Council has entered into the following commitments

2017	Not later than 1 year	Later than 1 year and not later than 2 years	Later than 2 years and not later than 5 years	Later than 5 years	Total
	\$'000	\$'000	\$'000	\$'000	\$'000
Operating					
Garbage collection	4,306	4,504	14,797	-	23,607
Meals for delivery	255	261	803	-	1,319
Hard and green waste collection	767	825	2,872	-	4,464
Property valuation	190	-	410	-	600
Total	5,518	5,590	18,882	-	29,990
Capital					
Roads	4,011	-	-	-	4,011
Drainage	457	-	-	-	457
Other - recreation and open space	7,065	-	-	-	7,065
Buildings	12,030	-	-	-	12,030
Plant and equipment	1,053	-	-	-	1,053
Waste management replacement bins	-	-	-	-	-
Total	24,616	-	-	-	24,616

2016	Not later than 1 year	Later than 1 year and not later than 2 years	Later than 2 years and not later than 5 years	Later than 5 years	Total
	\$'000	\$'000	\$'000	\$'000	\$'000
Operating					
Garbage collection	4,262	4,412	14,186	-	22,860
Meals for delivery	237	243	766	-	1,246
Hard and green waste collection	798	870	3,109	-	4,777
Property valuation	140	289	589	-	1,018
Total	5,437	5,814	18,650	-	29,901
Capital					
Roads	2,554	-	-	-	2,554
Drainage	894	-	-	-	894
Other - recreation & open space	1,253	-	-	-	1,253
Buildings	1,972	-	-	-	1,972
Plant and equipment	646	-	-	-	646
Waste management replacement bins	2,933	-	-	-	2,933
Total	10,252	-	-	-	10,252

Note 32 Operating leases

(a) Operating lease commitments

At the reporting date, Council had the following obligations under non-cancellable operating leases for the lease of equipment and land and buildings for use within Council's activities (these obligations are not recognised as liabilities):

	2017 \$'000	2016 \$'000
Not later than one year	807	724
Later than one year and not later than five years	2,512	2,435
Later than five years	2,060	1,933
Total	5,379	5,092

(b) Operating lease receivables

At the reporting date, Council had the following operating leases for the lease of Council owned land and buildings:

	2017 \$'000	2016 \$'000
Not later than one year	1,507	1,588
Later than one year and not later than five years	6,002	5,145
Later than five years	9,246	11,293
Total	16,755	18,026

NOTES TO THE FINANCIAL REPORT

For the Year Ended 30 June 2017

Note 33 Superannuation

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

Accumulation

The Fund's accumulation categories, 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 2017 this was 9.5% as required under Superannuation Guarantee legislation).

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.

Funding arrangements

Manningham City Council makes employer contributions to the defined benefit category of the Fund at rates determined by the Trustee on the advice of the Fund's Actuary.

As at 30 June 2016, an interim actuarial investigation was held as the Fund provides lifetime pensions in the Defined Benefit category. The vested benefit index (VBI) of the Defined Benefit category of which Manningham City Council is a contributing employer was 102.0%. To determine the VBI, the fund Actuary used the following long-term assumptions:

Net investment returns	7.00% pa
Salary information	4.25% pa
Price inflation (CPI)	2.50% pa

Vision Super has advised that the estimated VBI as at 30 June 2017 was 103.1%.

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

Employer contributions

Regular contributions

On the basis of the results of the 2016 interim actuarial investigation conducted by the Fund's Actuary, Manningham City 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 2017, this rate was 9.5% of members' salaries (9.5% in 2015/16). This rate will increase in line with any increase to the Superannuation Guarantee (SG) contribution rate. In addition, Manningham City Council reimburses the Fund to cover the excess of the benefits paid as a consequence of retrenchment above the funded resignation or retirement benefit.

Funding calls

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

NOTES TO THE FINANCIAL REPORT

For the Year Ended 30 June 2017

Note 33 Superannuation (cont.)

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.

2016 Interim actuarial investigation surplus amounts

The Fund's interim actuarial investigation as at 30 June 2016 identified the following in the defined benefit category of which Council is a contributing employer:

* A VBI surplus of \$40.3 million; and

* A total service liability surplus of \$156 million.

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 2016. 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. Council was notified of the 30 June 2016 VBI during August 2016.

2017 Full triennial actuarial investigation

A full actuarial investigation is being conducted for the Fund's position as at 30 June 2017. It is anticipated that this actuarial investigation will be completed in December 2017.

Future superannuation contributions

In addition to the disclosed contributions, Manningham City Council has no contributions outstanding and no loans issued from or to the above schemes as at 30 June 2017. The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2018 are \$320k.

Note 34 Contingent liabilities and contingent assets

(a) Contingent liabilities

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.

Bank guarantees issues

Council is responsible for the following bank guarantee:

Department of Primary Industries for \$150,000 in connection with Extractive Industry Licence No. 54-1.

Capital funding grant

Council has exposure to contingent liabilities where the conditions attached to a capital funding grant requires repayment in full or part of the granted sum should the terms of the grant agreement not be fulfilled by Council.

Superannuation contribution

Council has obligations under a defined benefit superannuation scheme, matters relating to this potential obligation are outlined in Note 33. 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.

(b) Contingent assets

Developer contributed assets

Developer contributions to be received in respect of future subdivisions total \$0.369m (2015/16, \$4.682m).

NOTES TO THE FINANCIAL REPORT

For the Year Ended 30 June 2017

Note 35 Financial instruments

(a) Objectives and policies

The Council's principal financial instruments comprise cash assets, term deposits, receivables (excluding statutory receivables), payables (excluding statutory payables) and bank borrowings. Details of the significant accounting policies and methods adopted, including the criteria for recognition, the basis of measurement and the basis on which income and expenses are recognised, in respect of each class of financial asset, financial liability and equity instrument is disclosed in Note 1 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. Components of market risk to which the council are exposed are discussed below.

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 2017 Council had long term loans or borrowings and is therefore 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 section 143 of the Local Government Act 1989. 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. Investment performance and investment placement are reported regularly to Council.

(c) Credit risk

Credit risk is the risk of financial loss to Council arising from the non-completion of an obligation under a financial instrument by a party with whom Council has contracted. Council has exposure to credit risk on all financial assets included in the balance sheet. The maximum exposure to credit risk at balance date in relation to each class of recognised financial asset is represented by the carrying amount of that financial asset.

Council manages credit risk exposure through the application of debtor management policies that include arrangement for the timely collection of debts, escalation of recovery actions, and monitoring of debt collection performance. Council also managed credit risk exposure through the application of security bonds and provisions of the Local Government Act 1989 that permit the classification of certain debts as charges against property.

Financial assets classed as trade and other receivables consist of a large number of customers, spread across the consumer, business and government sectors. As Council's main debtors are government departments the credit risk associated with the Council's financial assets is assessed as minimal. Where a credit risk is assessed as probable of realisation an allowance for doubtful debts is raised.

Details of credit risk for transactions that are not included in the balance sheet are disclosed in note 35, contingent liabilities and contingent assets.

(d) Liquidity risk

Liquidity risk includes the risk that, as a result of our operational liquidity requirements:

- we will not have sufficient funds to settle a transaction on the date;
- we will be forced to sell financial assets at a value which is less than what they are worth; or
- we may be unable to settle or recover a financial assets at all.

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 exposure to liquidity risk is deemed insignificant based on prior periods' data, cash flow and liquidity forecasts, and current assessment of risk.

(e) Fair value

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

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.

NOTES TO THE FINANCIAL REPORT

For the Year Ended 30 June 2017

Note 35 Financial instruments (cont.)

(f) Sensitivity disclosure analysis

Taking into account past performance, future expectations, economic forecasts, and management's knowledge and experience of the financial markets, the consolidated entity believes the following movements are 'reasonably possible' over the next 12 months. Market interest rates are sourced from the Reserve Bank of Australia.

- a parallel shift of +1% and -2% in market interest rates from year-end rates of 1.50%.

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 36 Related party transactions

(i) Related party

Subsidiaries and Associates

Interest in associate - Whitehorse Manningham Regional Library Corporation (WMRLC) (Ref Note 9)

During the year Manningham City Council provided contribution to WMRLC with the total value of \$3.61m towards running costs as per the agreement.

Council also provides accommodation to house libraries within Manningham.

(i) Key Management Personnel

Details of persons holding the position of Councillor or other members of key management personnel at any time during the year are:

Councillors

Anna Chen	Councillor	(8 November 2016 - 30 June 2017)
Andrew Conlon	Councillor	(8 November 2016 - 30 June 2017)
Margaret Downie	Councillor	(1 July 2016 - 22 October 2016)
Sophy Galbally	Councillor	(1 July 2016 - 22 October 2016)
	Councillor	(8 November 2016 - 30 June 2017)
Geoff Gough	Councillor	(1 July 2016 - 22 October 2016)
	Councillor	(8 November 2016 - 30 June 2017)
Jim Grivokostopoulos	Councillor	(1 July 2016 - 22 October 2016)
Dot Haynes	Councillor	(1 July 2016 - 22 October 2016)
	Councillor	(8 November 2016 - 30 June 2017)
Michelle Kleinert	Councillor	(1 July 2016 - 22 October 2016)
	Mayor	(8 November 2016 - 30 June 2017)
Paul McLeish	Mayor	(1 July 2016 - 22 October 2016)
	Councillor	(8 November 2016 - 30 June 2017)
Stephen O'Brien	Councillor	(1 July 2016 - 22 October 2016)
Paula Piccinini	Councillor	(8 November 2016 - 30 June 2017)
Mike Zafiroopoulos AM	Councillor	(8 November 2016 - 30 June 2017)

Chief Executive Officer

Warwick Winn	Chief Executive Officer	(1 July 2016 - 30 June 2017)
--------------	-------------------------	------------------------------

Other Key Management Personnel

Jill Colson	Executive manager people and governance	(1 July 2016 - 30 June 2017)
Teresa Dominik	Director planning and environment	(1 July 2016 - 30 June 2017)
Juanita Haisman	Manager Communications	(1 July 2016 - 30 June 2017)
Leigh Harrison	Director assets and engineering	(1 July 2016 - 30 June 2017)
Philip Lee	Director shared services	(1 July 2016 - 30 June 2017)
Chris Potter	Director community programs	(1 July 2016 - 30 June 2017)

	2017
Total number of Councillors	12
Chief Executive Officer and other Key Management Personnel	<u>7</u>
Total Key Management Personnel	<u>19</u>

NOTES TO THE FINANCIAL REPORT

For the Year Ended 30 June 2017

Note 36 Related party transactions (cont.)

(ii) Remuneration of Key Management Personnel

Total remuneration of key management personnel was as follows:	\$'000
Short-term benefits	1,944
Long-term benefits	-
Termination benefits	-
Total	<u>1,944</u>

The numbers of key management personnel whose total remuneration from Council and any related entities, fall within the following bands:

	2017
	No.
Less than \$10,000	3
\$10,000 - \$19,999	4
\$20,000 - \$29,999	3
\$40,000 - \$49,999	1
\$60,000 - \$69,999	1
\$160,000 - \$169,999	1
\$190,000 - \$199,999	1
\$210,000 - \$219,999	1
\$230,000 - \$239,999	1
\$250,000 - \$259,999	1
\$260,000 - \$269,999	1
\$320,000 - \$329,999	1
	<u>19</u>

(iii) Transactions with related parties

No transactions other than remuneration payments, or the reimbursement of expenses as approved by Council were made with Related Parties during the reporting year (2015/16, nil).

(iv) Outstanding balances with related parties

No balances are outstanding at the end of the reporting period in relation to transactions with related parties (2015/16, nil).

(v) Loans to/from related parties

No loans have been made, guaranteed or secured by the Council to Related Parties during the reporting year 2016/17 (2015/16, nil).

(vi) Commitments to/from related parties

No commitments have been made by the Council to Related Parties during the reporting year 2016/17 (2015/16, nil).

Note 37 Senior officers remuneration

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

- has management responsibilities and reports directly to the Chief Executive; or
- whose total annual remuneration exceeds \$142,000.

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

	2017	2016
	No.	No.
Income Range:		
less than \$140,000	10	1
\$140,000 - \$149,999	4	5
\$150,000 - \$159,999	7	7
\$160,000 - \$169,999	8	5
\$170,000 - \$179,999	2	1
\$180,000 - \$189,999	1	1
\$190,000 - \$199,999	1	-
\$200,000 - \$209,999	-	1
	<u>33</u>	<u>21</u>
	\$'000	\$'000
Total Remuneration, excluding resignation benefits, for the reporting year for Senior Officers included above, amounted to:	4,673	3,334

Note 38 Events occurring after balance date

No matters have occurred since reporting date that require disclosure in the financial statements.

NOTES TO THE FINANCIAL REPORT

For the Year Ended 30 June 2017

In my opinion, the accompanying financial report has been prepared in accordance with the *Local Government Act 1989*, the *Local Government (Planning and Reporting) Regulations 2014*, Australian Accounting Standards and other mandatory professional reporting requirements.



Kevin Ayre CPA

Principal Accounting Officer

12 September 2017

Doncaster

In our opinion, the accompanying financial report present fairly the financial transactions of Manningham City Council for the year ended 30 June 2017 and the financial position of Council as at that date.

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

We, the Councillors, have been authorised by the Council and by the *Local Government (Planning and Reporting) Regulations 2014* to certify the financial report in its final form.



Michelle Kleinert

Mayor

12 September 2017

Doncaster

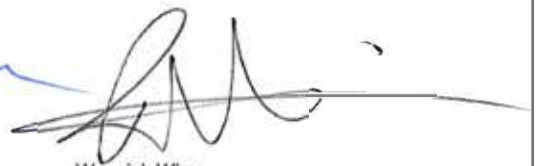


Mike Zafiroopoulos (AM)

Deputy Mayor

12 September 2017

Doncaster



Warwick Winn

Chief Executive Officer

12 September 2017

Doncaster

PERFORMANCE STATEMENT



Description of Municipality	168
Sustainable Capacity Indicators	169
Service Performance Indicators	170
Financial Performance Indicators	173
DEFINITIONS	178
Other Information	180
Certification of the Performance Statement	181

PERFORMANCE STATEMENT

For the Year Ended 30 June 2017

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 nonurban areas include a large tract of the Green Wedge, and are used mainly for rural residential living, conservation and small scale agriculture.

As at 30 June 2017, our estimated population was 120,716 people across the City includes 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).

SUSTAINABLE CAPACITY INDICATORS

For the Year Ended 30 June 2017

Results Indicator / measure				Material Variations
	2015	2016	2017	
Own-source revenue <i>Own-source revenue per head of municipal population</i> [Own-source revenue / Municipal population]	\$860	\$914	\$919	During 2016/17 Manningham generated \$111 million from rates, fees and other own-source income. Council's own-source revenue per head of population was below that of a similar Council in 2015/16, and is expected to be below similar Councils in 2016/17.
Recurrent grants <i>Recurrent grants per head of municipal population</i> [Recurrent grants / Municipal population]	\$110	\$97	\$118	Manningham receives the minimum grant from the Victoria Grants Commission, and as such relies heavily on rates to meet community service and infrastructure needs. The increase in 2016/17 is a result of \$1.64 million of Financial Assistance Grants received in advance.
Population <i>Expenses per head of municipal population</i> [Total expenses / Municipal population]	\$895	\$901	\$920	This result highlights Council's low expenditure levels when compared to similar Councils (in 2015/16 similar Council's expenses per head of population was \$1,196 compared to Manningham \$901).
<i>Infrastructure per head of municipal population</i> [Value of infrastructure / Municipal population]	\$5,944	\$5,762	\$6,399	As at 30 June 2017, Manningham has in excess of \$770 million in road, drainage, footpath, buildings, parks and other infrastructure assets. Council is committed to maintaining, renewing and upgrading these infrastructure assets, and each year allocates 33% of rate revenue to fund the capital works program.
<i>Population density per length of road</i> [Municipal population / Kilometres of local roads]	198	200	202	Manningham has a lower population density per km of road than similar Councils (Manningham 199.74 people per km of road compared to 272.59 for similar Councils in 2015/16). This results in the total cost of road maintenance and upgrades being funded from smaller number of ratepayers which contributes to Manningham's annual rate increase.
Disadvantage <i>Relative socio-economic disadvantage</i> [Index of Relative Socio-economic Disadvantage by decile]	10	10	10	No material variation.

SERVICE PERFORMANCE INDICATORS

For the Year Ended 30 June 2017

Result Service / <i>indicator</i> / <i>measure</i>	2015	2016	2017	Material Variations
Aquatic Facilities Utilisation <i>Utilisation of aquatic facilities</i> AF6 [Number of visits to aquatic facilities / Municipal population]	3.9	2.9	4.6	Following the significant redevelopment between 2014 and July 2016, it is pleasing to see use of the facility continuing to trend favourably.
Animal Management Health and safety <i>Animal management prosecutions</i> AM4 [Number of successful animal management prosecutions]	24	15	17	Council's approach to animal management is outlined in the 2013-2017 Domestic Animal Management Plan; designed to protect the community. Prosecutions occur when animal or animal owner behaviour is inconsistent with this approach and attempts at mediation have not been successful. Results in 2016/17 were consistent with previous years.
Food Safety Health and safety <i>Critical and major non-compliance outcome notifications</i> FS4 [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	92.0%	98.3%	100%	Council is vigilant in ensuring food premises are followed up after a major or critical non-conformance is detected as demonstrated with the 100% follow up rate for the 2016 calendar year.
Governance Satisfaction <i>Satisfaction with council decisions</i> G5 [Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]	60	57	58	An independent research company conducts the community satisfaction survey annually on behalf of State Government. The result is one point above the 2015/16 result and four points higher than the state-wide average.

SERVICE PERFORMANCE INDICATORS

For the Year Ended 30 June 2017

Result Service / <i>indicator</i> / <i>measure</i>		2015	2016	2017	Material Variations
LB4	Libraries Participation <i>Active library members</i> [Number of active library members / Municipal population] x100	16.0%	16.2%	15.8%	The active member's indicator fluctuates each year. This year the ERP figure has increased and the number of active members has remained static, resulting in a slightly lower percentage. The indicator does not include members who attend the library for other purposes such as using the internet, wifi services or attendance at library programs.
MC4	Maternal and Child Health (MCH) Participation [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100	99.0%	74.6%	76.4%	Data is now being collected by a new database managed by the State Government. Whilst most data is accurate there may some variation in results. Results show a continued high standard of participation.
MC5	Participation <i>Participation in the MCH service by Aboriginal children</i> [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	92.0%	64.5%	94.6%	
R5	Roads Satisfaction <i>Satisfaction with sealed local roads</i> [Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]	68	64	66	An independent research company conducts the community satisfaction survey annually on behalf of State Government. Performance on the condition of local sealed roads (66) was higher than the 2015/16 result, and 13 points ahead of the State-wide average.
SP4	Statutory Planning Decision making <i>Council planning decisions upheld at VCAT</i> [Number of VCAT decisions that did not set aside council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100	44.0%	72.7%	71.0%	Manningham is dedicated to consulting with its community to achieve acceptable outcomes in planning. 2016/17 realised 31 applications determined by VCAT and 22 decisions were not set aside. This result also reflects a sound process of decision making consistent with State and Local Planning Policy.

SERVICE PERFORMANCE INDICATORS

For the Year Ended 30 June 2017

Result Service / <i>indicator</i> / <i>measure</i>	2015	2016	2017	Material Variations
<p> Waste Collection Waste diversion <i>Kerbside collection waste diverted from landfill</i> WC5 [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100 </p>	54.0%	53.1%	54.0%	<p> There has been an increase in waste diversion from landfill when compared to last year. The successful roll out of the new bins and the continued implementation of Council's Waste Management Strategy and Education programs has contributed to this increase in the waste resource recovery rate. </p>

FINANCIAL PERFORMANCE INDICATORS

For the Year Ended 30 June 2017

Dimension / indicator / measure	Results			Forecasts			Material Variations	
	2015	2016	2017	2018	2019	2020		2021
<p>Operating position</p> <p>Adjusted underlying result</p> <p><i>Adjusted underlying surplus (or deficit)</i></p> <p>[Adjusted underlying surplus (deficit) / Adjusted underlying revenue] x100</p>	7.0%	9.7%	11.4%	8.4%	8.4%	8.6%	8.9%	<p>A change in the timing of Financial Assistance Grants from the Federal Government and an increase in fees and charges resulted in an improvement of 2016/17 operating position.</p> <p>The adjusted underlying surplus generates funds to enable Council to renew and upgrade roads, footpaths, drains, parks recreation facilities and other community assets. Council is forecasting long-term underlying surpluses which underpins a financially sustainable organisation.</p>
<p>Liquidity</p> <p>Working capital</p> <p><i>Current assets compared to current liabilities</i></p> <p>[Current assets / Current liabilities] x100</p>	206.1%	217.0%	199.2%	173.2%	174.8%	195.8%	221.4%	<p>The working capital ratio for 2017 is higher than the adopted budget and primarily relates to increased developer contributions received in 2016/17 and held in cash reserves, capital works funded in 2016/17 which will be completed in 2017/18 and Financial Assistance Grants received in advance during 2016/17 for the 2017/18 year. The forward four year forecasts also show that Council retains a strong working capital ratio.</p>

FINANCIAL PERFORMANCE INDICATORS

For the Year Ended 30 June 2017

Dimension / indicator / measure	Results		Forecasts				Material Variations
	2015	2016	2017	2018	2019	2020	
Unrestricted cash							
<i>Unrestricted cash compared to current liabilities</i>	60.4%	77.0%	63.0%	63.4%	64.5%	78.6%	82.2%
[Unrestricted cash / Current liabilities] x100							
							Unrestricted cash compared to current liabilities is higher than the adopted budget and primarily relates to an improved operating result, capital works funded in 2016/17 which will be completed in 2017/18 and Financial Assistance Grants received in advance during 2016/17 for the 2017/18 year.
Obligations							
Loans and borrowings							
<i>Loans and borrowings compared to rates</i>	8.3%	7.8%	7.8%	7.6%	7.3%	3.5%	3.4%
[Interest bearing loans and borrowings / Rate revenue] x100							
							Council has a low level of borrowing relative to rates. Total borrowings as at June 2017 is \$7.28 million. The reduction in the ratio in 2020 relates to planned loan principal repayments of \$3.64 million.
<i>Loans and borrowings repayments compared to rates</i>	0.3%	0.3%	0.3%	0.3%	0.3%	3.7%	0.1%
[Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100							
							Council has a low level of borrowing relative to rates. The increase in the ratio in 2020 relates to planned loan principal repayments of \$3.64 million.

FINANCIAL PERFORMANCE INDICATORS

For the Year Ended 30 June 2017

Dimension / indicator / measure	Results				Forecasts				Material Variations
	2015	2016	2017	2018	2019	2020	2021		
Indebtedness Non-current liabilities compared to own source revenue [Non-current liabilities / Own source revenue] x100	8.0%	7.5%	7.2%	7.3%	4.1%	4.0%	3.9%	Council has a low level of non-current liabilities compared to revenue.	
Asset renewal Asset renewal compared to depreciation [Asset renewal expenses / Asset depreciation] x100	71.3%	74.0%	123.6%	105.7%	100.8%	100.2%	100.7%	The high asset renewal in 2017 relates to the planned replacement of Council's bin fleet as part of the renewed kerbside waste and recycling service. Council is targeting a 100% asset renewal ratio throughout the forecast period with priority being given to funding the renewal of existing assets before expending funds on new assets.	
Stability Rates concentration Rates compared to adjusted underlying revenue [Rate revenue / Adjusted underlying revenue] x100	76.5%	78.3%	74.2%	76.9%	77.6%	77.9%	78.3%	The result is consistent throughout the forecast period and reflects Manningham's reliance on rates to fund services and community assets.	

FINANCIAL PERFORMANCE INDICATORS

For the Year Ended 30 June 2017

Dimension / indicator / measure	Results		Forecasts				Material Variations	
	2015	2016	2017	2018	2019	2020		2021
Rates effort <i>Rates compared to property values</i> [Rate revenue / Capital improved value of rateable properties in the municipality] x100	0.2%	0.3%	0.2%	0.2%	0.2%	0.2%	0.2%	This result highlights Council's relative low rate burden on its community when compared to property values.
Efficiency Expenditure level <i>Expenses per property assessment</i> [Total expenses / Number of property assessments]	\$2,282	\$2,278	\$2,302	\$2,367	\$2,397	\$2,425	\$2,467	The growth in expenses per property assessment is less than 1% over recent years and reflects Council's commitment to contain the growth in expenditure. This is reflected in the low average residential rate increase (see E1 above) and also contributes to the long term financial sustainability of Council.

FINANCIAL PERFORMANCE INDICATORS

For the Year Ended 30 June 2017

Dimension / indicator / measure	Results					Forecasts				Material Variations
	2015	2016	2017	2018	2019	2020	2021			
<p>Revenue level</p> <p><i>Average residential rate per residential property assessment</i></p> <p>[Residential rate revenue / Number of residential property assessments]</p>	\$1,832	\$1,881	\$1,869	\$1,934	\$1,975	\$2,010	\$2,059	<p>The result is consistent with budget forecasts, and represents a decrease on the 2015/16 result.</p> <p>Council has a high reliance on rate revenue from residential properties with 95% of all properties in the municipality being residential. Council uses rate revenues to maintain and upgrade local roads, buildings, drains, footpaths, playgrounds and sporting facilities. This revenue also funds services including waste management, public health, children, youth, family, aged, planning, building and other community services.</p>		
<p>Workforce turnover</p> <p><i>Resignations and terminations compared to average staff</i></p>	8.3%	8.7%	11.8%	8.5%	8.5%	8.5%	8.5%	<p>During 2016/17, a number of changes were made to the organisational structure which, although resulting in a higher turnover rate than recent years (still within the expected range), has enhanced the strategic alignment of Council's functions and improved our ability to deliver services.</p>		
<p>[Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100</p>										

DEFINITIONS

"Adjusted underlying revenue" means total income other than:

- (a) non-recurrent grants used to fund capital expenditure; and
- (b) non-monetary asset contributions; and
- (c) contributions to fund capital expenditure from sources other than those referred to above

"Adjusted underlying surplus (or deficit)" means adjusted underlying revenue less total expenditure

"Infrastructure" means non-current property, plant and equipment excluding land

"Local road" means a sealed or unsealed road for which the council is the responsible road authority under the *Road Management Act 2004*

"Population" means the resident population estimated by council

"Own-source revenue" means adjusted underlying revenue other than revenue that is not under the control of council (including government grants)

"Relative socio-economic disadvantage", in relation to a municipality, means the relative socio-economic disadvantage, expressed as a decile for the relevant financial year, of the area in which the municipality is located according to the Index of Relative Socio-Economic Disadvantage (Catalogue Number 2033.0.55.001) of SEIFA. "SEIFA" means the Socio-Economic Indexes for Areas published from time to time by the Australian Bureau of Statistics on its Internet website

"Unrestricted cash" means all cash and cash equivalents other than restricted cash

"Asset renewal expenditure" means expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability

"Current assets" has the same meaning as in the AAS

"Current liabilities" has the same meaning as in the AAS

"Non-current assets" means all assets other than current assets

"Non-current liabilities" means all liabilities other than current liabilities

"Non-recurrent grant" means a grant obtained on the condition that it be expended in a specified manner and is not expected to be received again during the period covered by a council's Strategic Resource Plan

"Rate revenue" means revenue from general rates, municipal charges, service rates and service charges

"Aboriginal child" means a child who is an Aboriginal person

"Aboriginal person" has the same meaning as in the Aboriginal Heritage Act 2006

"Active library member" means a member of a library who has borrowed a book from the library

"Annual report" means an annual report prepared by a council under sections 131, 132 and 133 of the Act

"CALD" means culturally and linguistically diverse and refers to persons born outside Australia in a country whose national language is not English

"Class 1 food premises" means food premises, within the meaning of the *Food Act 1984*, that have been declared as class 1 food premises under section 19C of that Act

DEFINITIONS

"Class 2 food premises" means food premises, within the meaning of the *Food Act 1984*, that have been declared as class 2 food premises under section 19C of that Act

"Community Care Common Standards" means the Community Care Common Standards for the delivery of HACC services, published from time to time by the Commonwealth

"Critical non-compliance outcome notification" means a notification received by council under section 19N(3) or (4) of the *Food Act 1984*, or advice given to council by an authorized officer under that Act, of a deficiency that poses an immediate serious threat to public health

"Food premises" has the same meaning as in the *Food Act 1984*

"HACC program" means the Home and Community Care program established under the Agreement entered into for the purpose of the Home and Community Care Act 1985 of the Commonwealth

"HACC service" means home help, personal care or community respite provided under the HACC program

"local road" means a sealed or unsealed road for which the council is the responsible road authority under the *Road Management Act 2004*

"Major non-compliance outcome notification" means a notification received by a council under section 19N(3) or (4) of the *Food Act 1984*, or advice given to council by an authorized officer under that Act, of a deficiency that does not pose an immediate serious threat to public health but may do so if no remedial action is taken

"MCH" means the Maternal and Child Health Service provided by a council to support the health and development of children within the municipality from birth until school age

OTHER INFORMATION

For the Year Ended 30 June 2017

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 1989* and *Local Government (Planning and Reporting) Regulations 2014*.

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 2014 requires explanation of any material variations in the results contained in the performance statement. Council has adopted materiality thresholds relevant to each indicator on 28 June 2016 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 Strategic Resource Plan on 27 June 2017 and which forms part of the council plan. The Strategic Resource 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 Strategic Resource Plan can be obtained by contacting council on (03) 9840 9333 or online at www.manningham.vic.gov.au

CERTIFICATION OF THE PERFORMANCE STATEMENT

Certification of the performance statement

In my opinion, the accompanying performance statement has been prepared in accordance with the *Local Government Act 1989* and the Local Government (Planning and Reporting) Regulations 2014.


Kevin Ayre *CPA*
Principal Accounting Officer
Dated: 12 September 2017

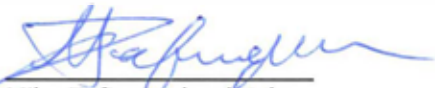
In our opinion, the accompanying performance statement of the Manningham City Council for the year ended 30 June 2017 presents fairly the results of council's performance in accordance with the *Local Government Act 1989* and the Local Government (Planning and Reporting) Regulations 2014.

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 2014 to certify this performance statement in its final form.


Michelle Kleinert
Mayor
Dated: 12 September 2017


Mike Zafirooulos (AM)
Deputy Mayor
Dated: 12 September 2017


Warwick Winn
Chief Executive Officer
Dated: 12 September 2017

AUDITOR GENERAL'S REPORT



Independent Auditor's Report

To the Councillors of Manningham City Council

Opinion	<p>I have audited the financial report of Manningham City Council (the council) which comprises the:</p> <ul style="list-style-type: none"> • balance sheet as at 30 June 2017 • 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 a summary of significant accounting policies • certification of the financial report. <p>In my opinion the financial report presents fairly, in all material respects, the financial position of the council as at 30 June 2017 and their financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 6 of the <i>Local Government Act 1989</i> and applicable Australian Accounting Standards.</p>
Basis for Opinion	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Auditing Standards. My responsibilities under the Act are further described in the <i>Auditor's Responsibilities for the Audit of the Financial Report</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the financial report in Australia. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
Councillors' responsibilities for the financial report	<p>The Councillors of the council are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards and the <i>Local Government Act 1989</i>, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.</p> <p>In preparing the financial report, the Councillors are responsible for assessing the council's ability to continue as a going concern, and using the going concern basis of accounting unless it is inappropriate to do so.</p>

AUDITOR GENERAL'S REPORT

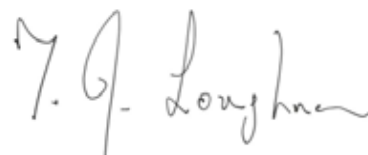
Auditor's responsibilities for the audit of the financial report

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
14 September 2017

Tim Loughnan
as delegate for the Auditor-General of Victoria

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 2017 • sustainable capacity indicators for the year ended 30 June 2017 • service performance indicators for the year ended 30 June 2017 • financial performance indicators for the year ended 30 June 2017 • other information and • the certification of the performance statement.
----------------	---

In my opinion, the performance statement of Manningham City Council in respect of the year ended 30 June 2017 presents fairly, in all material respects, in accordance with the performance reporting requirements of Part 6 of the *Local Government Act 1989*.

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. My responsibilities under the Act are further described in the <i>Auditor's responsibilities for the audit of the performance statement</i> section of my report.</p>
--------------------------	---

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

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

Councillors' responsibilities for the performance statement	<p>The Councillors is responsible for the preparation and fair presentation of the performance statement in accordance with the performance reporting requirements of the <i>Local Government Act 1989</i> and for such internal control as the Councillors determines is necessary to enable the preparation and fair presentation of the statement of performance 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 economic decisions of users taken on the basis of this financial report.

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 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 our 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 statement of performance, including the disclosures, and whether the statement of performance 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
14 September 2017

Tim Loughnan
as delegate for the Auditor-General of Victoria

GLOSSARY AND ACRONYMS



TERMS

188

ACRONYMS

190

GLOSSARY AND ACRONYMS

TERMS

Annual Report	An annual report prepared by a Council under sections 131, 132 and 133 of the <i>Local Government Act 1989</i>
Advisory committee	A committee that assists council with the decision making process and has a councillor representative to assist with the consultation process
Advocacy	Publicly supporting or recommending programs or services on behalf of the community to other tiers of government or service providers for community benefit
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	The following types of asset expenditure— (a) asset renewal expenditure (b) new asset expenditure (c) asset upgrade expenditure (d) 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 – (a) enhances an existing asset to provide a higher level of service; or (b) 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 the way in which council will deliver its nine strategic objectives
Community grants	Council allocates a sum of money for the 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	A state government requirement whereby councils conduct a survey once a year to obtain community feedback in order to gauge satisfaction levels with council services
Cultural diversity	Celebrating our community’s many different cultures expressed through language, tradition, religion, dress, arts, dance and lifestyle
Governance	Council’s responsibility for the economic and ethical performance of the municipality
HACC program	The Home and Community Care program established under the Agreement entered into for the purpose of the Home and Community Care Act 1985 of the Commonwealth
HACC service	Home help, personal care or community respite provided under the HACC program
Infrastructure	Stock of fixed capital equipment including roads, public buildings, footpaths, etc.
Interplan	A service planning tool that enables detailed reporting and analysis of council’s progress against the actions listed in the Council Plan
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
Local Government Model Financial Report	The Local Government Model Financial Report published by the Department from time to time including on the Department’s website

TERMS

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	Council's newsletter, which provides residents with information about Council activities. It is delivered to all residents and businesses within Manningham
Manningham planning scheme	Outlines state and local planning policies including zones, overlays and other provisions
Master plan	A plan which outlines a preferred future vision for a particular area. It is usually developed for an area being considered for redevelopment or redesign
Maternal and Child Health Service (MCH)	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
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 131 of the Act
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 of operations prepared by a Council under section 131 of the Act
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 128 of the Act
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 which shows all Council staff expenditure and the number of full time equivalent Council staff
Strategic objectives (also known as themes)	The key themes or focus areas for Council, as outlined in the Council Plan.
Sustainable	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 wellbeing 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

ACRONYMS

AAS Australian Accounting Standard

ABS Australian Bureau of Statistics

AMS Asset Management Strategy

CALD Culturally and Linguistically Diverse

CEO Chief Executive Officer

Cr Councillor

EBA Enterprise Bargaining Agreement

EMT Executive Management Team

EO Equal Opportunity

HACC Home and Community Care

LGPRF Local Government Performance Reporting Framework

MAV Municipal Association of Victoria

MCH Maternal Child Health

NDIS National Disability Insurance Scheme

OHS Occupational Health and Safety

SBS Strategic Briefing Session

UNHCR United Nations High Commission for Refugees

VEC Victorian Electoral Commission

INDEX

A		D		I	
Acronyms	190	Decisions	100	Income	12
Animal Management	41	Dementia Friendly		Information Privacy	116
Aquatic Facilities	72	Community	83		
Aquarena Aquatic and Leisure		Democratic Governance	100		
Centre Redevelopment	79	Disability Action Plan	114	K	
Assembly of Councillors	102	Domestic Animal Management		King Street Upgrade	62
Asset Management	108	Plan	115	Koonung Ward	21
Assets	13				
Audit Committee	105	E		L	
Auditor-General's Report	182	Employee Code of Conduct	104	Liabilities	14
		Employee Costs	13	Libraries	82
B		Employee Profile	26	Liquidity	14
Balance Sheet	123	Enjoy and Protect our Natural		Live Well in Bulleen Community	
Best Value	113	Spaces	45	Strengthening Project	23
		Equal Opportunity Employment	29	Local Laws	116
C		Everything We Need is Local	73		
Capital Investment	14	Expenditure	13		
Carers Recognition	114			M	
Cash Flow Statement	125	F		Maternal and Child Health	81
Challenges and Future Outlook	5	Financial Performance Overview	12	Management	105
Chief Executive Officer's		Financial Performance Reporting	17	Manningham Council Snapshot	6
Message	11	Financial Statement	118	Manningham Profile	20
Code of Conduct	102	Food Act Ministerial Directions	116	Manningham's Healthy	
Committees	101	Food Safety	42	City Plan	115
Comprehensive Income		Fraud and Corruption Control	104	Manningham's Major Projects	18
Statement	122	Freedom of Information	116	Mayor's Message	10
Conditions of Employment	28			Meetings	100
Conflict of Interest	102	G		Mullum Mullum Ward	21
Contracts	114	General Rates	12		
Corporate Governance	103	Getting from Place to Place	55	N	
Council Leadership and		Glossary	187	Nature Play	53
Organisational Performance	85	Governance	92	Net Worth	13
Councillors	22	Governance and Management		Notes to	
Councillor Allowances	102	Checklist	110	the Financial Report	127
Councillor Expenses	102	Governance Framework	99		
Council Plan	33	Guide to the Financial			
Council Wards	21	Statements	119		
		H			
		Heide Ward	21		
		Home and Community Care	80		
		How We Govern	99		

O		W	
Occupational Health and Safety	107	Waste Collection	52
Operating Position	12	Welcome	2
Our Community Spirit	35		
Our Governance System	98		
Our History	20	Y	
Our Mission	2	Year Ahead	96
Our People	27		
Our Strategic Direction	2		
Our Suburbs	21	#	
Our Values	2	1000s of Voices	93
Our Vision	2		

P	
Performance Highlights	5
Performance Statement	167
Planning and Reporting Framework	32
Planning for Where We Live	64
Population	20
Protected Disclosure	
Procedures	116

R	
Reporting on Our Performance	31
Reward and Recognition	29
Risk Management	106
Risk Management Cultural Maturity Model	106
Road Management Act	116
Roads	61
Ruffey Lake Park Play Area	71

S	
Senior Officers	103
Statement of Capital Works	126
Statutory Information	113
Statutory Planning	70
Strategic Briefing Sessions	100
Sustainability	194

T	
The City	20
The Organisation	19

THANK YOU

Thank you for reading Manningham Council's Annual Report 2016/17. We hope that this document has given you a good understanding of the achievements of Council in the past 12 months.

Your feedback is valued and can be posted to Manningham Council, PO Box 1, Doncaster VIC 3108, emailed to manningham@manningham.vic.gov.au or you can call Council on 9840 9333.

ANNUAL REPORT 2016/17

This report provides a comprehensive account of our achievements, our challenges, our aspirations for the future and our commitments to the community.

It details our performance against our strategic objectives outlined in the Council Plan 2013-2017 and provides an analysis of our financial performance. Most importantly, this report demonstrates the variety of our operations and the diversity of services delivered to the Manningham community on a daily basis.

WHY WE HAVE AN ANNUAL REPORT?

The Annual Report is a key tool to keep residents, businesses, employees and potential employees, State and Federal governments, peak bodies, community groups and organisations informed about Council's performance and future direction. Along with this, there is a requirement in the *Local Government Act 1989* for all councils to present an Annual Report to the Minister for Local Government by 30 September each year.

FURTHER READING

We encourage you to visit Council's website which contains information about our services, programs, events, major initiatives, major publications and more. The address is www.manningham.vic.gov.au

WHERE TO GET A COPY

Hard copies of the Annual Report are available from the Manningham Civic Centre, 699 Doncaster Road, Doncaster and local libraries, or call 9840 9333. An electronic copy is available at www.manningham.vic.gov.au/annual-report

**TO VIEW THIS ANNUAL REPORT ONLINE VISIT
WWW.MANNINGHAM.VIC.GOV.AU/ANNUAL-REPORT**

CONTACT US

fi IN PERSON
Manningham Civic Centre
699 Doncaster Road
Doncaster

fi Council Depot
Corner Blackburn and Warrandyte roads,
Doncaster East

✉ POSTAL ADDRESS
Manningham City Council
PO Box 1, Doncaster, Victoria 3108

☎ 03 9840 9333 **📠** 03 9848 3110

✉ manningham@manningham.vic.gov.au

CONNECT WITH US

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

f [facebook/manninghamcouncil](https://facebook.com/manninghamcouncil)

📷 [instagram/CityofManningham](https://instagram.com/CityofManningham)

📍 manningham.vic.gov.au

URGENT

For any urgent matters, please call our
after hours service on 9840 9333.
In an emergency, dial 000.

Interpreter service  **9840 9355**

普通话 | 廣東話 | Ελληνικά | Italiano | فارسی | العربية

