

# 2018/19 Annual Report





# Welcome

Welcome to Manningham Council's Annual Report 2018/19. Each year, we report on our performance in providing services, managing resources and meeting our community's needs.

We provide more than 100 services and manage \$2 billion of land and infrastructure assets across our 114km<sup>2</sup> municipality.

In this year's report, you can read about our achievements and challenges from 1 July 2018 to 30 June 2019, and our aspirations for the future. You will also find case studies throughout that highlight the great work we do in our community.

Our Annual Report details Manningham's performance against the strategic themes outlined in our Council Plan 2017-2021, the initiatives in our 2018/19 Annual Budget and 2017-2021 Strategic Resource Plan.

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

Under the *Local Government Act 1989*, Manningham, like all Victorian local governments, must present an Annual Report to the Minister for Local Government by 30 September each year. We take our accountability to our community seriously. This Annual Report is one of the primary tools we use to report on our performance transparently and accurately.

## **Our vision**

A liveable and harmonious city.

## **Our mission**

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

## **Our strategic direction**

Our strategic direction flows from our mission, vision, values, and 5 strategic themes:

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

Under each theme, specific goals guide us in our work to serve our community. These themes and goals are described on page 44.

We have established internal values for our organisation that guide how we interact with our customers and deliver our services.

## Our values



### Working Together

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



### Excellence

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



### Accountable

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



### Respectful

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



### Empowered

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

**We are**

**MANNINGHAM**



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# Year in Review

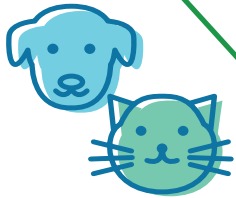






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# Manningham snapshot

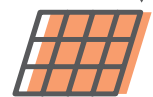


**13,654**

cats and dogs registered

**115,085**

calls received by the  
contact centre



**126**

households had solar  
panels installed

**10** exhibitions



**11** public programs

**3** major workshops

in the Manningham Art Gallery

**\$850,000**

provided in community grants



**59**

community engagement  
opportunities

**1,466**

building permits  
processed



Population of

**125,508**

**53.2%**

of waste diverted from  
landfill



**1,027**

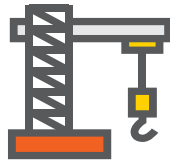
births supported by  
Maternal and Child  
Health centres





**\$26.97million**

in capital works projects delivered



**477,246**

visitors to [manningham.vic.gov.au](http://manningham.vic.gov.au)

**11,946**

immunisations provided



**1.14million**

library loans

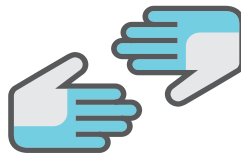


**2.45million**

to improve parks and open spaces

**77,307**

hours of aged care provided



**174,203m<sup>2</sup>**

roads resurfaced

**7.3km**

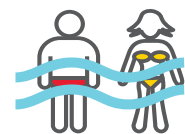
of new and renewed footpaths



**4,500**

plants planted

**661,980**



visits to aquarena

# Message from our Mayor



It is my pleasure to present Manningham's Annual Report 2018/19 on behalf of my fellow Councillors.

This year has seen us face the biggest-ever infrastructure project in Victoria's history – the North East Link Project. We understand the significant impact this project will have on our residents and we have been working hard to achieve the best possible outcomes for our community.

I am proud of the meaningful initiatives we delivered this year to recognise and support our community including:

- Our Business Excellence Awards celebrated and provided guidance and support to local businesses.
- Our Civic Awards shone a light on local heroes by recognising individuals and groups doing outstanding work in our community.
- Our parenting series provided vital information and support to 2,500 people, parents and carers to foster positive change as they raise our future generations.
- Our Parks Alive Program encouraged residents to get involved in improving and engaging with local parks.
- Our award-winning Powerful Stories initiative, that shared the personal stories of 10 local women as they reflect on their journeys, achievements and hopes for the future.

We completed significant capital works projects to improve the liveability of our municipality. These projects included the completion of the Mullum Mullum Trail missing link, as well as upgrades to Colman Park and the Doncaster RSL. We also planned for future investment in Manningham with the development of the Waldau Precinct Masterplan in Doncaster and Lions Park Masterplan in Warrandyte.

We continue to plan for the future and have finalised our Yarra River Corridor concept plan, which sets out our vision for this wonderful natural resource in the future.

I am proud to be serving a community that my family has had such close ties to for over 50 years. I am genuinely grateful that my children are growing up in the open spaces and 'rolling green hills' of Manningham - a fantastic place to live, work, play and visit.

A handwritten signature in black ink that reads "Paula Piccinini".

**Cr Paula Piccinini**  
Mayor



# Message from our CEO



## This marks my first Annual Report as Manningham Council's CEO.

I am thrilled to be working with Councillors, staff and the community in this role and look forward to continuing to engage with our community to make Manningham an even better place to live, work and play.

This report reflects that Councillors and the organisation are committed to supporting the Manningham community to thrive, especially in the areas of volunteerism, community connectedness, supporting diversity, recreation and protecting our great open spaces. At the same time we are delivering on core issues of importance such as waste management, improving our planning processes, readiness for emergencies, upgrading roads, drains and footpaths and supporting important services focusing on older people, those with disabilities, youth, families and the early years.

We continually strive to find better ways to serve our community. Our significant improvements to the way we handle planning applications highlights the remarkable work our organisation is doing to operate more effectively and efficiently. We have achieved a 30% increase in the number of applications decided in a timely manner since 2016/17, with 81% decided within stated timeframes this year. We have also achieved a 10% decrease in costs to the organisation to process each application.

We are committed to supporting a resilient environment and are proud that we have redirected 53.2% of our municipality's of waste from landfill. We have rolled out a range of local waste initiatives, including providing composting education and partnering with Compost Revolution to encourage residents to reduce their food waste, resulting in 97,764kg of food waste diverted from landfill.

I am proud of Council's continued focus on advocating on behalf of our community and environment on key issues, including the North East Link Project (NELP). We know people are concerned about the local impacts of NELP and Council have been advocating on the issues you told us are a priority.

This report also highlights our commitment to supporting Manningham Council's long-term financial sustainability, positioning council to be debt-free while investing in future infrastructure for our community.

I look forward to continuing to support the organisation in delivering over 100 services in the community and identifying internal efficiencies to ensure we continue to offer good value and high quality services and infrastructure.

**Andrew Day**  
Chief Executive Officer

# Financial performance overview

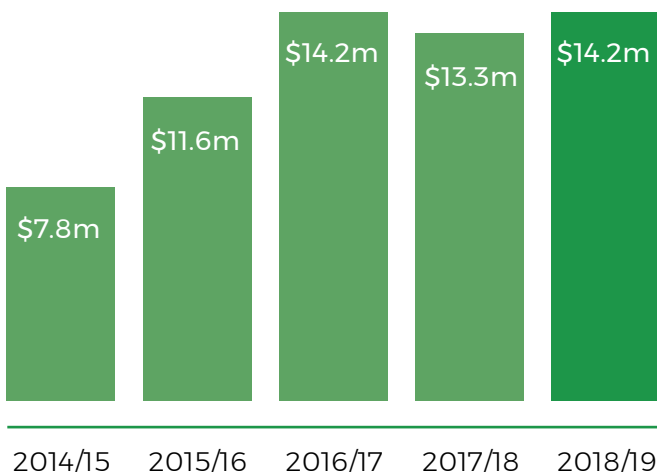
Manningham’s financial results for 2018/19 were better than our forecast. These results demonstrate our commitment to maintaining long-term financial sustainability while providing cost-effective services and delivering infrastructure projects to meet the needs of our community. See the summary of our performance below. More detailed information can be found in the Financial Report section, see page 152.

## Operating position

We achieved a surplus of \$29.15 million in 2018/19, \$5.93 million higher than the adopted budget surplus of \$23.22 million. The main reason for the increase relates to an additional \$2.95 million of contributions (cash and non-cash) received from developers and a change in the timing of Financial Assistance Grants of \$1.85 million during the year.

The adjusted underlying surplus – which removes non-recurrent capital grants, non-monetary asset contributions and other contributions to fund capital expenditure – is \$14.20 million. Sustaining a surplus is a critical financial strategy that provides capacity to renew the \$2.11 billion of community assets under Council control and providing services to the community in the long term.

■ **Figure 1: Adjusted underlying surplus (\$millions)**

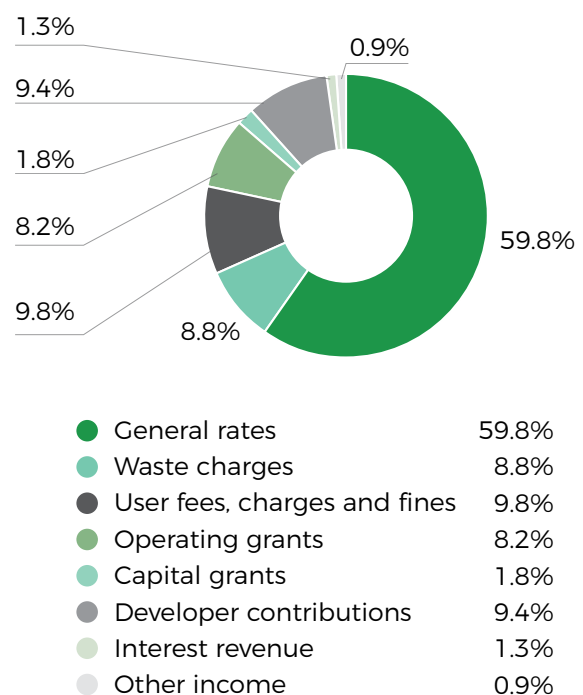


## Income

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

Our total income for 2018/19 was \$148.60 million, compared to a budget of \$141.03 million. The increased revenue is mainly due to higher cash and non-cash contributions from developers, operating and capital grants and user fees and charges.

■ **Figure 2: Income 2018/19**



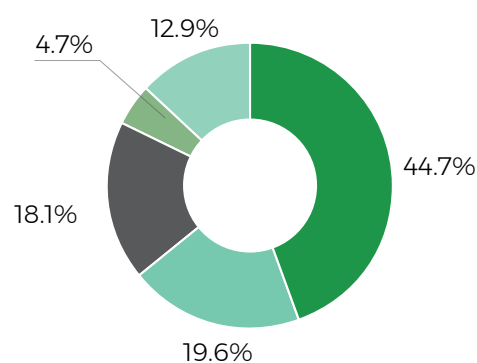
### ■ Table 1: 2018/19 Income

Income \$'000	2014/15	2015/16	2016/17	2017/18	2018/19
General rates	75,142	81,370	82,819	85,839	88,853
Waste charges	12,149	12,040	10,201	10,830	13,126
User fees, charges and fines	11,937	12,553	14,369	14,940	14,570
Operating grants	12,136	10,023	12,366	12,229	12,173
Capital grants	2,441	7,189	3,999	3,578	2,672
Developer contributions	3,712	5,924	22,387	14,766	13,949
Interest revenue	1,787	1,874	1,629	1,576	1,981
Other income	903	1,207	1,885	138	1,276
<b>Total</b>	<b>120,207</b>	<b>132,180</b>	<b>149,655</b>	<b>143,896</b>	<b>148,600</b>

### Expenditure

Our total expenditure for 2018/19 was \$119.45 million, compared to a budget of \$117.80 million. In 2018/19, the main expense was employee costs, which accounted for \$53.33 million. We provide services to our community through a combination of contractors and employees.

### ■ Figure 3: Operating expenditure 2018/19



● Employee costs	44.7%
● Materials and contracts	19.6%
● Depreciation and amortisation	18.1%
● Community grants and library	4.7%
● Other expenses	12.9%

■ [Table 2: 2018/19 Expenditure](#)

Income \$'000	2014/15	2015/16	2016/17	2017/18	2018/19
Employee costs	45,948	47,890	51,099	52,505	53,326
Materials and contracts	19,951	21,595	22,115	20,961	23,446
Depreciation and amortisation	19,754	20,221	19,347	20,566	21,640
Community grants and library	5,137	5,203	5,471	5,577	5,575
Other expenses	15,255	12,605	13,049	14,161	15,461
<b>Total</b>	<b>106,045</b>	<b>107,514</b>	<b>111,081</b>	<b>113,770</b>	<b>119,448</b>

**Net worth**

Our financial strength is indicated by net assets (what we own less what we owe). As at 30 June 2019, Council owns net assets of \$2.17 billion including community infrastructure assets of \$2.11 billion.

**Assets**

Total assets decreased by \$47.64 million or 2.10%, primarily due to the revaluation of land and other infrastructure assets.

The major components of our assets include:

- infrastructure, property, plant and equipment valued at \$2.11 billion
- cash and investments of \$88.04 million
- debtors of \$11.13 million.

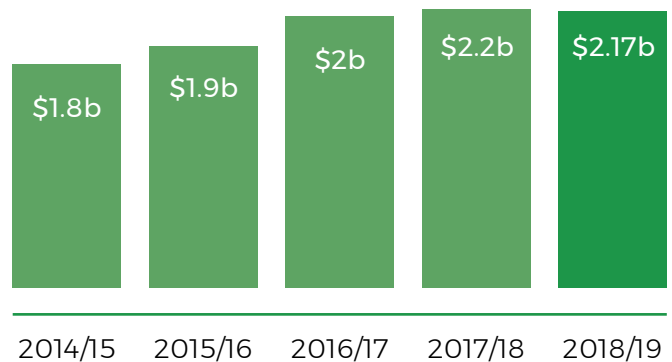
These components make up 99.5% of our total assets.

**Liabilities**

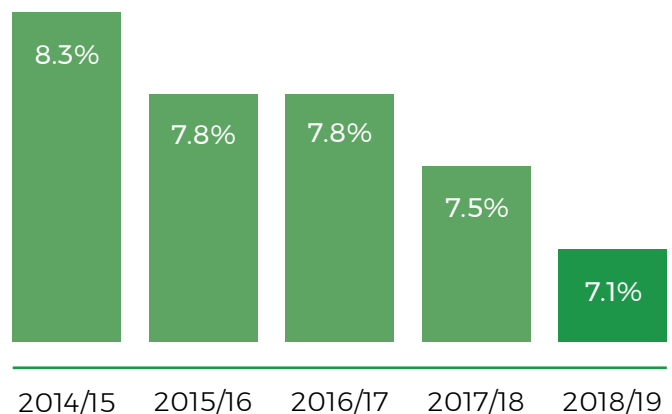
Our liabilities include debt (loan), amounts owed to suppliers and amounts owed to employees for leave entitlements. Total liabilities at 30 June 2019 were \$47.07 million, a decrease of \$0.12 million over the previous year.

At the end of 2018/19, our debt ratio – measured by comparing interest-bearing loans and borrowings to rate and charges – was a low 7.1%. This reflects Council’s low level of borrowings.

■ [Figure 4: Total assets \(\\$billions\)](#)



■ [Figure 5: Debt to rates and charges \(%\)](#)





## Capital investment

Council aims to maintain its infrastructure assets at expected levels while continuing to deliver services needed by our community. During 2018/19, we invested \$26.97 million in an extensive Capital Works Program to renew and upgrade community assets throughout the municipality. This program was funded primarily through rates, with additional funds provided through grants and contributions.

The major categories of capital works included:

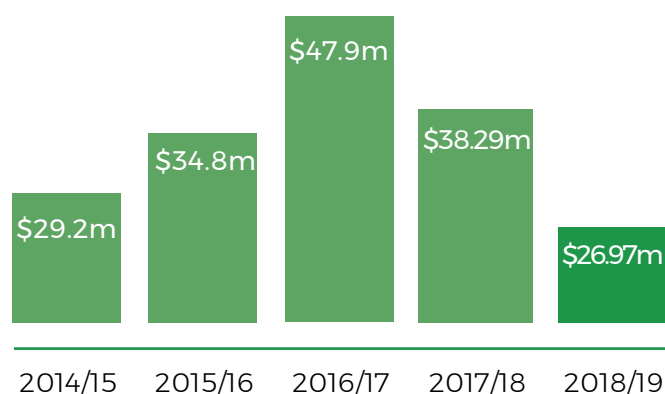
- roads, drainage, footpaths and cycleways \$15.48 million
- community building refurbishment and upgrades \$3.53 million
- recreation, parks and open space \$2.45 million.

## Liquidity

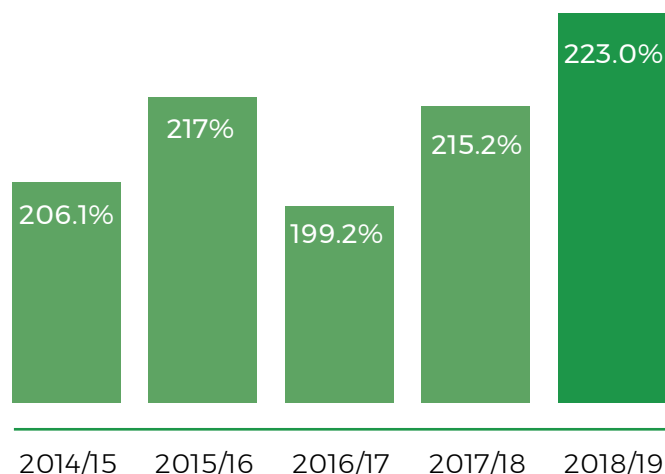
Cash and term deposits at 30 June 2019 were \$88.04 million, an increase of \$19.64 million from the previous year.

The working capital ratio, which assesses our ability to meet current commitments, is calculated by measuring our current assets as a percentage of current liabilities. Our result of 223.0% indicates that for every dollar of short-term liabilities, we have \$2.23 worth of assets. This is a strong result.

■ Figure 6: Capital Works Program (\$millions)



■ Figure 7: Working capital ratio (%)



## Financial summary

Our financial results for 2018/19 were better than our forecasts. These results demonstrate our commitment to maintaining long-term financial sustainability while providing cost-effective services and delivering infrastructure projects to meet the needs of our community. The 2018/19 Financial Statements show that the organisation remains in a sound financial position (see page 152).

This was the third year of the Victorian Government's 'Fair Go Rates' legislation. The legislation ensures a cap on the average increase in Council rates, ensuring they do not exceed the figure set by the Victorian Government (2.25% for 2018/19).

Manningham achieved the Victorian Government rate cap for 2018/19. We continued to follow the strategies we set last year to ensure our long-term financial sustainability in a rate capping environment. Our total income from rates is forecast to decrease by about \$100 million over the first ten years of the new rate cap.

### Fast facts

- \$29.15 million operating surplus, a decrease of \$0.98 million on the previous year
- \$7.28 million in borrowings, same as the previous year
- \$88.04 million cash and investments, an increase of \$19.64 million on the previous year
- \$26.97 million capital works delivered
- \$2.17 billion in net assets, a decrease of \$47.52 million on the previous year.

# \$29.15m



operating surplus, a decrease of \$0.98 million from the previous year

# \$7.28m

in borrowings, the same as the previous year



# \$88.04m



cash and investments, an increase of \$19.64 million from the previous year

# \$26.97m

capital works delivered



# \$2.17b

in net assets, a decrease of \$47.52 million from the previous year



# Our services during 2018/19

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



**Capital Works Program**  
**\$21.62**



**Roads, footpaths and drainage**  
**\$9.35**



**Waste services and recycling**  
**\$9.02**



**Parks, gardens and sportsgrounds**  
**\$9.70**



**Planning and environmental management**  
**\$7.99**



**Arts, culture and libraries**  
**\$5.62**



**Aged and disability support services**  
**\$8.20**



**Health, children and families**  
**\$5.67**



**Community support and development**  
**\$2.57**



**Customer service, governance and administration**  
**\$15.71**



**Council owned community buildings**  
**\$3.12**



**Risk management and insurances**  
**\$1.43**







# Our major projects 2018/19

Manningham provides safe, accessible and appropriate infrastructure that meets the changing lifestyles of our community.

We achieved tangible outcomes from our Capital Works Program, delivering \$26.97 million of capital projects to our customers. Below is a summary of key projects we completed in 2018/19.

- \$3.7 million in road resurfacing works
- \$560,000 spent upgrading sporting facilities in Council Reserves including: Anderson Park, Deep Creek Reserve, Donvale Reserve, Park Reserve, Stintons Reserve & Templestowe to make them welcoming and accessible to all genders
- \$545,000 in play spaces including those located at Tasker Reserve, Springwood, Kingsnorth Reserve & Grant Olsen Reserve
- \$1.4 million in local footpath design and construction
- Nearly \$2 million spent on renewing over a dozen Council and Community buildings, including significant works at Aquarena, Beverly Hills Preschool, Deep Creek Child Care Centre & Park Avenue Pavilion.

See our Financial Statements section for a breakdown of our spending on capital works this year in our Statement of Capital Works (page 156).

# Our Council Our Manningham







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# Manningham profile

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Manningham is in Melbourne's eastern suburbs. It stretches from Bulleen, about 12km from Melbourne's Central Business District (CBD), to Wonga Park, about 32km from the CBD.

Covering 114km<sup>2</sup>, Manningham has large areas of open space, including more than 300 parks and reserves, and a mix of shopping and dining precincts. With vibrant residential neighbourhoods and lots of housing options, Manningham also includes attractions such as local galleries, nurseries and community centres.

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

We also have a diverse and multicultural community that brings a wealth of languages, music, food and cultural traditions to our region.

## **Our people**

We are a diverse community of over 125,000 people. Our population spans a wide range of ages, household types, incomes and cultural backgrounds, as shown by the demographic information below as per 2017.

In 2017, 75.4% of households were purchasing or fully owned their home, 17.6% were renting privately and 0.6% lived in affordable housing.

75.5% of dwellings in Manningham were separate houses, 19.3% were units and townhouses and 4.7% were apartments. 44.2% of households in Manningham had no children.

Children up to 14 years old were 16.1% of the population and people over 65 years 21.3% and the median age was 43 years.

42.4% of our community spoke a language other than English at home, with Mandarin (10.7%) and Cantonese (8.1%) being the most common. 39.8% were born overseas, mostly in China.

By 2036 we expect our population to reach 149,274.

## **Our history**

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

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

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

Local government in the area dates back to the election of the Templestowe District Roads Board in 1856. On 28 February 1967, the Shire of Doncaster and Templestowe was proclaimed a City. 2017 marked the 50th anniversary of the proclamation.

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



### Council wards

Manningham is divided into three wards. The areas our wards cover are shown in Figure 8 and described below. Each ward is home to about 30,000 voters. The current ward boundaries were drawn after an independent review in 2007 of Manningham’s electoral representation structure.

An independent review of Manningham's electoral boundaries commenced on 26 June 2019. Any changes to ward boundaries will come into effect for the Council elections in 2020.

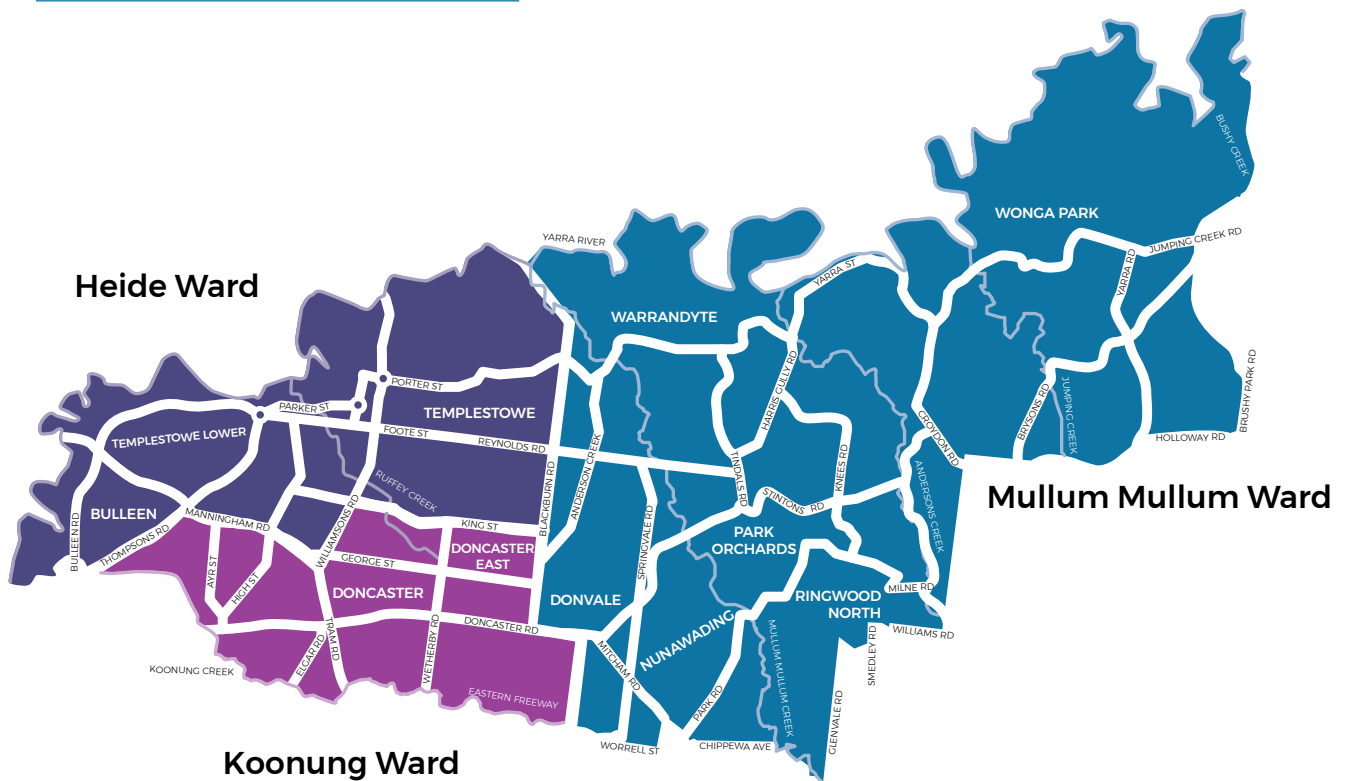
<b>Heide Ward</b>	Templestowe, Templestowe Lower and part of Bulleen
<b>Koonung Ward</b>	Doncaster, part of Doncaster East, part of Nunawading and part of Bulleen
<b>Mullum Mullum Ward</b>	Warrandyte, Wonga Park, Warrandyte South, Park Orchards and significant parts of Donvale, the rest of Doncaster East and part of Ringwood North

### Our suburbs

The suburbs in Manningham are:

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

■ Figure 8: Manningham Council wards



# Our Councillors

Every four years, three Councillors are elected by Manningham's residents to represent each of our three wards.

Together, our Councillors guide the development of strategies and policies, as well as make key decisions to help shape how Manningham will develop in the future.

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

Our current Council was formally sworn in on 8 November 2016 and included five returning Councillors and four new Councillors.

A Mayor and Deputy Mayor is elected each year. During this financial year Andrew Conlon served as Mayor and Michelle Kleinert as Deputy from November 2017 – November 2018. In November 2018, Cr Paula Piccinini was elected Mayor and Cr Anna Chen was elected Deputy Mayor.

## Heide



### Cr Geoff Gough

**Elected:**

22 October 2016 (returning, first elected 15 March 1997)

☎ 0412 345 081

✉ geoffreygough@  
manningham.vic.gov.au



### Cr Paula Piccinini (Mayor)

**Elected:**

22 October 2016

☎ 0411 483 176

✉ paula.piccinini@  
manningham.vic.gov.au



### Cr Michelle Kleinert

**Elected as Deputy Mayor:**

November 2017

**Elected to Council:**

22 October 2016 (returning, first elected 27 October 2012)

☎ 0400 902 822

✉ michelle.kleinert@  
manningham.vic.gov.au

## Koonung



**Cr Anna Chen**  
(Deputy Mayor)

**Elected:**

22 October 2016

☎ 0429 470 051

✉ [anna.chen@manningham.vic.gov.au](mailto:anna.chen@manningham.vic.gov.au)



**Cr Dot Haynes**

**Elected:**

22 October 2016 (returning,  
first elected 27 October 2012)

☎ 0425 718 937

✉ [dothaynes@manningham.vic.gov.au](mailto:dothaynes@manningham.vic.gov.au)



**Cr Mike Zafiropoulos AM**

**Elected:**

22 October 2016

☎ 0412 260 709

✉ [mike.zafiropoulos@manningham.vic.gov.au](mailto:mike.zafiropoulos@manningham.vic.gov.au)

## Mullum Mullum



**Cr Andrew Conlon**

**Elected as Mayor:**

November 2017

**Elected to Council:**

22 October 2016

☎ 0425 732 238

✉ [andrew.conlon@manningham.vic.gov.au](mailto:andrew.conlon@manningham.vic.gov.au)



**Cr Sophy Galbally**

**Elected:**

22 October 2016 (returning,  
first elected 27 October 2012)

☎ 0409 417 369

✉ [sophy.galbally@manningham.vic.gov.au](mailto:sophy.galbally@manningham.vic.gov.au)



**Cr Paul McLeish**

**Elected:**

22 October 2016  
(returning, first elected  
27 October 2012)

☎ 0435 806 684

✉ [paul.mcleish@manningham.vic.gov.au](mailto:paul.mcleish@manningham.vic.gov.au)

# Our organisation

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Manningham Council is led by our CEO, who operates under the guidance of our elected Council. Our Executive Management Team (EMT) supports our CEO and is made up of three Directors and two Group Managers. Our CEO is directly accountable to the Mayor and Councillors, who are elected by our community. The EMT oversees and manages our operations, with the support of Group and Service Unit Managers and their staff.





## Our Executive Management Team



**Andrew Day**  
Chief Executive Officer

September 2018 to present



**Leigh Harrison**  
Director City Services

July 2018 to present



**Philip Lee**  
Director Shared Services

July 2018 to present



**Angelo Kourambas**  
Director City Planning  
and Community

July 2018 to present



**Andrew McMaster**  
Corporate Counsel  
and Group Manager  
Governance and Risk

February 2019 to present



**Kerryn Paterson**  
Group Manager People  
and Communications

February 2019 to present

## Staff who held senior roles in 2018/19

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### Warwick Winn

#### CEO

1 July 2018 to 24 August 2018

### Jill Colson

#### Executive Manager People and Governance

1 July 2018 to 16 November 2018

### Lee Robson

#### Acting Director Community Programs

1 July 2018 to 22 July 2018

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## Major changes

During 2018/19, Manningham made further changes to our organisational structure to continue to build a strategy-led and delivery focused organisation.

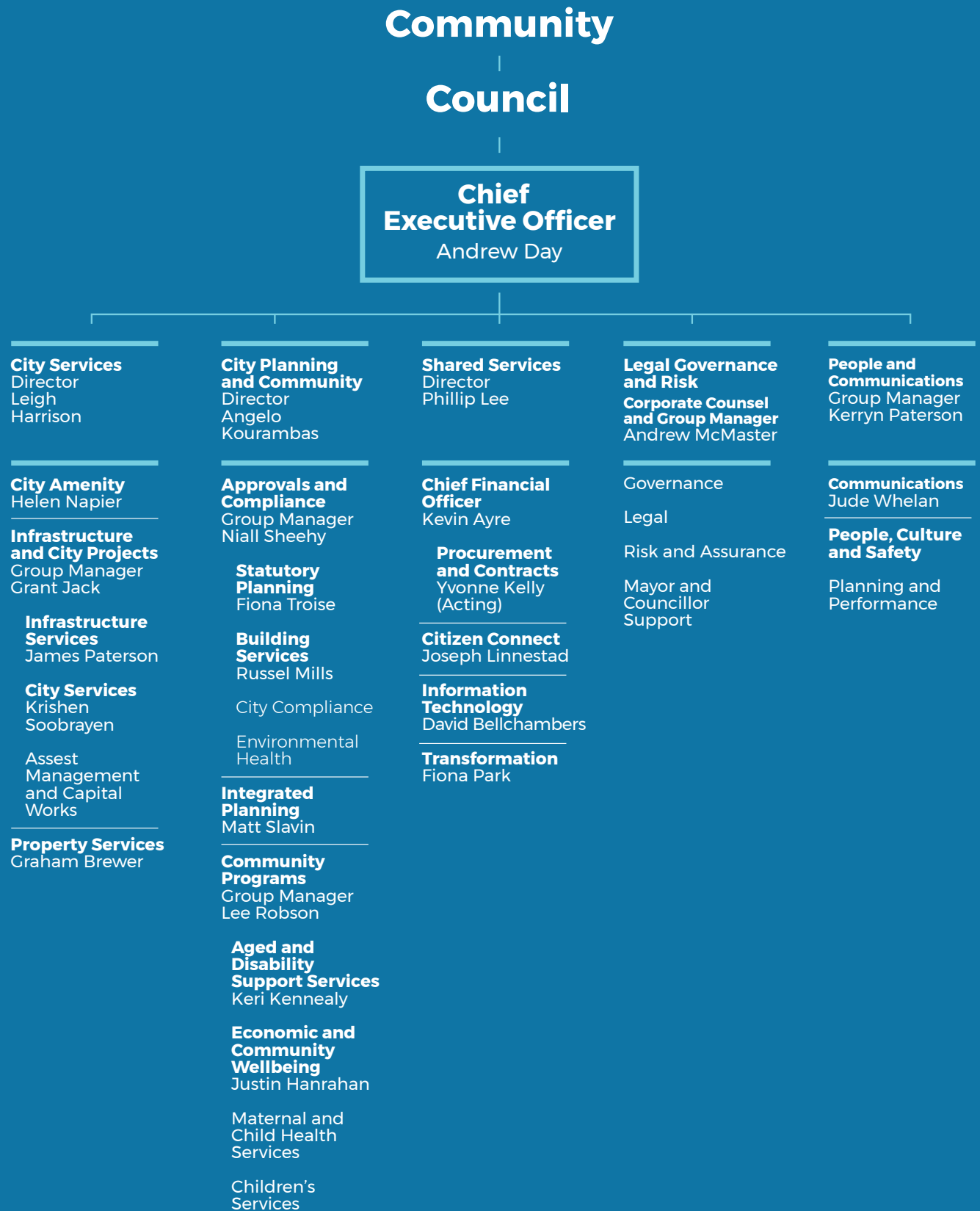
The Assets and Engineering directorate was retitled to City Services, within this:

- a new **City Amenity** service unit was formed. This new unit integrates recreation planning with recreation service delivery and brings together the amenity and community services of Environment, Waste, Parks and Emergency Management.
- a new **Infrastructure Services** unit was created to bring together Engineering Operations and Engineering and Technical Services.
- the Capital Works Service unit was retitled to **City Projects** and much of our capital works project delivery was combined within a central unit.

A large proportion of the former City Planning and Community Programs directorates were combined together, becoming **City Planning and Community**. Within this:

- a new **Integrated Planning service** unit was formed, bringing social, infrastructure and urban planning together under one umbrella to bring a greater focus on developing and delivering integrated strategic planning.
- Children's Services and Maternal Child Health Services were realigned to report through the newly created **Community Programs Group**, along with the Aged and Disability Support Services and Economic and Community Wellbeing service units.

■ Figure 9 – Manningham Council Organisational Chart as at June 2019



# Our employees

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

## Major achievements with our employees

We updated our Code of Conduct, which has strengthened employee understanding and alignment with the expected standards of conduct. This has reinforced our organisational values and reframed the drivers that hold employees accountable to the highest standards of behaviour.

We reviewed our Establishment (list of approved positions) and improved management process, with the view to more effectively manage our people resources.

We developed and implemented a Financial and Reporting Framework to provide a consistent approach to grouping together information about our organisation for financial and reporting purposes.

We implemented a new Employee Assistance Program partner to better support employee health and wellbeing through access to free and confidential personal support for employees and their immediate family, 24 hours a day, seven days per week. This partnership offers our people a range of support options from individual counselling, crisis management and access to some great online self-help tools.

We appointed a new WorkCover Insurer to deliver benefits in both premium management and return to work support for injured workers.



# Our people

As at 30 June 2019, Manningham employed 657 people in a full-time, part-time or casual capacity, equating to 479.85 full-time equivalent (FTE) employees. Our people deliver a diverse range of functions – including engineering, customer service, administration, finance, community and aged care, planning, waste management, parks and recreation, local laws, arts and culture, and management.

## Staff profile

The tables below show the total number of full-time equivalent (FTE) Manningham employees as at 30 June 2019. The tables break down our workforce by directorate, employment type, employment classification and gender.

■ [Table 3: 2018/19 Staff Profile](#)

Employment Type/ Gender	Chief Executive Office	City Services	City Planning and Community	Shared Services	Total
Full Time - Female*	20	27	58	31	136
Full Time - Male*	5	117	45	33	200
Part Time - Female*	7.51	6.91	95.50	9.02	118.94
Part Time - Male*	0	2.78	14.67	1.63	19.08
Casual - Female	0.95	0.72	2.72	0	4.39
Casual - Male	0.42	0	1.02	0	1.44
<b>Total</b>	<b>33.88</b>	<b>154.41</b>	<b>216.91</b>	<b>74.65</b>	<b>479.85</b>

\* Includes permanent and temporary employees.

■ [Table 4: 2018/19 Employment Classification](#)

Employment Classification	Female FTE	Male FTE	Total FTE
Band 1	5.54	3.19	8.74
Band 2	19.46	7.76	27.21
Band 3	32.85	51.28	84.14
Band 4	28	23.60	51.60
Band 5	54.09	26	80.09
Band 6	55.67	30.66	86.34
Band 7	31.58	24.50	56.08
Band 8	12.06	26	38.06
Nurses	11.08	0	11.08
Senior Executive Officer	1	1.53	2.53
Senior officers*	8	26	34
<b>Total</b>	<b>259.33</b>	<b>220.52</b>	<b>479.85</b>

\* 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 \$148,000.

In 2018/19, the majority of our employees were aged over 35 years (89%) – slightly higher than in 2017/18.

As at 30 June 2019, 55% of our employees were aged between 46 and 65 years and 11% less than 35 years.

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

Our turnover of permanent staff during 2018/19 was 10%, mostly consistent with the 2017/18 year and not unexpected, given the activity to finalise our organisational structure across the year.

The following tables show staff turnover, employee level and age breakdown of our employees in individuals, not FTE.

■ [Table 5: 2018/19 Staff turnover](#)

Staff turnover	2014/15	2015/16	2016/17	2017/18	2018/19
Staff turnover	9%	12%	14%	10%	10%

Employment level	2014/15	2015/16	2016/17	2017/18	2018/19
Officer Level	96%	96%	95%.0	95%	95%
Senior Officers*	4%	4%	5%	5%	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 \$148,000.

■ [Table 6: 2018/19 Staff Age Profile](#)

Age profile	2014/15	2015/16	2016/17	2017/18	2018/19
≤25 years	18	18	19	16	12
26-35 years	123	111	107	87	79
36-45 years	148	139	133	140	128
46-55 years	214	212	221	206	203
56-65 years	170	159	157	160	161
66 years and over	64	65	65	63	74
<b>Total</b>	<b>737</b>	<b>704</b>	<b>702</b>	<b>672</b>	<b>657</b>

## Conditions of employment

Most employees at Manningham are employed under the conditions of the Manningham City Council Enterprise Agreement 7, 2017 (the Agreement), which came into effect on 18 May 2018.

The benefits we offer to our employees include:

- an Employee Assistance Program that provides confidential and independent personal or professional support and counselling
- a Study Assistance program supporting staff to study at colleges or universities, providing up to \$2,570.94 per person per financial year towards costs, and up to four hours a week of extra leave
- flexible working arrangements, such as purchasing additional leave and working from home
- learning and development programs in technology, project management and regulatory and governance frameworks. In 2018/19, our staff attended 781 sessions of 41 programs

- a range of proactive injury prevention health and wellbeing programs such as participation in the Local Government Employees (LGE) Health Plan and access to immunisations.

## Equal opportunity employment

Manningham is an equal opportunity employer (EOE) and strives to provide a workplace environment free from discrimination and harassment.

Our policies and practices, such as our discrimination, harassment and bullying policy, are specifically designed to meet the diverse needs of our employees and customers. We believe everyone has the right to work in an environment of mutual respect and have the opportunity to progress to the fullest extent of their capabilities.

The measurements for the effectiveness of the policy and the results for the year are shown in Table 7. A focus for this year was leveraging our e-learning platform to support and diversify our equal opportunity training programs.

■ [Table 7: Discrimination, Harassment and Bullying Policy success measurements](#)

Indicator	Result
Target percentage of new employees receiving equal opportunity training within 6 months of commencement 100%	82.5%
Target number of contact officers available across the organisation: 4	3

**Service Awards**

One of the ways we recognise the contributions of long-standing employees is by presenting them with awards at milestones of 10, 15, 20, 25, 30, 35, 40, 45 and 50 years of service. This year, we recognised 71 employees with these awards.

**Reward and recognition**

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

**Excellence Awards**

In 2018/19, 62 Excellence Awards were presented to staff throughout the organisation at eight directorate-based events. These awards recognised our people who demonstrated excellence across one or more of these categories:

- customers: our focus
- people: engaged, empowered and accountable
- technology: robust and easy to use
- leadership: inspiring and courageous, driving performance through teamwork and communication
- continuous improvement: empowering change by identifying and implementing process improvements
- policies and processes: progressive, streamlined and consistent
- place: responsible custodianship of Manningham for the public good.



# Celebrating our achievements

In 2018/19, our achievements were recognised with a range of industry awards and commendations.

## **Australian Institute of Project Management - Victoria**

- Winner ICT/ Telecommunications, Online View, Payments and Lodgement
- Winner Small Projects, Records Management Transformation
- Winner Program / Project Director, Fiona Park
- Highly Commended Organisation/Change Management, Citizen Connect Contact Centre

## **Australian Institute of Project Management - National**

- Winner Program / Project Director, Fiona Park

## **Asia Pacific Federation Project Management (APFPM)**

- Winner Project Manager of the year, Fiona Park (award covers project team member, project manager and program director categories)

## **International Project Management Association (IPMA)**

- One of two finalists for a Global Individual Award, Project Manager of the Year, Fiona Park (award covers project team member, project manager and program director categories)

## **2019 National Awards for Local Government**

- Our Powerful Stories video series was highly commended in the Arts Animates category. The series featured 10 local women share their personal stories, reflect on their journeys, achievements and hopes for the future.

# Reporting on our performance





Planning and reporting framework	40
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Our 2018/19 performance	43

# Planning and reporting framework

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

To report on our performance, we prepare:

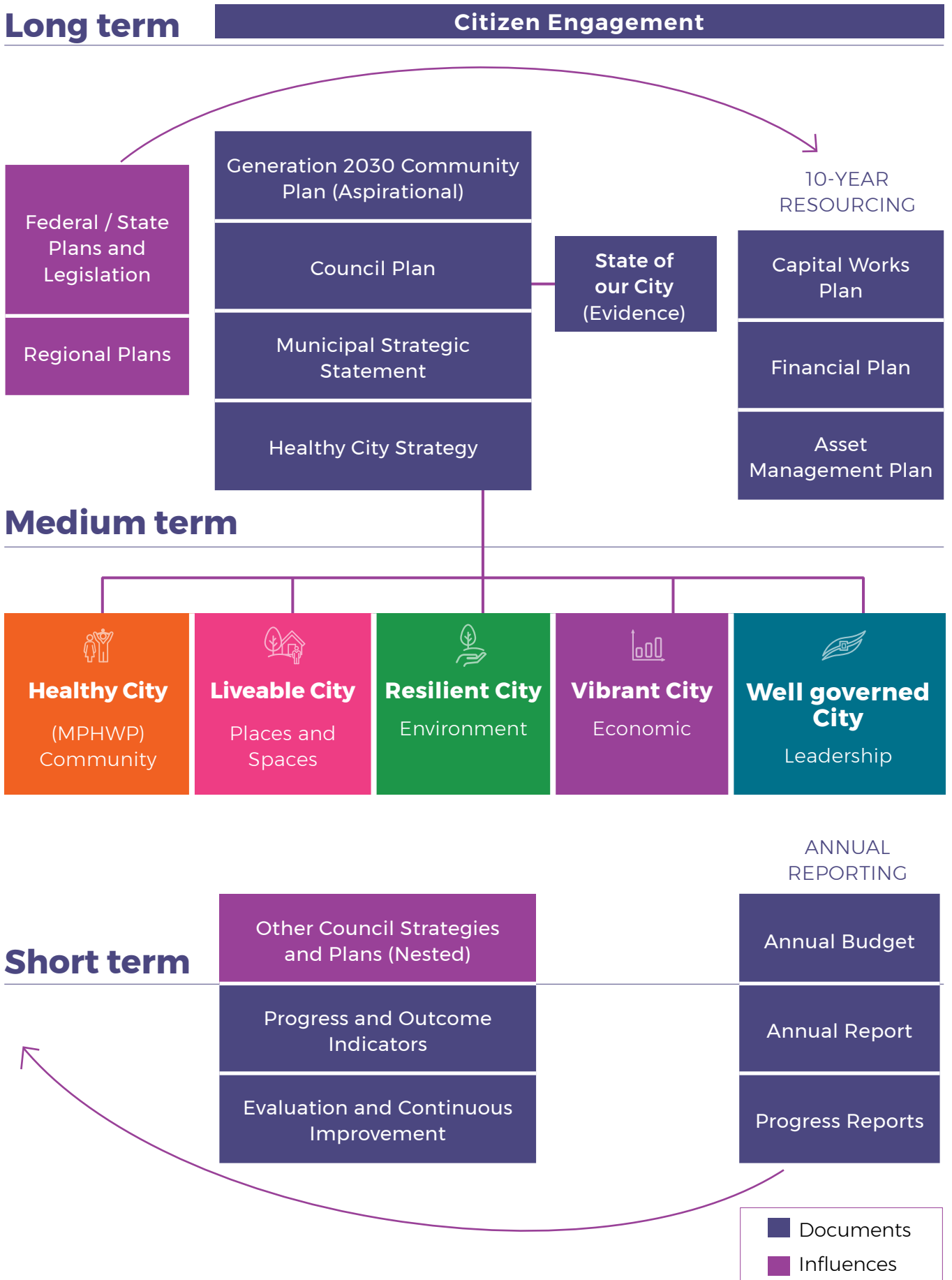
- a Council Plan within the first six months after each general election or 30 June, whichever is later
- a Strategic Resource Plan for at least four years
- an Annual Budget for each financial year
- an Annual Report for each financial year.

Figure 10 shows the key planning and reporting documents that make up the local government planning and accountability framework and the relationships between these documents. It also shows where we must provide opportunities for community and stakeholder input.

The timing of each part of the planning framework shown in Figure 10 is critical to achieving our planned outcomes.



Figure 10: Planning and accountability framework

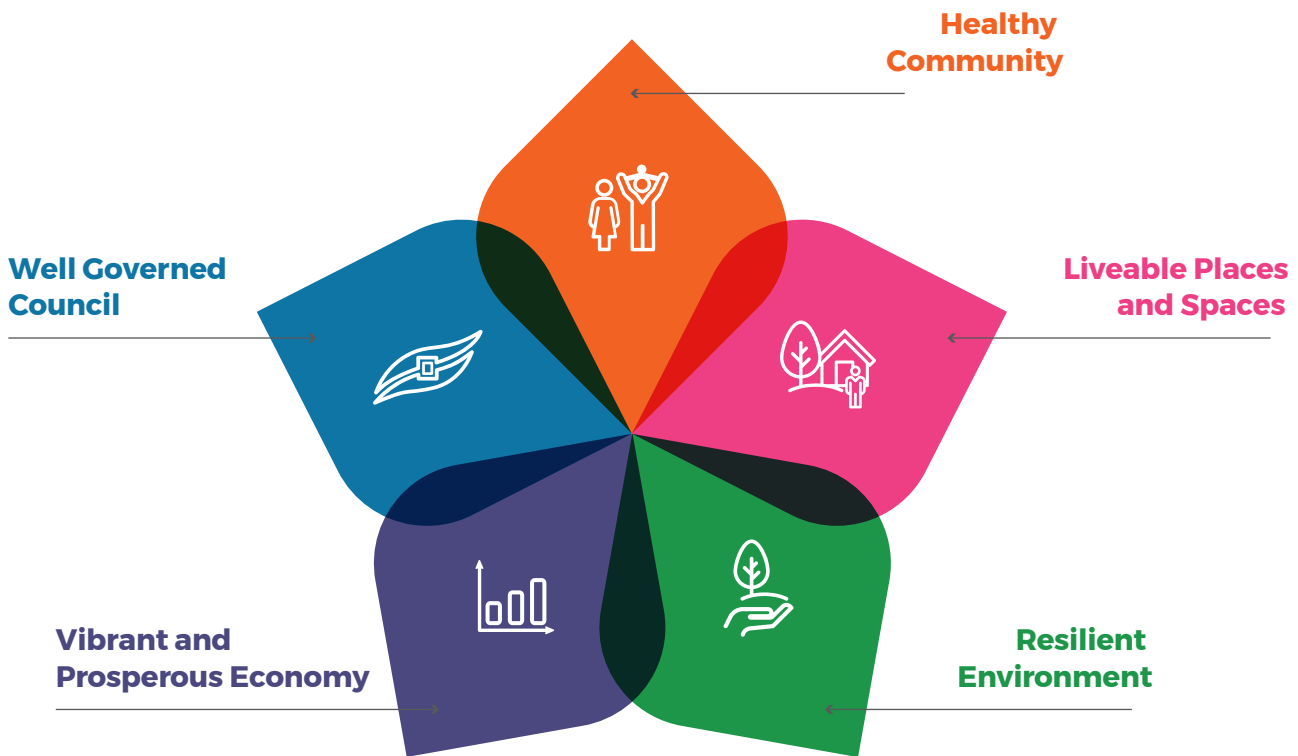


# Our Council Plan 2017–2021

In 2017 we introduced a new Council Plan that will guide our activities until 2021.

Our Council Plan 2017–2021 outlines five strategic themes for the four-year term. Each theme has corresponding goals. Each goal has action areas and specific actions for us to achieve.

■ Figure 11: Our 5 strategic themes



# Our 2018/19 performance

In this Annual Report, we measure our performance for 2018/19 against:

- the strategic themes and their goals set out in our Council Plan 2017-2021
- our 2018/19 Annual Budget, including initiatives and capital works, and services to the whole or sections of our community
- our four-year Strategic Resource Plan that summarises and guides how we allocate resources against each strategic theme and their goals
- the introduction of the service performance, financial and sustainability capacity indicators, and measures as part of the Local Government Performance Reporting Framework (LGPRF) in 2014.

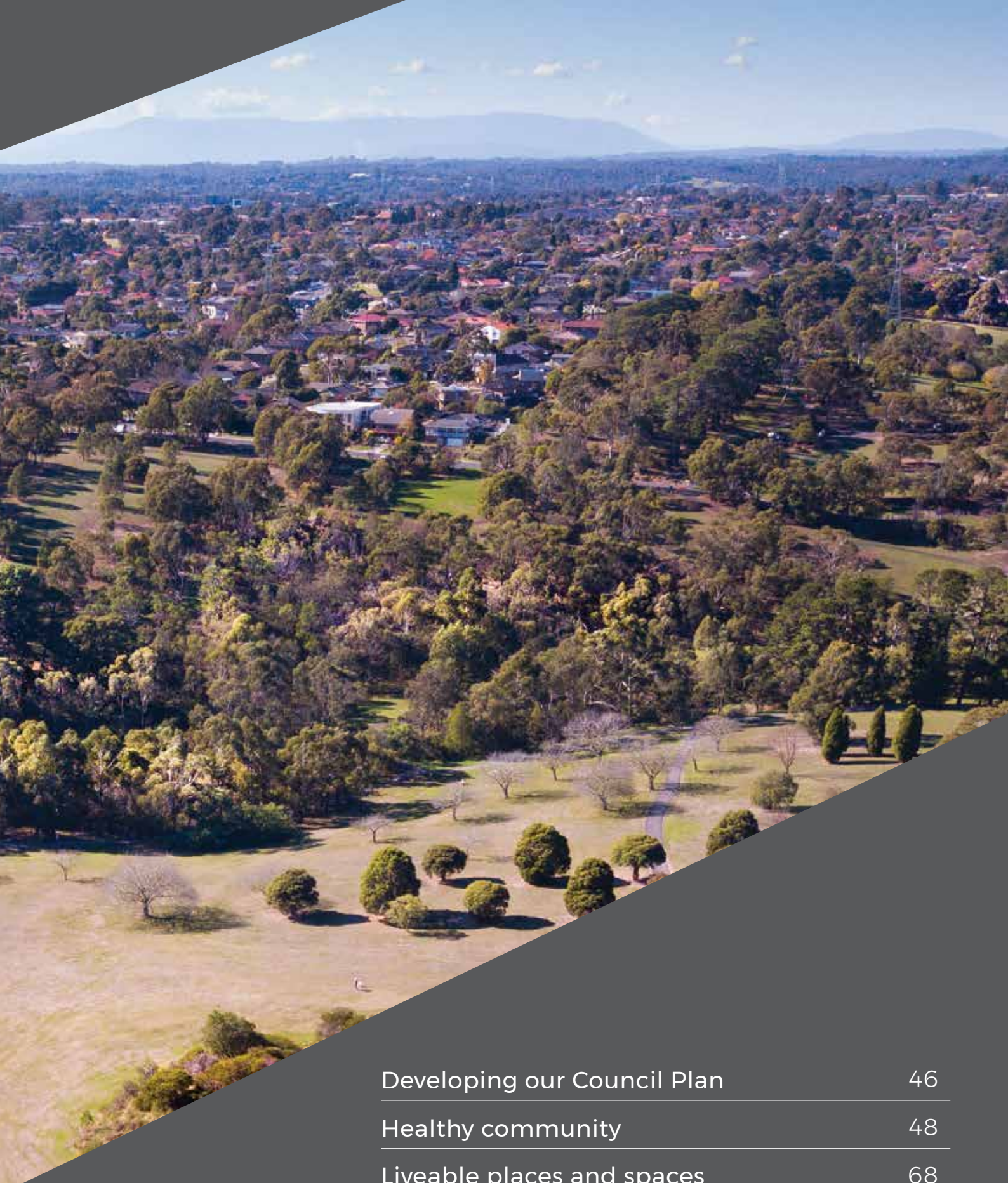
This Annual Report includes our key achievements and challenges, and some fast facts for each theme. We hope this information gives a deeper understanding of our performance in the 2018/19 financial year.



# Themes from our Council Plan 2017-2021







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Vibrant and prosperous economy	103
Well governed council	110

# Developing our Council Plan





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This year marks the second year of our Council Plan 2017–2021. To develop our plan, we spoke to more than 2,500 community members who participated in our community consultation asking ‘what is important in Manningham?’.

This information was used to inform our four-year Council Plan 2017–2021, with a strong focus on getting back to basics and delivering quality services to our community.

In this section, we report on our key achievements and challenges within each theme and provide some fast facts on our activities during 2018/19.

■ Figure 12: Council Plan 2017-2021 themes and goals

Themes	Goals
<b>Healthy community</b> 	<p><b>1.1</b> A healthy, resilient and safe community</p> <p><b>1.2</b> A connected and inclusive community</p>
<b>Liveable places and spaces</b> 	<p><b>2.1</b> Inviting places and spaces</p> <p><b>2.2</b> Enhanced parks, open space and streetscapes</p> <p><b>2.3</b> Well connected, safe and accessible travel</p> <p><b>2.4</b> Well utilised and maintained community infrastructure</p>
<b>Resilient environment</b> 	<p><b>3.1</b> Protect and enhance our environment and biodiversity</p> <p><b>3.2</b> Reduce our environmental impact and adapt to climate change</p>
<b>Vibrant and prosperous economy</b> 	<p><b>4.1</b> Grow our local business, tourism and economy</p>
<b>Well governed council</b> 	<p><b>5.1</b> A financially sustainable Council that manages resources effectively and efficiently</p> <p><b>5.2</b> A Council that values citizens in all that we do</p>

# Healthy community



Our population and diversity is predicted to continue to increase. This shift will bring with it some transformation in the mix of people within the community.

This will result in a greater need for services, facilities and safe spaces for children and older adults, as well as transport options and housing.

Through a strong partnership approach, we 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.

<b>Goal</b>	<b>1.1 A healthy, resilient and safe community</b>
<b>Action areas</b>	A community where everyone aspires to optimal health and wellbeing
	A community that feels safe inside and outside the home
	A strong sense of place with liveable neighbourhoods
	A resilient community prepared for and responsive to emergencies
	Opportunities for lifelong learning, volunteering and feeling part of the community
	A strong and innovative service system that meets community needs
	A community that is active in the prevention of family violence

<b>Goal</b>	<b>1.2. A connected and inclusive community</b>
<b>Action areas</b>	Inclusive of our community in age, ability and diversity
	Support people to connect and engage in community life
	Housing choices that meet the needs of our community
	A community that has local inclusive employment opportunities
	A community that values respectful relationships and gender equity
	Respect, support and celebrate Aboriginal people, culture and heritage



# Snapshot

## OUR people

38 religions

你好

CIAO

Χαίρετε

39.8%



born overseas

72 languages spoken at home

6.9%



increase in retirement age residents

5%

need assistance with some activities



## OUR health AND safety

183%



increase in dementia expected by 2050

#1

Considered safest community in the east

Feeling safe



708



family incidents (as recorded by police)

55%

will walk alone at night

## OUR lives



Nearly half don't eat well or exercise enough



74%

feel part of the community



33%

live on <\$400/week individual weekly income



18%

live alone

## What you asked for

- Community connections
- Building neighbourhood connections
- Support to feel safe and live in a harmonious and inclusive community
- Better health and wellbeing
- Services for young people and older people that are easy to access
- Housing choices that meet the needs of our community
- A creative community that appreciates and engages in the arts, culture and heritage

## Achievements: what we delivered

We have strengthened opportunities for older people in building a Dementia and Age-Friendly community by:

- Seeking interest in a new Manningham Positive Ageing Alliance Group (MPAAG) then establishing a new group of local citizens and organisations. This group will help pave the way to ensure our community is Age-Friendly.
- Receiving formal recognition from Dementia Australia as an organisation Working Towards Becoming Dementia Friendly.
- Continuing to provide a range of Commonwealth Home Support Programme (CHSP) care services designed to enable older residents aged over 65 years to remain independent and connected within their local communities.

Our Municipal Emergency Management Plan (MEMP) was audited and received the 'Best Practice' rating demonstrating our commitment to community safety.

We established partnerships with three not-for-profit organisations to deliver Youth, Social Support and Volunteer Support Services for the Manningham community

Our Powerful Stories video series was highly commended in the Arts Animates category at the 2019 National Awards for Local Government. The series featured 10 local women sharing their personal stories and reflecting on their journeys, achievements and hopes for the future.

We undertook assessments on all food and health businesses in Manningham.

Our community immunisation services introduced online bookings making it easier to protect more residents against deadly influenza strains.

Following a successful procurement process we introduced new immunisation initiatives and improved immunisation coverage rates.

We undertook cigarette test purchasing with a minor to ensure compliance with tobacco laws.

Our Maternal Child Health staff made 857 referrals to other health services for children and family members to support development, wellbeing and physical health concerns.

Our participation rates for Maternal Child Health assessments at critical ages of 8 months, 12 months, two years and 3.5 years have all increased from the last financial year.

We successfully implemented a new service model for our Maternal Child Health service, offering flexible open sessions once a week. This model has supported 253 families this year with the primary focus on early parenting, weight and feeding issues, sleep and settling and a focus on social isolation and building parent's confidence and capacity.

We offered free monthly Maternal Child Health information sessions covering topics including: introducing solids for families with children 4-6 months and sleep-settling. The sessions were well received and were fully booked every month. The feedback from the evaluations was overwhelmingly positive.

Following the State Government's guidelines, we conducted our Enhanced Maternal Child Health Service, supporting vulnerable and families with complex needs whose children may be at risk of poorer health outcomes.

Additional funding for our Enhanced Maternal Child Health Service has resulted in a staffing increase equivalent to two full days a week. This increase has enhanced our ability to see more families and enabled us to spend longer with the families we visit. This outcome has facilitated improved support to families with children over the age of 12 months up to two years of age.

A large proportion of families from culturally diverse backgrounds with English as their second language, accessed our Maternal Child Health services.

## Challenges

Our Maternal Child Health nurses have been responding to an increased amount of complex needs in families with young children such as family violence and mental health issues.

There has been an increase in the amount of mandatory training our Maternal Child Health workforce are required to complete. The training is in areas including Family Violence, Autism identification and legislated information sharing. Though vital for improved professional standards and practice, the training takes our nurses away from direct service delivery. This requirement can affect the service offered to families and our funding. We use relief staff to backfill when needed to maintain the level of service expected.

Population growth and impacts of increased housing density are creating more demand for services, facilities and safe spaces for children and older adults in our community. These issues are also impacting the availability of transport options and housing, as well as increasing demand for primary and preschool facilities.

Implementing Victorian Government legislative changes relating to immunisation, infringement and emergency management can be complex and resource-heavy.

We are supporting our community through government reform, including the Commonwealth Home Support Programme transition and the National Disability Insurance Scheme (NDIS). Providing support to our community through these transitions can be complex and resource-heavy. The 'Phase-In' period of NDIS came to an end in Manningham on 30 April 2019. We supported 205 younger people with a disability to move smoothly to their NDIS plans and alternate NDIS service providers.

## Fast facts

- we delivered **81,665** hours of in-home Commonwealth Home Support Programme (CHSP) services including personal, respite and home care. This programme supported over 2270 residents aged over 65 years to live more independently in the community
- we provided **52,578** meals and meals subsidies through our Food Services
- we provided **29,854** hours of Social Support activities supporting over 320 older residents to help to reduce social isolation and loneliness in our community
- we raised **\$80,000** for the Warrandyte CFA via the 2018 Mayoral Ball
- we hosted eight citizenship ceremonies that saw **548** residents become new Australian Citizens
- we provided **11,946** vaccines to the community
- we distributed more than **\$1.67m** to more than 50 community organisations through the Community grants and Community partnership programs
- we supported ten community festivals and events that entertained an estimated **28,000** residents and visitors
- we supported more than **70** community organisations through the annual Monster Raffle
- we performed **1,613** food / health inspections on **1,067** food / health businesses (2018 registration period)
- we undertook **73** inspections on mobile and temporary food premises on weekends
- we completed **9627** child developmental assessments on children
- the total number of Birth Notifications for this financial year was **1027**
- we made **857** referrals to other health services for children or families members to support development, wellbeing or physical health concerns
- we supported **253** families at the drop-in open session called the 'Baby Hub'
- we had **400** people attend our sleep settling and introduction to solids information sessions
- we used **484** interpreters for our Maternal Child Health consultations – with Mandarin the most common language required, followed by Persian, Cantonese and Vietnamese
- our Maternal Child Health Enhanced Service had **860** hours of contact hours with our more vulnerable families, including **78** families referred by our nurses who identified at-risk families
- the participation rates in our Maternal Child Health consultations have improved over 12 months: 3.5 year assessment increased by **10.49%**, 2 year assessments increased by **1%**, 18 months assessments increased by **0.8%**, 12 month assessments increased by **1.33%**, and 8 month assessments increased by **2.75%**
- our Maternal Child Health Service facilitated **23** first time parents groups that each run for six weeks



## Our performance – Council Plan

The following shows our 2018/19 performance in the healthy community theme against the goals of our Council Plan 2017–2021.

### Goal: Healthy, resilient and safe community

2017–2021 Actions	Measure	Result	Outcomes
<b>Healthy community</b>			
In partnership, support family and young people to build connections and resilience	Maintain or increase opportunities <i>Source: YMCA / Council data</i>	Achieved	<p>We worked with our partners to increase opportunities to strengthen community connections and resilience through:</p> <ul style="list-style-type: none"> <li>• Parenting Series – we delivered nine sessions to support families and young people, with over 2500 people attending</li> <li>• supporting more than 20 vulnerable young people in ten schools through School Focused Youth Service initiatives</li> <li>• delivering workshops on <i>A Right to Respect: Preventing Violence against Women</i></li> </ul>
Strengthen youth participation to advise Council on the needs of young people	Maintain or increase opportunities <i>Source: YMCA / Council data</i>	Achieved	<p>We increased opportunities to strengthen youth participation through:</p> <ul style="list-style-type: none"> <li>• consulting with the YMCA Youth Advisory Council as part of the Youth Needs Analysis</li> <li>• supporting the Youth Resilience Healthy City Working Group to work on a proposal for an online youth platform</li> <li>• announcing EACH as our new Youth Services Provider</li> <li>• holding a Youth Forum 2019 for all service providers</li> </ul>

2017-2021 Actions	Measure	Result	Outcomes
Deliver local initiatives to support healthy lifestyles through life-long learning, volunteering, recreation and safe choices	Maintain or increase number of adults reporting good health status  <i>Source: Victorian Population Health Survey</i>	In Progress* <i>*2018-19 data not yet available</i>	We worked on the following local initiatives to support healthy lifestyles: <ul style="list-style-type: none"> <li>• life-long learning in partnership with Neighbourhood Houses and Living and Learning centres</li> <li>• established partnerships with three not-for-profit organisations to deliver Youth, Social Support and Volunteer Support Services for the community</li> <li>• delivered the Manningham <i>Skills for the Future Careers Expo</i> on 17 October where 20 Exhibitors were on hand to provide information and practical skills to young people on education and employment options</li> <li>• partnered with the Manningham Youth Alliance to deliver the <i>Skills for the Future Careers Expo</i>, which was attended by over 100 young people, parents and professionals</li> <li>• Faith Communities Unite for Safety and Respect project, building the capacity of faith leaders and community in the Inner-East to promote gender equity and prevention of violence against women</li> </ul>
Review of the Active for Life Recreation Strategy	Review completed	In progress	We have prepared a new draft of our <i>Active for Life Recreation Strategy</i> in consultation with the community and key partners to manage Recreation across Manningham
Partner with key stakeholders to strengthen perceptions of safety in Manningham	Maintain or increase perception of safety at night in Manningham  <i>Source: VicHealth</i>	In progress* <i>*2018-19 data not yet available</i>	To strengthen the perception of safety in Manningham: <ul style="list-style-type: none"> <li>• we regularly met with residents, Victoria Police and Neighbourhood Watch</li> <li>• we ran activities for <i>Community Safety Month</i>, including NHW Safe Plate Day, A Right to Respect Program, Seniors Safety Session on Safer Scooter Program, Safety Walk and Talk and social media posts</li> </ul>

2017-2021 Actions	Measure	Result	Outcomes
Strengthen community confidence to report family violence and link to support services	Maintain or increase confidence in reporting <i>Source: Community Panel</i>	In progress* <i>*2018-19 data not yet available</i>	We worked with our partners on initiatives to address family violence, including: <ul style="list-style-type: none"> <li>the <i>Inclusive Club Project</i>, which involved Manningham and Boroondara Councils, Women's Health East, Leisure Networks and nine sporting clubs. This project delivered a series of workshops and supported the development of Inclusive Club Action Plans to address family violence. The project will be evaluated in 2020</li> <li>our Speaking Out Advocate discussed the impacts of family violence at the following events: MAV Gender Equality Forum, An Equal Future 2018 - Arts Centre - Thriving Communities Partnership Family Violence Round Table Event 2018 and Unite for Safety and Respect Forum - Faith Settings</li> <li>we supported the 16 days of activism campaign 2018</li> </ul>
<b>Liveable places and spaces</b>			
Deliver placemaking approaches and activities to encourage participation in community life and liveable neighbourhoods	Maintain or increase local club memberships or activity. <i>Source: Manningham Community Panel</i>	In Progress* <i>*2018-19 membership data not yet available</i>	We delivered: <ul style="list-style-type: none"> <li>the Midsumma Youth Festival celebrating our LGBTQIA+ community, open-air cinema event at Heide Art Museum, and three think tank workshops exploring topics around community connectedness</li> <li>female-friendly facility upgrades at 11 parks and reserves</li> </ul>
Promote Crime Prevention through Environmental Design	Guidelines implemented in Council facilities <i>Source: Council data</i>	Achieved	We ensured environmental design was considered on all major Council projects, buildings, roads, paths and recreation needs.

2017-2021 Actions	Measure	Result	Outcomes
<b>Resilient environment</b>			
Ensure effective preparation, response and recovery for emergency events through the delivery of an Emergency Management Prevention and Preparedness Program	Maintain or increase number of households with emergency plan <i>Source: Fire Services</i>	Achieved* 2019 survey showed that 50% of residents stated they have a plan. (357 responses)	Working to build awareness and engagement in the community through: <ul style="list-style-type: none"> <li>• \$80,000 raised for the Warrandyte CFA at the 2018 Mayoral FireBall</li> <li>• a real estate program for new residents</li> <li>• a Warrandyte community forum attended by 150 residents</li> <li>• A Day in the Park to raise awareness of safety in the bush with Maroondah and Yarra Ranges Councils</li> <li>• partnering with the Warrandyte Community Association to provide an immersive bushfire experience to prepare people to respond to bushfires</li> </ul>
<b>Vibrant and prosperous economy</b>			
Facilitate a coordinated foodbank to increase access to healthy food	Maintain or increase opportunities to secure healthy food <i>Source: Council data</i>	Achieved	Access to local healthy food was strengthened by: <ul style="list-style-type: none"> <li>• community-led advisory strategic committee advising how we can provide access to healthy food for people experiencing hardship</li> <li>• collaborating to address nutrition and food security for the region with programs including: <ul style="list-style-type: none"> <li>- Smarter Living Program, a seminar series run in partnership with Whitehorse City Council</li> <li>- Eat and Greet @ Ajani, a program to support low income, unemployed or disadvantaged families, that provided more than 3000 meals to over 300 customers</li> </ul> </li> </ul>
<b>Well governed council</b>			
Support local services to deliver a healthy, safe and resilient community	Maintain or increase service partners engaged in community partnerships <i>Source: Council data</i>	Achieved	12 organisations funded through our community partnership grants for youth, health and social support totalling \$1.5 million



## Goal: A connected and inclusive community

2017–2021 Actions	Measure	Result	Outcomes
<b>Healthy community</b>			
Deliver an arts and cultural program that creates opportunities for community participation and development	Maintain or increase residents' participation <i>Source: Council data</i>	In Progress	<ul style="list-style-type: none"> <li>delivered programs including school holiday programs, art studio classes, and visits to art exhibitions</li> <li>ran community art initiatives in partnership with Whitehorse Manningham libraries and at local festivals and events</li> <li>delivered ten exhibitions, 11 public programs and three major workshops in the Manningham Art Gallery</li> </ul>
Deliver initiatives for the rights, equality and opportunity of all residents	Maintain or increase initiatives implemented <i>Source: Council data</i>	Achieved	<p>We led or supported initiatives including:</p> <ul style="list-style-type: none"> <li>Reconciliation Week attracting over 175 people</li> <li>Champions of Change training delivered by Dylan Alcott</li> <li>Training Unite for Equality</li> <li>Establishing the Internal Diversity and Inclusion Working Group to strengthen inclusive practices within Manningham Council</li> </ul>
Investigate us becoming part of the 'Welcoming Cities' initiative to foster a sense of belonging and participation for all members of our community	Maintain or increase implementation of initiatives <i>Source: Council data</i>	In progress	Details on becoming an accredited "Welcoming City" were released in April 2019. We are working on an options paper to assess the benefits and costs involved.
Build our commitment to gender equity practices across the community	Maintain or increase total organisations committed <i>Source: Council data</i>	Achieved	<ul style="list-style-type: none"> <li>we established a gender equity working group which will focus on working with the real estate sector around building gender equity culture and improving client approaches in partnership with the real estate institute of Victoria, Deakin University and Yarra Valley Water</li> <li>we received \$8,500 funding from the Office for Women for Women's Health East to deliver workshops to build capacity of Council's workplace to strengthen commitment to gender equity practices</li> </ul>

2017-2021 Actions	Measure	Result	Outcomes
<b>Liveable places and spaces</b>			
Housing diversity options for all residents through advocacy and local planning policies	Maintain or increase housing diversity <i>Source: Council data</i>	In progress	<ul style="list-style-type: none"> <li>we continue to work with Eastern Affordable Housing Alliance to advocate to peak federal and state bodies for better housing choice for all age groups and income ranges to meet the diverse needs of the community</li> <li>locally, we continue to negotiate for affordable housing to be incorporated into major residential developments and considered in any changes following the planning scheme review</li> </ul>
<b>Resilient environment</b>			
Promote the benefits of our quality recreation, relaxation and active spaces to our diverse community to improve wellbeing	Maintain or increase involvement in community initiatives <i>Source: Council data</i>	In progress	<ul style="list-style-type: none"> <li>we opened the final section of the Mullum Mullum Trail in September 2018. The 18.5km nature lover's trail from the Yarra River in Templestowe to the EastLink Trail in Donvale features playspaces, nature watching and a teahouse</li> <li>we ran <i>This Girl Can</i> initiative</li> <li>the Manningham Active Kids website promoted our quality spaces with over 570 members</li> <li>new playspace upgrade openings were well-attended and celebrated at our parks: Dellview Reserve in Donvale; Kerryanne North and South in Wonga Park, Ronald Reserve in Bulleen, Lawford Reserve in Doncaster; and Firmly Reserve, Jocelyn Reserve, Gainsborough Reserve and Kings Reserve in Doncaster East</li> </ul>

2017-2021 Actions	Measure	Result	Outcomes
<b>Vibrant and prosperous economy</b>			
Deliver initiatives to advocate and promote local employment	Maintain or increase proportion of people with a disability engaged in education and/or work <i>Source: Council data</i>	Achieved	We supported 32 events to benefit our local businesses including: <ul style="list-style-type: none"> <li>the Building Equitable Employment Network hosting bi-monthly gatherings, bringing together individuals and organisations working towards inclusive employment for people with disabilities</li> <li>751 people participated in Business Development Program activities</li> </ul>
<b>Well governed council</b>			
Deliver initiatives to strengthen inclusion, and connection of diverse communities	Maintain or increase initiatives implemented <i>Source: Council data</i>	Achieved	We worked with our partners to: <ul style="list-style-type: none"> <li>deliver training for those working with people with a disability</li> <li>partner with employment providers to participate in workplace awareness programs</li> <li>broaden volunteering services run by people with a disability</li> <li>complete a therapy and innovation centre to build capacity for people with a disability and support network</li> <li>deliver human rights, access, equity and inclusion outcomes for clients and volunteers through our partners on the Access, Equity and Advisory Committee</li> <li>support clients and volunteers to engage with community events and local neighbourhoods</li> </ul>

## Our performance – major initiatives and initiatives

The following statement reviews our progress on the major initiatives and initiatives identified in our Annual Budget 2018/19 and Strategic Resource Plan 2017-2021.

■ Measure achieved ■ Deferred ■ Not on target

Major initiative	Progress	Comment
Plan for the health and wellbeing of the municipality through the delivery of 8 parent seminars by June 2019.	■	We held nine parenting sessions, involving 2500 participants. We received accreditation as a Dementia friendly Council and a national recognition award for connecting communities through Arts and Culture.
Promote a connected and inclusive community through 2017 – 2021 Manningham Inclusive Strategy.	■	Throughout the year we partnered to promote and connect our community including: <ul style="list-style-type: none"> <li>• strengthening opportunities for older people in building a Dementia and Age-Friendly community</li> <li>• engaging EACH as our youth services provider</li> <li>• recognising of Indigenous and diverse cultures through festivals and events</li> </ul> Key actions from the Inclusive Manningham Strategy and Action Plan have been incorporated into the 2019-21 Healthy City Action Plan.
Promote gender equity with delivery of female- friendly facility upgrades in a minimum of six local Pavilions including Bulleen Park (Pavilion 2), Mullum Mullum Bowls and Anderson Reserve by 30 June 2019.	■	All female-friendly facility upgrades were delivered as scheduled. The program will continue to be implemented in the 19/20 Capital Program.
Initiative	Progress	Comment
Strengthen opportunities for older people in building a Dementia and Age Friendly City through the delivery of a minimum of two sessions with key stakeholders, as well as consultation undertaken with the broader community.	■	<ul style="list-style-type: none"> <li>• We called for Manningham residents to join the new positive ageing alliance group to commence in August 2019.</li> <li>• We achieved recognition by Dementia Australia as “<i>Working towards becoming a Dementia Friendly organisation</i>”.</li> <li>• Through a competitive tender process, three providers were engaged by Council for the delivery of social support, youth and volunteering services for an initial three year period, 2019-2022.</li> <li>• In partnership with Eastern Community Legal Centre and the Eastern Elder Abuse Network, a new resource was developed and launched.</li> <li>• Council is supporting Access Health and Community to engage with Manningham young people who identify as LGBTIQ to identify needs and opportunities.</li> </ul>



■ Measure achieved ■ Deferred ■ Not on target

Initiative	Progress	Comment
Continue to provide a safe, healthy and accessible city by ensuring our local laws are current by mid-term review of the Community Local Law by 30 June 2019.		The review of the Community Local Law has been deferred to 2019/20.

## Services funded in our Annual Budget

We funded the below services in the Annual Budget 2018/19 to support our healthy community goals.

Activity	Description	Budget \$'000	Actual \$'000	Variance \$'000
<b>Arts and Cultural services</b>	Management, coordination and delivery of arts cultural development program including an Art Gallery, Art Studios and Playhouse.	291	201	90
<b>Social Planning and Community Development Services</b>	This service supports the community through activities in community inclusion, community safety, metro access, and social planning and community development.	1,687	1,668	19
<b>Library services</b>	This service provides public library service for visitors and residents. The Whitehorse Manningham Regional Library Corporation manages the service with branches at Bulleen, Doncaster, The Pines and Warrandyte.	4,202	4,133	69
<b>Community Programs</b>	This service provides children and community services, including Maternal and Children's Services (Universal and Enhanced), Child Health, Manningham Early Years@MC <sup>2</sup> and Preschool Field Officer Program.	1,685	1,638	47
<b>Aged and Disability Services</b>	In partnership with Federal and Victorian Governments, these services and activities support Manningham residents to stay active, independent and living at home for as long as possible. Services including positive ageing events and activities, assisted transport, home and personal care.	2,349	2,265	84
<b>Approvals and Compliance Services</b>	This service protects the community's health and wellbeing by coordinating food safety programs, immunisation, animal management, litter, building services, public health, parking and administration and enforcement of local laws.	2,628	3,263	(635)

## Service performance indicators

The following statement provides the results of the LGPRF prescribed service performance indicators and measures for the healthy community theme.

Service / indicator [measure]	2015/16	2016/17	2017/18	2018/19	Material variations and comments
<b>Animal Management</b>					
<b>Timelines</b> <i>Time taken to action animal management requests</i> [Number of days between receipt and first response action for all animal management requests / number of animal management requests]	1	1	1	1	We have maintained high standards of timeliness in dealing with animal management requests even though the number of requests increased in 2018-19 (14% higher than the previous year).
<b>Service standard</b> <i>Animals reclaimed</i> [Number of animals reclaimed / number of animals collected] x 100	62%	67%	68%	66%	89 fewer animals needed collection and a slightly lower percentage were reclaimed compared to last year.
<b>Service cost</b> <i>Cost of animal management service</i> [Direct cost of animal management service / number of registered animals]	\$44.15	\$40.23	\$30.82	\$35.92	Services include pound and animal collection, as well as administration costs to protect animals and the community.  In the last year there were fewer animals registered in Manningham Council.
<b>Health and safety</b> <i>Animal management prosecutions</i> [Number of successful animal management prosecutions]	15	17	6	7	We pursue prosecutions to ensure responsible pet ownership and community safety. There was a slight increase in the total number of prosecutions.

Service / indicator [measure]	2015/16	2016/17	2017/18	2018/19	Material variations and comments
<b>Food Safety</b>					
<p><b>Timelines</b></p> <p><i>Time taken to action food complaints</i></p> <p>[Number of days between receipt and first response for all food complaints / number of food complaints]</p>	1.10 days	1.18 days	1.40 days	1.31 days	There were fewer food complaints across Manningham compared to previous years. This has resulted in a decrease in response times, with a continued average result of just over one day. All priority cases including food poisoning are seen to as quickly as possible.
<p><b>Service standard</b></p> <p><i>Food safety assessments</i></p> <p>[Number of registered class 1 and class 2 food premises that receive annual food safety assessments in accordance with the <i>Food Act 1984</i> / number of these premises that require an annual food safety assessment in accordance with the <i>Food Act 1984</i>] x 100</p>	100%	100%	100%	99%	We continue to inspect premises across Manningham. Community safety remains a priority in ensuring that food quality is of the highest standard in our community.
<p><b>Service cost</b></p> <p><i>Cost of food safety service</i></p> <p>[Direct cost of our food safety service / number of food premises registered or notified as per the <i>Food Act 1984</i>]</p>	\$635.52	\$573.08	\$582.79	\$493.87	The cost to operate our food safety service has decreased due to decreasing operating expenses.

Service / indicator [measure]	2015/16	2016/17	2017/18	2018/19	Material variations and comments
<p><b>Health and safety</b></p> <p><i>Critical and major non-compliance outcome notifications</i></p> <p>[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] x 100</p>	98%	100%	99%	98%	We are vigilant in ensuring food premises in Manningham are followed up after a significant or critical non-conformance is found, as shown with the high follow up rate for the 2018 calendar year. Five premises were followed up outside of the reporting period.
<b>Maternal and Child Health (MCH)</b>					
<p><b>Satisfaction</b></p> <p><i>Having a first-time MCH home visit</i></p> <p>[Number of first-time MCH home visits / number of birth notifications received] x 100</p>	100%	99%	99%	98%	<p>We continue to have very high participation in Maternal Child Health first home visits. While every effort is taken to engage new families, this is a voluntary service. A very small percentage of families do not wish to have a home visit or do not to enrol in our service at all.</p> <p><i>Note: from 2017, data has been collected by the Victorian Government; therefore there may be some variation in results.</i></p>
<p><b>Service standard</b></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] x 100</p>	101%	102%	102%	102%	<p>Infant enrolments continue to be high, with a greater than 100% result due to birth notices carried over from the previous financial year.</p> <p><i>Note: from 2017, data has been collected by the Victorian Government; therefore there may be some variation in results.</i></p>
<p><b>Service cost</b></p> <p><i>Cost of the MCH service</i></p> <p>[Cost of the MCH service / hours worked by MCH nurses]</p>	\$69.69	\$79.64	\$82.23	\$67.93	There has been a decrease in the cost of the Maternal Child Health Services in Manningham compared to last year.



Service / indicator [measure]	2015/16	2016/17	2017/18	2018/19	Material variations and comments
<p><b>Participation</b></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] x 100</p>	75%	76%	79%	80%	Results continue to show a high standard of participation. This measure captures participation of children in the key age and stage appointments only. While we encourage 100% participation, the service is voluntary.
<p><b>Participation</b></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] x 100</p>	65%	95%	85%	71%	Although the result shows a percentage decline from last year, more Aboriginal children were enrolled in the service than previous years this year. While we encourage attendance, the service is voluntary.  <i>Note: from 2017, data has been collected by the Victorian Government; therefore there may be some variation in results.</i>
<b>Libraries</b>					
<p><b>Utilisation</b></p> <p><i>Library collection usage</i></p> <p>[Number of library collection item loans / number of library collection items]</p>	7.64	7.61	7.61	7.34	Our library collection continues to be well patronised. With our ongoing efforts to meet our community's needs, over 1.14 million loans of print, audiovisual and digital material were made from our four branches and home library services.  This indicator excludes eBooks.
<p><b>Resource standard</b></p> <p><i>Standard of library collection</i></p> <p>[Number of library collection items purchased in the last 5 years / number of library collection items] x 100</p>	81%	81%	81%	78%	We continue to maintain our library collection to a high standard, with more than 78% of collection items purchased in the last five years.

Service / indicator [measure]	2015/16	2016/17	2017/18	2018/19	Material variations and comments
<b>Service cost</b> <i>Cost of library service</i> [Direct cost of the library service / Number of visits]	\$5.08	\$5.29	\$5.22	\$5.53	The cost of providing our library service increased this year due to an increase in visits and an increase in operating expenditure.
<b>Participation</b> <i>Active library members</i> [Number of active library members / municipal population] x 100	16%	16%	15%	15%	The percentage of active members has remained consistent compared to last year. However, this is not an accurate reflection of library 'usage' as these figures do not reflect members who use other library services, including internet, Wi-Fi or those who participate in library programs.

## Our year ahead

### Major Initiatives

Plan for the health and wellbeing of the municipality through the delivery of the Healthy City Action Plan 2019-2021.

Promote a connected and inclusive community through the delivery of at least four activities by 30 June 2020.

Promote gender equity with the delivery of female-friendly facility upgrades in Bulleen Park, Anderson Park, Doncaster Hockey and Stintons Reserve by 30 June 2020.

### Other Initiatives

Deliver a running festival for all ages and abilities in partnership with the community by 30 June 2020.

## Healthy community case study: Celebrating strong women through Powerful Stories and This Girl Can

Manningham Council's Powerful Stories video series shares the personal stories of ten local women, reflecting on their journeys, achievements and hopes for the future.

The project celebrates and honours women in our community with powerful stories to tell.

As representatives of one of the most culturally diverse communities in Melbourne, the women involved in the project ranged from 18 to 80 years and from a range of backgrounds.

The series represents entrepreneurs to scientists, psychologists to activists and celebrates their similarities as they discuss critical issues that resonate with women today.

The series showcases the commitment to kindness, care and acceptance that forms the fabric of our community.

The video series was highly commended at the 2019 National Awards for Local Government in the Arts Animates category.

This commendation recognised the strength of the video series supporting a vibrant and cohesive community, embrace diversity and encourage social inclusion through community participation in artistic activities.

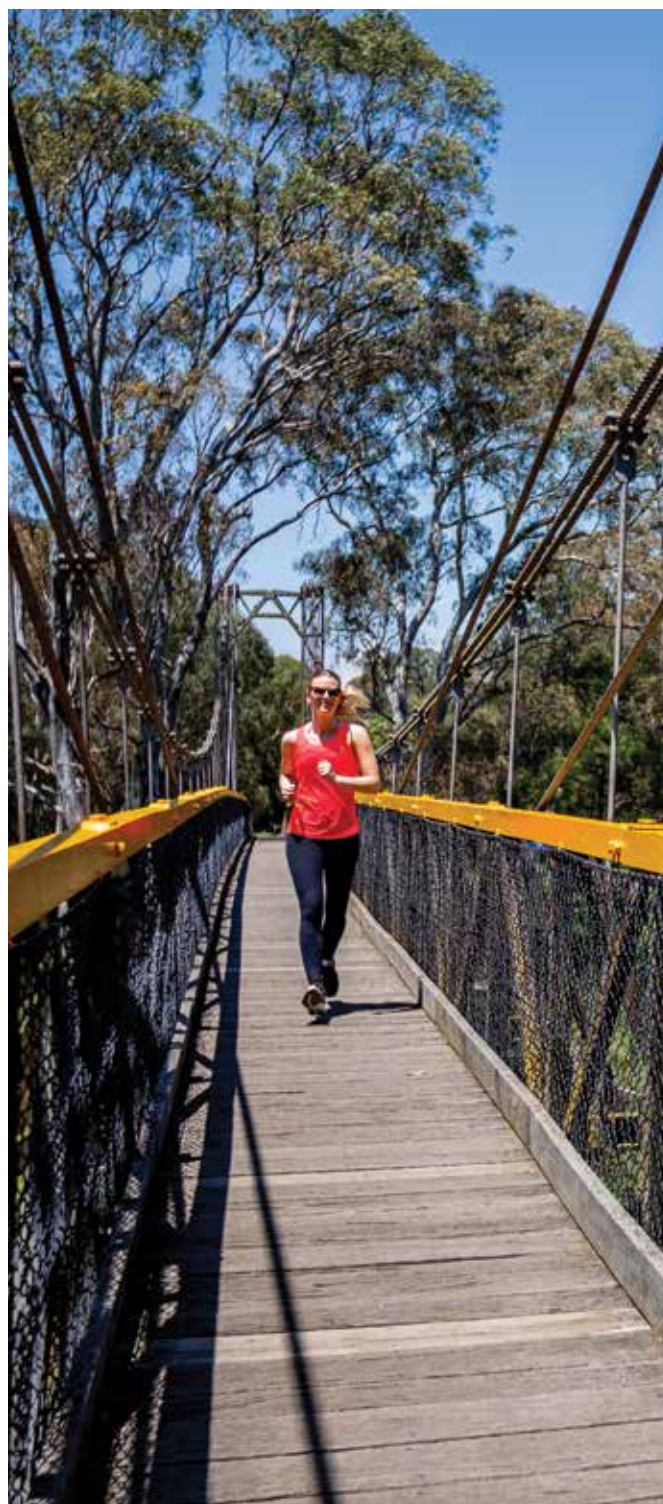
Manningham Council is also supporting VicHealth's This Girl Can campaign to

Celebrate women getting active, regardless of background, ability, age or body shape.

Council has promoted the many ways to get active in Manningham including participating in local sports clubs and community groups or utilising the kilometres of beautiful local walking and cycling trails.

View the four-part Powerful Stories video series online at [manningham.vic.gov.au/powerful-stories](http://manningham.vic.gov.au/powerful-stories)

Find more information about the This Girl Can campaign at [thisgirlcan.com.au](http://thisgirlcan.com.au)



# Liveable places and spaces



Our community stretches from large, leafy blocks in the outer suburbs, to new high-density communities. We focus on creating inviting places and spaces, enhanced parks, open space and streetscapes, safe, well connected and accessible travel, and community infrastructure.

It is important that parks, open spaces and streetscapes are maintained to provide people with space to relax, exercise and travel easily from place to place.

We will focus on managing amenities 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.

<b>Goal</b>	<b>2.1. Inviting places and spaces</b>
<b>Action areas</b>	Accessible and connected mixed-use places to recreate, gather and celebrate
	Well designed and managed public spaces and streetscapes that are integrated into future development
	Managing impact of growth and density on amenity
	Sustainable development balancing our unique balance of city and country
	Developer investment contributes to the amenity of the municipality

<b>Goal</b>	<b>2.2. Enhanced parks, open space and streetscapes</b>
<b>Action areas</b>	Accessible and well connected areas that inspire activity, recreation and relaxation
	Optimise sustainability of parks and reserves expansion and enhancement
	Protect and enhance our parks and reserves
	Well maintained parks and reserves with facilities designed for all



<b>Goal</b>	<b>2.3. Well connected, safe and accessible travel</b>
<b>Action areas</b>	Well connected, safe and accessible public transport and active options
	Well planned and maintained roads, pathways and transport infrastructure
	Improved sustainable transport options to reduce congestion
	Easier travel to and within Manningham and the wider metropolitan area
	Pursue a 20 minute neighbourhood (in line with Plan Melbourne where every home will be within 20 minutes of travel of local services and facilities). Priorities include Bus Rapid Transit (BRT) service, Eastern Freeway – preserving Doncaster Rail corridor, Doncaster Bus improvement, increased SmartBus provision and improved bus service coverage and frequency.

<b>Goal</b>	<b>2.4. Well utilised and maintained community infrastructure</b>
<b>Action areas</b>	Infrastructure that is responsive to changing community, education and sporting needs
	Quality community infrastructure that is well maintained
	Council Infrastructure that is meeting environmental and accessibility standards
	Ensure capital works investment in community facilities to respond to community need
	Infrastructure is well utilised and caters to the changing needs of the municipality

# Snapshot

# 11,761

**new dwellings  
by 2021**



# 20%



**of residents  
will live alone  
by 2021**



Increased demand and importance on arts, community and sporting facilities

# 37%

live within

# 400m

of a bus stop



# 47%

of short trips are  
taken by private  
vehicle

# 1,700km

**Roads, paths,  
bike lanes and  
walking lanes  
maintained  
by council**



# only 4%



**of households do not  
have a private vehicle**

# 69%

**travel by  
car to work**

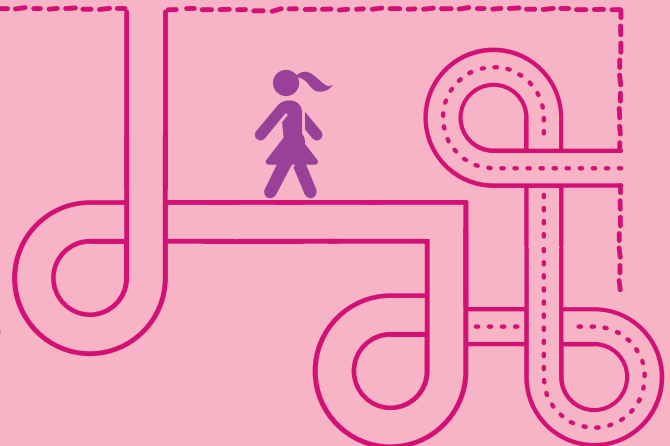


**20.35 km<sup>2</sup> open space  
330 parks and reserves  
158 playspaces**



## Manningham provides

**609.8km** roads  
**876km** footpaths  
**53km** off-road shared paths  
**104.9km** pedestrian paths in parks



## What you asked for

- Protect our parks and open spaces
- Safe and reliable roads and public transport
- Manage the impact of growth and density on amenity
- Well-maintained community infrastructure to support walking, fitness and recreation
- Sustainable development balancing our unique balance of city and country
- Support for alternative modes of transport including walking and cycling
- Community facilities that are responsive to changing community, education and sporting needs

## Achievements: what we delivered

All of Council's statutory responsibilities and functions were successfully fulfilled in accordance with the Building Act.

We successfully supported the Victorian Cladding Taskforce in implementing recommendations to resolve combustible cladding issues within Manningham.

We have implemented a new building permit management system to allow the full electronic process in storing and scanning document requests.

We completed the refurbishment of Colman Park Pavilion.

We completed pavilion upgrades to make them welcoming and accessible to all genders.

We implemented universal design guidelines for Council buildings.

We were successful in our bid for a \$250,000 Commonwealth Government grant as part of their Smart Cities and Suburbs Program. The project will combine smart sensor data, community and stakeholder consultation and best practice research to identify opportunities for future development, public infrastructure improvements and community events for Jackson Court.

We undertook a strategic review of Council's corporate real estate infrastructure to better manage Council-owned property effectively and efficiently for the ongoing benefit to the community.

We undertook functionality and service administration improvements in relation to our key Council-owned building assets.

We completed stage three of the Lawford Reserve to meet the needs of existing and future residents in Doncaster Hill. The upgrade included a new adventure playspace and Lawford Plaza skate area.

The upgrades were designed to complement the new open spaces under development at the Tullamore Estate, with a shared path network connecting the areas.

The Waldau Precinct Masterplan was endorsed by Council on 28 May 2019. The Masterplan proposes several improvements that will be implemented over future years. These improvements include a new visitor centre next to the heritage-listed Schramm's Cottage Museum Complex, a new café at the popular Ruffey Lake Park playground, new signage showcasing Manningham's cultural heritage and better pedestrian links and car parking access.

The final kilometre section of the Mullum Mullum Trail, between Park Road and Heads Road, was completed in July 2018. This work completes the missing link in the trail that connects the Main Yarra Trail to the Koonung/Eastlink Trails, forming a 43 kilometre off-road circuit around the western end of Manningham connecting to other off-road trails in the local government areas of Nillumbik, Banyule, Boroondara, Whitehorse and Maroondah.

We are required to review the performance of our planning scheme every four years under the Planning and Environment Act 1987. We engaged with Councillors, the community and other stakeholders to conduct the review and developed a report in August 2018 with 19 priorities to be considered.

This work helps us set our priorities to drive the work program for our City Planning team for the upcoming four-year period.

We have commenced work on a number of the key priorities identified in the review, including a review of the Doncaster Hill Strategy (2002, revised 2004) and a municipal-wide Development Contributions Plan.

Amendment C104 - Westfield Doncaster Future Plans was approved by the Minister for Planning on 23 May 2019. The amendment introduced a new Development Plan to guide a proposed expansion generally on the north side of the Westfield Doncaster site and includes:

- an additional 43,000sqm of retail floor space and 18,000sqm of commercial office space
- a commercial building of up to 14 storeys above a two-level podium located in the north-west part of the site
- an enhanced and expanded bus interchange
- improved vehicular and pedestrian access to and within the centre
- additional car parking and improved public space

The amendment is a culmination of four years of work associated with consultation with key stakeholders including VicRoads and Transport for Victoria.

We successfully delivered a \$3.7 million road resurfacing program.

Our customers can now submit and pay for parking permits and planning permit amendment services online. These new online services have also improved our internal business processes through revised workflow design and further digitisation.

Some common applications customers can now apply for online include:

- Parking Permits
  - Residential, Commercial, Disability and others
- Planning Amendments
  - S50A, S57A, Extensions of Time, Secondary Consent and other planning related applications

## Challenges

We experienced high demands on our resources in the implementation of the Victorian Government's new swimming pool registration and compliance legislation.

We experienced high demands on our resources while providing ongoing support to the Victorian Building Authority in addressing state-wide combustible cladding issues.

We experienced delays in rolling out our capital works program due to changes and conflicting requirements of user groups of facilities.

## Fast facts

- **1466** building permits were issued
- **1215** new dwellings / apartments were approved
- the building works we approved were valued at **\$649,668,000**
- **90%** of our capital works program was delivered
- **100%** of our parks maintenance works schedules were delivered
- **1904** students honed their artistic talents at Council's art studios
- we constructed **7.3** km of new and renewed footpaths



## Our performance – Council Plan

The following shows our 2018/19 performance in the liveable places and spaces theme against the goals of our Council Plan 2017-2021.

### Goal: Inviting places and spaces

2017-2021 Actions	Measure	Result	Outcomes
<b>Healthy community</b>			
Place-based initiatives that create inviting places and spaces that support people to engage in community life	Maintain or increase place based initiatives to community satisfaction <i>Source: Council data</i>	In progress	With our partners, we have delivered a number of place-based initiatives, including Parks Alive. This is being considered in the development of the Liveable City Strategy for 2109/20.
<b>Liveable places and spaces</b>			
Ensure urban design and maintenance retains a high level of amenity for Council owned and managed spaces	Urban design and maintenance complete <i>Source: Council data</i>	Achieved	Our yearly maintenance schedules were completed on time.
Managing impact of growth on amenity	Two-thirds of growth into activity centres and main roads <i>Source: Council data</i>	Achieved	We continue to assess planning applications along main roads and activity centres in accordance with the Manningham Planning Scheme to meet increased densities and housing targets.

2017-2021 Actions	Measure	Result	Outcomes
<b>Resilient environment</b>			
Ensure local planning and development is responsive to community need and aligned with local planning laws	Maintain or increase number of VCAT decisions upheld <i>Source: PPARS / State Government</i>	In progress	While it would appear that a large number of decisions have been set aside by VCAT, it is important to note that this statistic does not include successful negotiations through the compulsory conference process. This year 18 of the 29 decisions were successfully negotiated at the compulsory conference.
<b>Vibrant and prosperous economy</b>			
Deliver initiatives to optimise the return on Council owned land and building holdings	Revenue secured <i>Source: Council data</i>	In progress	We implemented the Property Investment Portfolio to optimise returns on Council-owned land and buildings.
<b>Well governed council</b>			
Ensure planning decisions are timely and appropriate	Maintain or increase planning decisions made within time <i>Source: PPARS / State Government</i>	Achieved	We have worked hard to reduce timeframes and have continued to increase applications decided in time from previous years.

2017-2021 Actions	Measure	Result	Outcomes
Work together with the region for better outcomes for Manningham	Maintain or increase number of regional partnership initiatives <i>Source: Council data</i>	Achieved	<p>We partner with federal and Victorian Governments, community groups, health, business and not for profit organisations to work towards the best outcomes for Manningham.</p> <p>This year, key partnership projects were:</p> <ul style="list-style-type: none"> <li>• Skills 4 the Future (YMCA and partners)</li> <li>• Bolin Bolin Integrated Water Management (City of Boroondara, Carey Baptist Grammar School, Melbourne Water, Victorian Government)</li> <li>• advocating for affordable housing (neighbouring Councils)</li> <li>• Resilient Melbourne (metro Councils)</li> <li>• reducing the costs of shared infrastructure including roads (neighbouring Councils)</li> <li>• working to grow the visitor economy with the Greater Melbourne Destination and Visitor Management Plan for Melbourne East (neighbouring Councils)</li> </ul>

## Goal: Enhanced parks, open space and streetscapes

2017-2021 Actions	Measure	Result	Outcomes
<b>Healthy community</b>			
Optimise community enjoyment and participation in our parks, open space and streetscapes through sound design, programs and connectivity	Maintain or improve community satisfaction/ utilisation  <i>Source: Council data</i>	In Progress*  <i>*2018-19 data not yet available</i>	Our parks scored an above-average rating for the region in the last Regional Park Survey.
Improve seating particularly for older people along our linear parks	More seating in linear parks	Achieved	We have installed new street furniture and benches in areas across Manningham.
<b>Liveable places and spaces</b>			
Improvement and maintenance programs implemented to ensure parks, open space and streetscapes are clean and well maintained	Maintain or improve Community Satisfaction Rating (median)  <i>Source: Regional Park Assessment</i>	In Progress*  <i>*2018-19 data not yet available</i>	Our parks received the second-highest resident satisfaction score out of 18 Councils in the region in the last Regional Park Survey.
<b>Resilient environment</b>			
Deliver management and maintenance programs to improve balance between bushfire prevention and protection of biodiversity	Maintain or improve assessment of weed reduction and roadside vegetation completed  <i>Source: Council data</i>	Achieved	Our maintenance schedules and fire management action plans are current.
<b>Vibrant and prosperous economy</b>			
Development of open space that contributes to the value of the area	Maintain or increase projects completed  <i>Source: Council data</i>	In progress	We spent \$1.6 million on upgrading our parks, open space and neighbourhood activity centres. There were several projects carried forward for completion in 2019/20.

**Well governed council**

Council ensures sustainable funding and good practice to upgrade and manage parks, reserves and streetscapes	Maintain or increase funding for open space <i>Source: Council data</i>	Achieved	We secured \$6.4 million from developers for strategic land use, open space, and recreation planning for the future.
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**Goal: Well-connected, safe and accessible travel**

2017-2021 Actions	Measure	Result	Outcomes
<b>Healthy community</b>			
Develop and deliver transport that is safe, reliable, accessible and affordable for the community for public and active transport options	Maintain or improve perception of safety / transport usage <i>Source: Council data</i>	In Progress* <i>*2018-19 data not yet available</i>	57.2% of our residents use public and active transport. Our strategic projects included: managing bus shelter contracts, conducting the Yarra River shared path bridge feasibility study and working with local schools to encourage active transport options.
<b>Liveable places and spaces</b>			
Deliver parking needs assessment and implement transport infrastructure to address changing demands	Maintain or improve assessment implementation	Deferred	As we expect the North East Link (NEL) will significantly impact our parking needs, we have deferred this action until NEL is completed.
Continue to improve the road network through the delivery of a targeted pavement resealing and rehabilitation program.	Maintain or reduce total sealed roads below intervention level Maintain or improve community satisfaction with roads <i>Source: Council data and Community Satisfaction Survey</i>	Achieved	99.4% of Manningham roads are in good condition and do not require work.



## Resilient environment

Support alternative modes of transport and ensure that pedestrians and bicycle routes are well integrated with connections to public transport and activity centres

Maintain or increase total people using sustainable transport options

*Source: Council data / ABS*

In Progress\*  
*\*2018-19 data not yet available*

40.3% of our residents use sustainable transport options. We have completed safe pedestrian crossings works, a new Bus Strategy and Transport Action Plan as well as advocating for sustainable transport options.

## Vibrant and prosperous economy

Advocate for improved transport investment into the local network

Maintain or increase funding secured for transport initiatives

*Source: Council data*

In progress

The recommendations from a recent bus network review are being used to guide advocacy for improved bus services.

## Well governed council

Work with regional and state partners to deliver a strategic transport plan for private and public transport in the region

Maintain or improve plan implementation

*Source: Council data*

Achieved

As part of the North East Link (NEL) project, the North East Link Authority (NELA) provided Council with up to \$225,000 in funding in 2018/19 to assist with resourcing planning for the NEL. This funding is required to undertake master planning, project management and other contributions to the NEL project which are above and beyond the existing resource allocation.

## Goal: Well utilised and maintained community infrastructure

2017-2021 Actions	Measure	Result	Outcomes
<b>Healthy community</b>			
Determine and implement fair and sustainable service levels for sporting and community use in Council owned and managed community infrastructure	Maintain or increase community utilisation of facilities <i>Source: Council data</i>	Achieved	The usage of our community venues has increased 3.5%.
<b>Liveable places and spaces</b>			
Ensure building and building maintenance of Council's building assets are delivered to a high standard that promotes safe and optimum use	Maintain or increase total Council buildings in good condition	Achieved	95.6% of requests were completed within time and to satisfaction.
Investigate the possibility of universal design in construction projects	Maintain or improve design standards explored in major projects <i>Source: Council data</i>	Achieved	We are now implementing universal design considerations in design briefs of construction projects.
<b>Resilient environment</b>			
Support the environmentally sustainable design (ESD) and use of buildings, facilities and infrastructure	Maintain or increase total facilities ESD compliance Maintain or increase plans and initiatives to ensure efficient and effective use <i>Source: Council data</i>	Achieved	We have: <ul style="list-style-type: none"> <li>activated a 99kW Depot solar system to be restarted</li> <li>received funding for Jackson Court environmental and parking sensors through a Commonwealth Government Smart Cities and Suburbs Program grant</li> <li>put Smart Cities committees in place to support environmental activities</li> </ul>

### Vibrant and prosperous economy

Work closely with local and regional partners to secure financial support for existing and future infrastructure projects

Maintain or increase secured opportunities

*Source: Council data*

Achieved

We have secured over \$7.5m in external funding for infrastructure projects including:

- NELA - \$225,000
- Smart Cities and Suburbs Program funding (Jackson Court) - \$250,000
- local Infrastructure - \$7m
- floodlighting at Boronia Grove Reserve - \$125,000

### Well governed council

Deliver the annual Capital Works Program to maintain, upgrade and develop Council's assets to address existing and future needs

Completion of Capital Works Program

*Source: Council data*

Not achieved

We completed 79.9% of our Capital Work Program. The 2018/19 carry forward is \$9.5 million which is scheduled for delivery in the 2019/20 financial year.

## Our performance – major initiatives and initiatives

■ On target
 ■ Some progress
 ■ Not on target

Major initiative	Progress	Comment
Commence a planning scheme amendment process by 30 June 2019 to implement the priority actions arising from the 2018 Planning Scheme Review.		The process to implement priority actions following the review of the planning scheme is in operation.
Implementation of Parks Improvement Program works as scheduled including Petty's Reserve, Ruffey Lake Park Management Plan, Lawford Reserve Management Plan (Stage 2) and Completion of the Main Yarra River Trail to Warrandyte.		We finished as scheduled for Lawford Reserve (toilets, paths, playground and picnic area), Petty's Reserve and the completion of Main Yarra River Trail to Warrandyte (in 2021). *Ruffley Lake works preceded by Waldau Precinct Master Plan as agreed by Council.
Develop and Deliver a new Integrated Transport Strategy for private and public transport in the region through preparing a bus transport action plan by 31 December 2018 and commencing preparation of a draft Integrated Transport Strategy by 30 June 2019.		We developed an Action Plan in lieu of an Integrated Transport Strategy pending the significant impact of the North East Link on transport in the region. A Bus Action Plan is being implemented to support safe, connected and accessible regional transport.
Improve connectivity through delivery of the Road Improvement Program including: King Street by 31 December 2019 and Jumping Creek Road by 30 June 2021.		King Street Footpath Stage 2B was completed in mid-July 2019. Jumping Creek Road Stage 1A service relocation works underway with a planning permit issued. Stages 1B and 3 -intersection design progressing. We are developing a tender for the allocation of the future works.
Assist in addressing growing demand in indoor sports across Manningham, through the operation of Mullum Mullum Stadium 5 courts facility meeting demand at 80% capacity by 30 June 2019.		Court occupancy was 65.5% (72.9% off-peak and 58% peak). Across all four quarters, occupancy has increased, with several strategies being implemented to continue this increase.
To deliver a new Parks Alive Program, partnering with local volunteers to improve the amenity and upkeep of our local parks. Measured through an Annual Community Survey.		Parks Alive program commenced with six parks included in the program. 340 community members engaged in the program, contributing 803 volunteer hours to improve our local parks and reserves.
Deliver footpath and drainage improvements across the municipality by constructing 2.2 km of 1.5 metre width footpath and completing adopted drainage improvement program for 2018/2019.		We replaced 6103m (6.1km) of capital footpath bays (three or more) and 1177m (1.17km) of maintenance footpath bays (one or two bays).

## Services funded in our Annual Budget

We funded the below services in the Annual Budget 2018/19 to support our liveable places and spaces goals.

Activity	Description	Budget \$'000	Actual \$'000	Variance \$'000
<b>City Amenity, Parks and Recreation Services</b>	This service provides the management, administration and maintenance activities for parks and recreation; sports reserve, aquatic facilities, reserves, sportsground maintenance, landscaping, tree maintenance, grass cutting, bushland management, open space, parks and playground maintenance and supervision of capital works projects.	9,597	9,048	549
<b>Roads and Infrastructure Services</b>	This service provides the day to day maintenance of Council roads, bridges, footpaths including both sealed and unsealed road maintenance such as repairs to potholes, line marking, patching, re-sheeting and minor works.	4,322	4,056	266
<b>Integrated Planning and Urban Design</b>	These services include city planning, landscape architecture, strategic land use and development planning and urban design, recreation planning and open space planning.	(962)	(2,047)	1,085
<b>Building Maintenance Services</b>	Keeping council-owned buildings and community facilities (including public toilets, heritage buildings, libraries, and sporting facilities) clean and well maintained.	2,725	2,937	(212)
<b>Civil Project Services</b>	This area is responsible for the capital works program. Services provides construction and design of civil projects and strategic projects relating to council buildings, community facilities, recreation facilities and sustainability projects.	1,079	813	266
<b>Traffic and Development Services</b>	This service provides the day to day maintenance to support the road network including driver safety education programs, street lighting, traffic management, traffic engineering, bus shelters and road safety.	1,713	1,185	528



Activity	Description	Budget \$'000	Actual \$'000	Variance \$'000
<b>Statutory Planning Services</b>	This service is responsible for the administration and enforcement of the Manningham Planning Scheme and coordination of statutory planning permits, including pre-application and application services.	1,292	1,177	115
<b>Maintenance services for signs and street furniture</b>	This service maintains and repairs all traffic signals and roadside signs and furniture including guard rails on council roads.	382	310	72

## Service performance indicators

The following statement provides the results of the LGPRF prescribed service performance indicators and measures for the liveable places and spaces theme.

Service / indicator [measure]	2015/16	2016/17	2017/18	2018/19	Material variations and comments
<b>Aquatic Facilities</b>					
<b>Service standard</b> <i>Health inspections of aquatic facilities</i> [Number of authorised officer inspections of Manningham aquatic facilities / number of Manningham aquatic facilities]	5	4	4	4	We proactively monitor all of our facilities to ensure they are maintained to the highest safety standard.  Our aquatic facilities are managed externally and our contractors operate according to their own occupational health and safety policies, as well as regulations endorsed by Council and the Royal Life Saving Society Australia Guidelines for Safe Pool Operation (GSPO).
<i>Reportable safety incidents at aquatic facilities</i> [Number of WorkSafe reportable aquatic facility safety incidents]	0	4	0	0	There were no reportable Worksafe incidents

Service / indicator [measure]	2015/16	2016/17	2017/18	2018/19	Material variations and comments
<p><b>Service cost</b></p> <p><i>Cost of indoor aquatic facilities per visit</i></p> <p>[Direct cost of indoor aquatic facilities less income received / number of visits to indoor aquatic facilities]</p>	\$3.59	\$0.18	\$0.00	-\$0.58	Manningham's Aquatic facility, Aquarena provides excellent value with a variety of programs and activities. Following a redevelopment in 2016 and a new facility manager commencing in 2018, the facility continues to gain operating efficiencies.
<p><b>Utilisation</b></p> <p><i>Utilisation of aquatic facilities</i></p> <p>[Number of visits to aquatic facilities / municipal population]</p>	3%	5%	6%	5%	There was a slight decrease in utilisation of the aquatic facility compared to 2017-18, but it is still higher than 2015-16 and 2016-17.
<b>Statutory planning</b>					
<p><b>Timelines</b></p> <p><i>Time taken to decide planning applications</i></p> <p>[The median number of days between receipt of a planning application and a decision on the application]</p>	166 days	153 days	77 days	74 days	Statutory Planning has continued to reduce the median days to process applications, decreasing from 77 median days in 2017/2018 to 74 median days in 2018/2019.
<p><b>Service standard</b></p> <p><i>Planning applications decided within time</i></p> <p>[(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] x 100</p>	39%	51%	71%	81%	As a result of Council improvements in the processing of applications, we have continued to achieve an increase in the number of planning applications decided in time from previous years.

Service / indicator [measure]	2015/16	2016/17	2017/18	2018/19	Material variations and comments
<p><b>Service cost</b></p> <p><i>Cost of statutory planning service</i></p> <p>[Direct cost of the statutory planning service / number of planning applications received]</p>	\$1,964.67	\$2,699.22	\$2,237.63	\$2,007.08	We have worked hard this year to ensure that our planning processes are efficient, resulting in a 10% decrease in costs per application.
<p><b>Decision making</b></p> <p><i>Council planning decisions upheld at Victorian Civil and Administrative Tribunal (VCAT)</i></p> <p>[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] x 100</p>	73%	71%	65%	52%	While it would appear that a large number of decisions have been set aside by VCAT, it is important to note that this statistic does not include successful negotiations through the compulsory conference process. This year 18 of the 29 decisions were successfully negotiated at the compulsory conference.
<b>Roads</b>					
<p><b>Satisfaction of use</b></p> <p><i>Sealed local road requests</i></p> <p>[Number of sealed local road requests / kilometres of sealed local roads] x 100</p>	99%	73%	63%	56%	We strive to provide well-maintained roads for the community, dealing with requests to achieve high-quality and cost-efficient outcomes. The number of requests continued to decline, indicating greater satisfaction with our roads.

Service / indicator [measure]	2015/16	2016/17	2017/18	2018/19	Material variations and comments
<p><b>Condition</b></p> <p><i>Sealed local roads below the intervention level</i></p> <p>[Number of kilometres of sealed local roads below the renewal intervention level set by Manningham / kilometres of sealed local roads] x 100</p>	99%	99%	99%	99%	<p>We maintain Manningham's roads according to our Asset Management Plan. The high standard remains consistent with previous results.</p> <p>Note: the 'intervention level' is the condition the road needs to get to before we renew it.</p>
<p><b>Service cost</b></p> <p><i>Cost of sealed local road reconstruction per m<sup>2</sup></i></p> <p>[Direct cost of sealed local road reconstruction / m<sup>2</sup> of sealed local roads reconstructed]</p>	\$126.74	\$163.70	\$130.79	\$91.63	<p>Our cost of road reconstruction has decreased from 2017-18. This reduction in cost is primarily due to the increased scale of works and lower complexity of projects, leading to greater efficiencies when compared with the previous years.</p>
<p><b>Service cost</b></p> <p><i>Cost of sealed local road resealing per m<sup>2</sup></i></p> <p>[Direct cost of sealed local road resealing / m<sup>2</sup> of sealed local roads resealed]</p>	\$25.09	\$25.54	\$23.07	\$23	<p>There has been a slight decrease in cost for resealing due to the different combination of roads requiring resealing across the Municipality. We utilised only asphalt for the road resealing program with the type of asphalt used dependant on the individual road.</p>
<p><b>Satisfaction</b></p> <p><i>Satisfaction with sealed local roads</i></p> <p>[Community satisfaction rating out of 100 with how we have performed on the condition of sealed local roads]</p>	64	66	64	66	<p>We were rated slightly higher than last year, and 10 points ahead of the State-wide average. An independent research company conducts the annual Community Satisfaction Survey on behalf of the Victorian Government.</p>



## Our year ahead

### Major Initiatives

We will implement our Parks Improvement Program works as scheduled including Petty's Reserve, Ruffey Lake Park Management Plan, Lawford Reserve Management Plan (Stage 2) and the completion of the Main Yarra River Trail to Warrandyte.

We will improve connectivity through the delivery of the Road Improvement Program including Jumping Creek Road by 30 June 2021.

We will successfully facilitate Council's response and contribution to the North East Link Planning - Environmental Effects Statement (EES) process. This will include legal representation to prepare a submission report in response to the EES.

We will complete a long-term Community Infrastructure Plan. We expect we will complete our neighbourhood analysis and commence our planning by 30 June 2020.

We will develop and deliver a new Integrated Transport Strategy for private and public transport in the region. This work will help us to deliver the actions in the Transport Action Plan.

### Other Initiatives

We will ensure local planning is responsive to our community's needs and aligned with local planning laws. We will facilitate high priority recommendations of the planning scheme amendments and complete four major panel recommendations by 30 June 2020.

We will complete our footpath priority program for 2019/20.

We will undertake community consultation and draft the Liveable City Strategy by 30 June 2020.

We will undertake Buildings Renewal Modelling with a quantitative analysis of all buildings.

We will develop a Municipal Development Contributions Plan (DCP) including a review of the Doncaster Hill DCP. The DCP Framework is expected to be progressed by 30 June 2020.

## Liveable places and spaces case study: Kicking goals and scoring runs: Colman Park upgraded

Football and cricket facilities at Warrandyte South's much loved Colman Park have been improved, thanks to almost \$1.7 million in refurbishments.

The park is home to the South Warrandyte Cricket Club and the Park Orchards North Ringwood Parish Junior Football Club and plays a critical role in encouraging local participation in sport.

The extensive improvements enhance the facilities for local sporting groups, including:

- extended social rooms
- better storage
- unisex player and umpire change rooms
- improved accessibility and viewing capacity for spectators in all weather.
- new playspace

In 2019/20 we will make further improvements to upgrade the park's landscaping and car park.

In addition to our \$1.5 million in funding, the following contributions were also made:

**Warrandyte Community Bank**

\$75,000

**AFL Victoria**

\$50,000

**Cricket Victoria**

\$20,000

**Cricket Australia**

\$20,000

**South Warrandyte Cricket Club**

\$20,000

**Park Orchards North Ringwood Parish Junior Football Club**

\$10,000

Having purpose-built facilities for all players, regardless of gender, is expected to make a huge difference to player participation and club membership.

The Park Orchards North Ringwood Parish Junior Football Club has gone from 0 to 150 female players in the last two years.

For more information on Colman Park see [manningham.vic.gov.au/colman-park](http://manningham.vic.gov.au/colman-park)



# Resilient environment



Manningham is home to widespread green spaces that support many endangered species and provide our community with exceptional natural environment experiences.

We 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.

<b>Goal</b>	<b>3.1. Protect and enhance our environment and biodiversity</b>
<b>Action areas</b>	Foster community partnerships in protecting natural spaces, parks, rivers and creeks
	Sustainable development encompassing living, business and community facilities
	Support the protection of the green wedge and natural spaces
	Improve local economy in the green wedge
	Sustainable management, monitoring and enhancement for the natural environment

<b>Goal</b>	<b>3.2. Reduce our environmental impact and adapt to climate change</b>
<b>Action areas</b>	Build community awareness and support of environmental issues
	Optimise the management of our energy, waste and water
	Manage natural spaces to remove threats and revegetate
	Support sustainable green business
	Demonstrate leadership in sustainable and innovative environmental practices

# Snapshot



**330**

*parks and reserves*



**158**

**playspaces**

including destination parks and playgrounds



**we mow, maintain and water**

**714ha**



**4,322ha**

**green wedge**



**53km**

*off-road paths*



**51**

**endangered animal and plant species**



**17%**

*of Manningham*

classified as open space (20 km<sup>2</sup>)

## What you asked for

- protect and enhance the biodiversity values across land in Manningham
- sustainable activities and programs for the community
- protect and improve the local economy in the green wedge
- leadership in sustainable and innovative practices
- improve environmental outcomes for local business
- prepare for emergencies

## Achievements: what we delivered

We transitioned to a paperless office environment and introduced hybrid vehicles into its fleet.

We commenced a review of Council's Domestic Wastewater Management Plan.

We represented our community in a state-wide septic system regulatory review process.

We installed a 450kW solar power system at the newly built Mullum Mullum Sports Stadium – this is possibly the largest single solar power system on a council building in Victoria.

We have partnered with 'Compost Revolution' to encourage residents to reduce their food waste. The program entitles Manningham residents to purchase one composting product at 60% off. Since commencing the program, we have sold over 1000 composting products. In 2018/19, we delivered 618 composting products, equating to 97,764 kg of food waste diverted from landfill.

We offer a range of composting products for sale at cost price at our Garden Waste Recycle Centre and conduct composting and worm farm workshops at schools, daycare centres and kindergartens.

We supported over 55 properties with Local Environment Assistance Fund (LEAF) grants for environmental land management works.

We recently underwent an audit of the Municipal Emergency Management Plan and associated sub-plans, which takes place every three years. The audit was approved by State Emergency Services on 11 June 2019.

## Challenges

We have concerns that Yarra Valley Water may remove properties from their sewerage backlog program and return responsibility to Council to enforce the upgrade of systems.

Many of our residents live in areas at risk of bushfire. We continue to partner with the Warrandyte Community Association, Park Orchards Ratepayers Association and Neighbourhood Watch through the Community Resilience Sub Committee and our plans continue to be responsive to protect our environment for emergency and bushfire disaster.

Several capital works projects that were scheduled for 2018/19 were in areas potentially affected by the North East Link.

Several capital works projects were delayed due to the lack of availability of suitable contractors.

## Fast facts

- **53.2%** of kerbside waste materials diverted from landfill
- **443** septic system inspections were carried out
- over **4,631,000** kerbside bins were collected including household garbage, commercial, recycling and garden waste bins
- **43,958.63** tonnes of waste were collected
- in 2018/19, we invested more than **\$18 million** in asset renewal, as follows:
  - roads - **47 %**
  - buildings - **12 %**
  - computers & telecommunications - **5 %**
  - drainage - **7 %**
  - footpaths and cycleways - **5 %**
  - parks and open spaces - **7 %**
  - plant and equipment - **10 %**
  - recreation and community facilities - **4 %**
  - intangibles - **3 %**



## Our performance – Council Plan

The following shows our 2018/19 performance in the resilient environment theme, against the goals of our Council Plan 2017–2021.

### Goal: Protect and enhance our environment and biodiversity

2017–2021 Actions	Measure	Result	Outcomes
<b>Healthy community</b>			
Support the community to deliver programs and activities to protect and enhance biodiversity values across land in Manningham	Maintain or increase total volunteer hours <i>Source: Council data</i>	In progress	<ul style="list-style-type: none"> <li>Local Environment Assistance Fund grants have supported a trial pest deer control and monitoring program.</li> <li>We have continued our Parks Alive initiative that encourages the community to get involved in enhancing and managing local parks.</li> </ul>
<b>Liveable places and spaces</b>			
Deliver initiatives to ensure sustainable land use and protection of landscape and natural heritage assets	Maintain or increase total projects completed <i>Source: Council data</i>	Achieved	<ul style="list-style-type: none"> <li>We provided advice to the North East Link Authority on environmental issues specific to Manningham.</li> <li>We completed environmental assessments of planning applications, including the Tullamore estate, to protect our natural assets.</li> </ul>
<b>Resilient environment</b>			
Initiatives to advocate and protect Manningham's natural spaces, rivers, creeks and Green Wedge	Plan implementation <i>Source: Council data</i>	In progress	<p>We have advocated to protect our environment through:</p> <ul style="list-style-type: none"> <li>responding to the North East Link Environmental Effects Statement</li> <li>seeking Victorian Government action and resources to manage deer in peri-urban areas with neighbouring councils including a joint letter for better regulation of firearms used for deer control.</li> </ul>

2017-2021 Actions	Measure	Result	Outcomes
<b>Vibrant and prosperous economy</b>			
Advocate for an improved long-term future and viability in the green wedge through economic and tourism opportunities	Maintain or increase local GDP <i>Source: ABS / REMPLAN</i>	Achieved	The GDP has increased over the period.
<b>Well governed council</b>			
Lead and educate the community in environmental services and programs	Maintain or increase community initiatives <i>Source: Council data</i>	Achieved	Programs included: <ul style="list-style-type: none"> <li>• Spring Outdoors, Nature Walks, Environment Seminars, Smart Living, Lead to Sustain, Community Garden, Currawong Schools Environment</li> <li>• Education Days and WaterWatch events for the community.</li> </ul>

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

2017-2021 Actions	Measure	Result	Outcomes
<b>Healthy community</b>			
Deliver a sustainability program to educate, empower and engage the community in reducing its environmental impact and adapting to climate change	Maintain or improve annual participation in environmental sustainability programs <i>Source: Council data</i>	Achieved	We delivered 20 diverse environmental programs, including over 100 activities and events, with more than 7,000 community participants.
<b>Liveable places and spaces</b>			
Activities and programs that support sustainable use of energy, water and waste	Initiatives implemented <i>Source: Council data</i>	In progress	Following the new bin roll out in alignment with Australian Standards, we achieved our highest ever rate of garbage diverted from landfill.

2017-2021 Actions	Measure	Result	Outcomes
Improved litter collection and disposal programs along roadsides	<i>LGPRF Data</i> <i>Source: Council data</i>	Achieved	Litter collection programs continue to be on schedule with the number of missed bins per 10,000 continuing to decrease.
<b>Resilient environment</b>			
Ensure plans are responsive to protect and prepare our environment for emergency, bushfire disaster	Plans completed on time <i>Source: Council data</i>	In progress	All plans are in place and reviewed regularly to ensure they are current.
<b>Vibrant and prosperous economy</b>			
Support local business to improve environmental and sustainable outcomes through inclusion in regional programs	Maintain or increase businesses in programs supported by Northern Alliance for Greenhouse Action <i>Source: Council Data</i>	Deferred	We deferred a trial of organic waste disposal so that we can identify trader support.
<b>Well governed council</b>			
Demonstrate leadership in sustainable and innovative environmental practices e.g. solar panels	Maintain or improve environmental initiatives for Council buildings and assets <i>Source: Council data</i>	In progress	We installed a 450kW solar power system at the newly built Mullum Mullum Sports Stadium – this is possibly the largest single solar power system on a Council building in Victoria.
Sustainable waste collection	Maintain or improve LGPRF waste indicators <i>Source: Council data</i>	53.2% of collected waste diverted from landfill	Following a bin rollout in alignment with Australian Standards, we have achieved our highest ever garbage diversion rate and the lowest percentage of material sent to landfill.

## Our performance – major initiatives and initiatives

■ On target     
 ■ Some progress     
 ■ Not on target

Major initiative	Progress	Comment
Education and awareness program on environmental sustainability, biodiversity protection and smarter living		<ul style="list-style-type: none"> <li>more than 600 people engaged in 18 walks, seminars, field trips, Smarter Living sessions, schools education and WaterWatch sessions</li> <li>we secured Victorian Government funding for a Nature Stewards program</li> </ul>
Drainage upgrade program		<ul style="list-style-type: none"> <li>we have completed works on Ringwood-Warrandyte Road, Granard Avenue, Waites Court and Amelia Crescent. The design of Melbourne Hill Road remains on schedule</li> <li>we have arranged a property survey to inform drainage design and are now preparing plans for essential drainage and land acquisition</li> </ul>

Initiative	Progress	Comment
Manage and maintain the Bolin Bolin Billabong Integrated Water Management Facility		We continue to manage and maintain the facility to supply harvested stormwater for sportsground irrigation.

## Services funded in our Annual Budget

We funded the below services in the Annual Budget 2018/19 to support our resilient environment goals.

Activity	Description	Budget \$'000	Actual \$'000	Variance \$'000
<b>Waste Services</b>	Providing kerbside rubbish collections of garbage, hard waste and green waste from all households and some commercial properties in Manningham. Services also include a waste call centre, education services and the strategic planning of waste services.	(1,597)	(2,168)	571
<b>Assets and Environment</b>	Services designed to protect the environment including underground drain and pit maintenance, street cleaning and sweeping, roadside litter pickup, tipping costs.	3,460	3,360	100
<b>Environmental</b>	This service provides environmental education, public land management, stewardship and fosters biodiversity as well as protecting the land through pest control.	1,640	1,477	163
<b>Drains and Technical Services</b>	This service performs the inspection, maintenance and cleaning of underground drains to ensure correct operation.	376	311	65

## Service performance indicators

The following statement provides the results of the LGPRF prescribed service performance indicators and measures for the resilient environment theme.

Service / indicator [measure]	2015/16	2016/17	2017/18	2018/19	Material variations and comments
<b>Waste collection</b>					
<p><b>Satisfaction</b></p> <p><i>Kerbside bin collection requests</i></p> <p>[Number of kerbside garbage and recycling bin collection requests / Number of kerbside bin collection households] x 1000</p>	61.6 requests	111.3 requests	82.9 requests	94.0 requests	We continue to monitor the services and improve practices and systems with contractors where possible. We have addressed an increase in requests related to an issue with bin hinges.
<p><b>Service standard</b></p> <p><i>Kerbside collection bins missed</i></p> <p>[Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection bin lifts] x 10,000</p>	7.6 bins missed	8.1 bins missed	4.2 bins missed	3.7 bins missed	We achieved our lowest missed bin result since the commencement of our new contract in July 2016 with only 3.7 bins missed in every 10,000.
<p><b>Service cost</b></p> <p><i>Cost of kerbside garbage bin collection service</i></p> <p>[Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins]</p>	\$110.80	\$103.60	\$104.47	\$105.96	This figure is consistent with last year and reflects the annual direct cost of the kerbside garbage bin collection (not including hard waste).
<p><b>Service cost</b></p> <p><i>Cost of kerbside recyclables collection service</i></p> <p>[Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins]</p>	\$21.81	\$10.57	\$12.11	\$45.47	This cost increase is due to the national changes in the recycling industry following the ban on exporting recycling materials to China. These costs include all operating expenses related to the delivery of the service.



Service / indicator [measure]	2015/16	2016/17	2017/18	2018/19	Material variations and comments
<b>Waste diversion</b> <i>Kerbside collection waste diverted from landfill</i> [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x 100	53.1%	54.0%	54.1%	53.2%	We achieved our lowest ever tonnage of waste material sent to landfill. There was lower tonnage collected across all waste streams.

## Our year ahead

### Major Initiatives

We will deliver a minimum of 35 environmental education programs/initiatives for the community by 30 June 2020.

We will develop a Municipal Drainage Plan that encompasses a response to flood mitigation by 30 June 2020.

### Other Initiatives

We will investigate and action electric vehicle charge site opportunities by June 2020.

We will develop a five-year plan / schedule for solar upgrades (and other Environmentally Sustainable Design programs) by June 2020.

## Resilient environment case study: Mullum Mullum stadium solar system gets a big tick in its first year

Cutting edge solar technology has delivered exceptional results at Manningham's newest sporting facility, Mullum Mullum Stadium in its first year of operation.

As part of the stadium's design, a 450kW system featuring an impressive 1,330 solar panels helps to power the stadium, with excess power generated fed back into the mains electricity grid.

The stadium's innovative design demonstrates Manningham's commitment to sustainability and also incorporated water sensitive urban design principles to incorporate sustainable water use.

We have calculated that the sustainable design of the facility will provide almost 18 million kilograms in CO2 savings out of the atmosphere over the solar system's life. This equates to 3,250 vehicles off our roads or powering 3,125 homes.

The stadium was built to address the shortage of indoor court space in Manningham and caters for a range of sports including basketball, volleyball, netball, badminton and table tennis. The stadium hosts around 100,000 visitors each year.

The \$20 million Mullum Mullum Stadium project was delivered with \$878,000 in State Government funding, through Sport and Recreation Victoria, Melbourne Water and the Taxi Services Commission.

For more information see [manningham.vic.gov.au/mullum-mullum-stadium](http://manningham.vic.gov.au/mullum-mullum-stadium)



# Vibrant and prosperous economy



Manningham is a unique balance of city and country, with an active regional economy.

Our low commercial and industrial base means there are opportunities to strengthen our tourism and visitor destinations. We have a strong local business network, supporting strip shops, activity centres and home businesses.

We support local economic growth through enabling a strong visitor economy, as well as vibrant local business and activity centres.

<b>Goal</b>	<b>4.1. Grow our local business, tourism and economy</b>
<b>Action areas</b>	Develop tourism through promotion of the unique character of Manningham
	Suitable mix of commercial land to stimulate business diversity
	Strengthen accessibility and viability in activity centres for retail, employment and community.
	Leverage private and public investment opportunities through Precinct Investment Plans
	Foster the greater Melbourne East economy

# Snapshot

**OVER**  
**30,572**  
local jobs



**50,199**  
residents are  
employed

**42%**  
are in the labour force



**38.9%**  
working  
part-time

**1,200+**  
jobs  
**\$200m**



created  
a year



**\$4.53b**  
Gross Regional  
Product



**9**  
neighbourhood  
activity centres

**30**  
local  
centres

**1**  
major  
activity centre

**1**  
principal  
activity centre

**80%**  
of all businesses  
are based at home



**OVER**  
**13,000**



local businesses  
are registered

Largest  
trades are



- 1 health care and social assistance
- 2 retail
- 3 education and training

## What you asked for

- foster innovation and knowledge building in our business community
- collaboration to promote growth throughout the region
- stimulate business diversity

## Achievements: what we delivered

We launched Explore Manningham, a campaign aimed at encouraging residents to explore and experience the range of things to see and do in Manningham with family and friends and to support local economy.

We continued our improvement works at Tunstall Square with smaller urban design and maintenance at Donburn Shops and Templestowe Village.

We collaborated with local service organisations to trial pop up co-working spaces, which will be continued into 2019/20.

We participated in the Melbourne East Regional Economic Development Group, which continued to advocate for the region and a regional breakfast in conjunction with Maroondah's business week. The East Region was successful in bidding to host the 2019 Victorian Manufacturing Showcase to be held in Knox in association with the Victorian Government and the Industry Capability Network (ICN).

## Challenges

A lack of public transport options has a universal effect on services, economic growth, volunteering, and access to cultural tourism.

There is a current reliance on the small businesses and retail sector to drive economic prosperity in Manningham. Small business is the most common business type in Manningham and employs a large proportion of Manningham's jobs. Small business continues to be a strong influence on the economic prosperity of the city.

NELP will have a major impact on the local economy of Manningham. With 1,000 jobs affected by the project and the loss of several key service and businesses, the impact will flow on to other parts of the municipality and the economy in general. We expect to see a reduction in the GRP and loss of local jobs.

## Fast facts

- **968** people attended 32 business development events
- Manningham was home to **26,198** businesses as of 30 June 2019
- there were **26,198** visits to the Manningham Business website [manninghambusiness.com.au](http://manninghambusiness.com.au)
- **15** issues of Manningham Business E-news were distributed
- our tourism industry grew from **\$230 million** in December 2016 to **\$300 million** in December 2018
- the number of jobs in our tourism industry has grown from **1,319** in 2016 to **1,718** in 2018
- tourism contributes **1,727** jobs to our economy
- construction accounts for over 20% of total output for Manningham and employs over **3,300** jobs, an increase of 3% (June 2018)
- retail trade is Manningham's main employment industry with over **5,700** jobs (18.9%) and Health Care and Social Assistance second at over **4,700** jobs (15.5%)

## Our performance – Council Plan

The following shows our 2018/19 performance in the vibrant and prosperous economy theme, against the goals of our Council Plan 2017-2021.

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

2017-2021 Actions	Measure	Result	Outcomes
<b>Healthy community</b>			
Foster knowledge and innovation in the business community through the delivery of Business Development Program	Maintain or increase participants at events  Maintain or improve participant satisfaction  <i>Source: Council data</i>	Achieved	More than 950 people attended 32 workshops and information sessions (with an 80% satisfaction rating) including: <ul style="list-style-type: none"> <li>• Manningham Business Network breakfast series</li> <li>• Manningham Business Excellence Awards</li> <li>• monthly business advisory service</li> </ul>
Strengthen creative industries and partnerships to harness new opportunities for cultural tourism	Maintain or improve local cultural tourism  <i>Source: ABS / GDP data</i>	In progress	We continued to work one on one with local traders to identify and deliver new local tourism opportunities.
<b>Liveable places and spaces</b>			
Implement improvements to strengthen accessibility and viability in activity centres for retail, employment and community	Maintain or increase investment in activity centres  <i>Source: Council data</i>	In progress	We funded improvements to local activity centres including: <ul style="list-style-type: none"> <li>• \$200,000 to improve parking, pedestrian and traffic flows in activity centres</li> <li>• \$2.2 million on upgrading neighbourhood activity centres</li> <li>• \$60,000 of upgrades to local shops</li> </ul>



2017-2021 Actions	Measure	Result	Outcomes
<b>Vibrant and prosperous economy</b>			
Develop tourism investment opportunities	Maintain or increase key destination visitor numbers <i>Source: Destination Melbourne and Remplan</i>	In progress	<ul style="list-style-type: none"> <li>we are working with our partners at Melbourne East Regional Economic Development Group on economic development initiatives to deliver and advocate to the Victorian and Australian Governments.</li> <li>we participated in a regional breakfast hosted by Whitehorse City Council, focussed on the regional state of the economy</li> </ul>
<b>Well governed council</b>			
Collaborate with regional partners to foster the growth of greater Melbourne East economy and create a mix of land to stimulate business diversity in the region	Maintain or reduce reliance on rate revenue growth <i>Source: Council data</i>	76% of revenue from rates	We maintained a 76% reliance of revenue from rates.

## Our performance – major initiatives and initiatives

■ On target
 ■ Some progress
 ■ Not on target

Major initiative	Progress	Comment
Grow the visitor economy and create opportunities for visitor destinations and events within Manningham that engage both residents and external visitors by implementation of 5 Tourism activities by 30 June 2019.		<ul style="list-style-type: none"> <li>we launched our #ExploreManningham campaign</li> <li>we worked with local business and destinations and engaged with the Warrandyte Festival, Sakura Festival and Seniors Festival</li> <li>we joined Yarra Ranges Tourism to promote Manningham as part of the Yarra Valley</li> </ul>

## Services funded in our Annual Budget

We funded the below services in the Annual Budget 2018/19 to support our vibrant and prosperous economy goals.

Activity	Description	Budget \$'000	Actual \$'000	Variance \$'000
<b>Business, Events and Grants</b>	This service develops programs, events and support services to support the local economy in relation to business, sponsorship, commercial investment, business support, employment and tourism.	3,044	2,857	187
<b>Community Venues and Functions</b>	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.	520	632	(112)

## Our year ahead

### Major Initiatives

Through the implementation of 5 Tourism activities by 30 June 2020, we will grow the visitor economy and create opportunities for visitor destinations and events within Manningham that engage both residents and external visitors.

### Other Initiatives

Through the Smart Cities Reinventing Neighbourhoods project (Jackson Court pilot site), we will develop a comprehensive, data-driven approach to planning future development near key activity centres, and support the economic, social and environment development of the neighbourhood.

We will complete the draft Doncaster Hill Strategy Review by June 2020.

## Vibrant and prosperous economy case study: encouraging residents to Explore Manningham

The Explore Manningham campaign encourages residents to get out and explore the sights, sounds and tastes of their local area.

We know that 60% of visitors to Manningham stay with local friends and relatives. The Explore Manningham campaign encourages residents to explore the great experiences available in the region while entertaining their guests.

Through the campaign, Council is calling for the community to discover local arts and iconic spaces; local dining experiences; and trails, parks and bushland spaces.

The campaign encourages residents to explore three types of experiences in Manningham:

### Exploring nature

The campaign encourages people to get out into the great outdoors by highlighting key natural landmarks including the Mullum Mullum Trail, Finns Reserve, Main Yarra Trail, Ruffey Park Lake, Stiggants Reserve, Wombat Bend, Westerfolds Park and Currawong Bush Reserve.

### Encountering art

Celebrating the joy of creation and design, Explore Manningham showcases the region's proud history in visual arts. It features the Stonehouse Gallery, Artspeak, Heide Museum of Modern Art, Manningham Art Gallery, public art and Manningham Art Studios.

### Experiencing taste

Highlighting our wide range of culinary delights, Explore Manningham showcases the diversity of dining experiences on offer in Manningham. It features great cafes, restaurants, wineries and providores – each offering a plethora of taste sensations.

Explore Manningham inspires the desire for exploration and enjoyment, empowering residents with enhanced knowledge and pride for their local area.

Through the campaign, Manningham Council has stimulated the local economy by bolstering visitation to local businesses and profiling the rich and diverse range of experiences available in Manningham.

See [manningham.vic.gov.au/explore-manningham](http://manningham.vic.gov.au/explore-manningham)



# Well governed council



A Well governed council is the foundation from which we deliver all our services. Good governance ensures all decisions are made and implemented in accordance with legislation, our values and our strategic themes.

We continue to work hard to provide the best possible customer service to our community.

<b>Goal</b>	<b>5.1. A financially sustainable Council that manages resources effectively and efficiently</b>
<b>Action areas</b>	A sustainable suite of services and activities are delivered for our citizens
	A Council that is responsible in future planning
	A Council that models excellence through innovation, effectiveness and efficiency
	Proactive approach to delivering a financially sustainable position

<b>Goal</b>	<b>5.2. A Council that values citizens in all that we do</b>
<b>Action areas</b>	Information and decision making that meets our community needs
	Our municipality is supported to thrive
	Stewardship in preparing and responding to emergency and environmental changes
	Council services and activities are delivered efficiently and effectively for our citizens
	An organisation that is responsive and strives for local citizens to be engaged and well informed in Council activities

## What you asked for

- a balance between amenity and economic pressures
- ensure developers invest in the municipality
- assets are financially sustainable in the short and long term
- planning for community safety in emergencies
- deliver valued, consistent and improved service
- participation in communication and engagement

## Achievements: what we delivered

We rolled out local waste initiatives, including composting education, highlighting that around 80% of our current garbage being compostable.

We encouraged 'upstream' waste generation: by encouraging manufacturers to reduce packaging in what they sell.

Our Community Services included school-focused youth services, affordable housing and the Building Communities Initiative (Metro Access).

We focussed on Climate Change and Emergency Management to ensure a safe and secure community.

We developed a new Parking Permit Policy and online system to allow parking permits applications to improve the accessibility and experience for customers.

A significant number of enhancements to corporate systems were implemented to improve the accuracy and responsiveness of bulk processes and reduce costs.

We successfully facilitated a business continuity test in December 2018.

We transitioned all of our business continuity plans to a secured shared system to enable remote access.

We participated in an IBAC integrity framework research project, which was finalised with the release of IBAC's local government integrity framework review in March 2019.

We developed and implemented a comprehensive Assurance Map for our strategic risks.

We introduced a Statutory Planning Induction checklist for new planning staff.

We reviewed our Statutory Planning internal referral processes and implemented new electronic tracking.

We expanded the functions of our Contact Centre and established processes for transitioning more calls to the Contact Centre in the future.

We reviewed our internal referral processes and electronic tracking systems to expedite the processing of planning permit applications.

We digitised our venue management system to allow for automated billing and online bookings for staff.

We made it easier for our residents to apply for parking permits with online applications.

We replaced our outdated fleet management system with a new system that enables improved management of our fleet, plant and equipment.

The North East Link Project (NELP) is the largest road project in the state's history, and will involve seven years of planning, design and construction. It is the biggest ever infrastructure project to affect the municipality. On 7 June 2019, we submitted our response to the Environmental Effects Statement (EES) which was the culmination of intense internal planning, review and advocacy over the previous 12 months. Council's pursuit of attaining the best possible outcome for the community was at the forefront of our submission, which was endorsed by Council on 4 June, 2019. The project will be an ongoing priority of Council.

We reviewed our Establishment (list of approved positions) and improved management process, with the view to more effectively manage our people resources.

We developed and implemented a Financial and Reporting Framework to provide a consistent approach to grouping information for financial and reporting purposes.

We implemented a new Employee Assistance Partner to provide support to our staff and their families.

We refreshed our Employee Code of Conduct to align it to our values.

We appointed a new WorkCover Insurer.

We completed our quarterly reporting of Council's performance, including Capital, Financial, Corporate, CEO Key Performance Indicators and, Councillor Expense reporting.



We have engaged state and federal advocacy bodies to support our advocacy efforts for more federal funding, support and leadership for:

- local waste initiatives including the promotion of composting
- promotion of upstream waste generation to encourage manufacturers to reduce their packaging
- local roads that feed into, or are impacted by roads of state or national significance
- support to collaborate, be entrepreneurial and embrace innovation
- 'Smart City' parking sensor technology to enable the data to be made available in near real-time
- development and use of Local Government data warehouses, master data management repositories, and associated canonical data models
- community services including school focussed youth services, affordable housing and Building Communities Initiative (Metro Access)
- climate change and emergency management.

The 2018/19 LGPRF results reflect that we are financially sustainable and in a sound position to provide quality and cost-effective services and infrastructure to our community.

We continued our high level of performance within the National Asset Management Assessment Framework.

## Challenges

The expectations of our community in relation to how and when they connect with us continues to evolve. Our departments across the business continue to work with our Transformation team on system improvements to improve our efficiency and the quality of service we offer the community.

Valuations of all rateable property within were centralised under the Valuer-General Victoria. This change means that we are no longer the valuation authority and has led to a higher number of enquiries from the community about valuations. In particular, more objections to site values were made but most were due to the level of Land Tax charged rather than the level of site value.

There was a delay in the implementation of our customer relationship management system after issues were discovered in user testing. We are working on a solution to ensure a high level of adoption and excellent user experience, which will help us better serve our customers.

Due to vendor challenges and unanticipated causes the new telephony system posed several issues after launch, which we have worked hard to resolve.

The North East Link Project (NELP) will remain a top priority for Council. It will continue to require significant resourcing over 2019/20 to meet the demands from the Authority. It is difficult to predict the future workload, which will likely come in peaks and troughs. Some key staff will be required fulltime to manage the relationship and technical aspects of the project. The project may also impact other transport-related projects and advocacy.

We experienced significant turnover in our leadership team, impacting our ability to deliver services consistently. We filled vacant roles during the year and our new leadership team is now in place. This has increased stability and confidence in the future.

## Fast facts

- we completed **2,337** new assessments to assist older Manningham residents to connect through My Aged Care enabling them to access much needed support services
- **23,600** visits to Your Say Manningham consultation website [yoursaymanningham.com.au](http://yoursaymanningham.com.au)
- **1,200** people took part in online consultations via [yoursaymanningham.com.au](http://yoursaymanningham.com.au)
- **477,246** Manningham website sessions, [manningham.vic.gov.au](http://manningham.vic.gov.au)
- **154** new followers on Twitter for a total of **3,292**
- **1,062** new followers on Facebook for a total of **5,015**
- **438** new followers on Instagram for a total of **1,910**
- **701** new followers on LinkedIn for a total of **4,025**
- we had **50,347** rateable assessments
- there were **1,076** additional new properties in Manningham
- we undertook **3,232** supplementary valuations that resulted in a **\$767,812** increase in revenue
- **178** Council resolutions made at Ordinary or Special Meetings of Council or at meetings of a Special Committee consisting only of Councillors
- **115,085** calls were received by our contact centre
- our contact centre team successfully answered **70%** of the enquiries received by phone
- the wait time for people calling our contact centre was **30** seconds
- we improved processing times for Statutory Planning applications – in May 2019 we processed **93%** of applications within 60 Days
- we recognised the contribution of **43** residents at Council's annual Civic Awards
- ten issues of Manningham Matters community magazine were distributed to **52,000** households

## Our performance – Council Plan

The following shows our 2018/19 performance in the well governed council theme against the goals of our Council Plan 2017–2021.

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

2017–2021 Actions	Measure	Result	Outcomes
<b>Healthy community</b>			
Develop and deliver accessible and affordable services and facilities for the community	Maintain or improve service cost indicators  <i>Source: Council data LGPRF</i>	Achieved	We reduced or maintained our cost of service in most indicators.
<b>Liveable places and spaces</b>			
Identify initiatives for savings and stronger return on investment in Council-owned and managed places and spaces	Maintain or increase initiatives identified and implemented  <i>Source: Council data</i>	Achieved	We continued initiatives to review Council-owned and managed properties. We identified savings and developed a property investment portfolio for future implementation.
<b>Resilient environment</b>			
Ensure that future land use planning balances amenity and economic pressures	Maintain or improve adherence to relevant laws  <i>Source: Council data</i>	Achieved	We continuously reviewed community feedback and legal advice to ensure that Council decisions adhere to relevant laws following the review of our planning scheme that identified future needs.

2017-2021 Actions	Measure	Result	Outcomes
<b>Vibrant and prosperous economy</b>			
Establish and implement a Developer Contribution Plan (DCP) for future growth and provision of amenities	Maintain or increase savings achieved. Maintain or implement standards improvements <i>Source: Council data</i>	In progress	Work has commenced on the preparation of a DCP for the whole municipality over the next 10-15 years including municipality benefits, identify charge areas and charge rates for the contributions.
<b>Well governed council</b>			
Deliver a financially sustainable position in the short and long term	Financial Indicators within expected range <i>Source: VAGO / LGPRF</i>	Achieved	We are in a sound financial position. We adopted a 10-year financial plan in line with a best practice approach for short- and long-term sustainability.

## Goal: A Council that values citizens in all that we do

2017-2021 Actions	Measure	Result	Outcomes
<b>Healthy community</b>			
Communication and engagement that encourages community participation in decision making	Maintain or increase engagement opportunities <i>Source: Council data</i>	57 engagement opportunities	Our community was involved in Council decision-making through the Community Panel, online forums, the Youth Alliance, as members of our committees and specific invitations for feedback on plans and projects which might affect them.
<b>Liveable places and spaces</b>			
Protect and promote community safety, the environment and the amenity of the municipality	Maintain or improve standards of LGPRF – Food Safety Animal Management Waste Management <i>Source: Council data</i>	Achieved	There has been sound performance across all indicators.

2017-2021 Actions	Measure	Result	Outcomes
<b>Resilient environment</b>			
Delivering an all-hazards, consequence focussed and collaborative approach to emergency management with regional partners	Maintain or increase partnerships engaged <i>Source: Council data</i>	In progress	Our well-established regional and state-level partnerships with government bodies delivered an all-hazard approach to collaborative planning, and provided training and built awareness in relation to the risks and consequences inherent in emergency management.
<b>Vibrant and prosperous economy</b>			
Deliver a quality service system that delivers valued, consistent and improved service	Maintain or improve total KPI and actions met <i>Source: Council data</i>	84% actions completed or near completion 80% KPIs met	Almost all actions were completed and KPIs met. We will strive to improve next year.
<b>Well governed council</b>			
Deliver valued, consistent and improved service experiences for our citizens	Maintain or improve community satisfaction with engagement and communications <i>Source: Council data</i>	Achieved	Community satisfaction marked a continued improvement over the last three years.
Deliver sound governance and leadership in transparency, accountability and decision making	Maintain or increase on Governance indicators <i>Source: Council data LGPRF</i>	In Progress	Out of 152 decisions made in Council meetings, only 14 were made in meetings closed to the public (as they related to matters required by law to remain confidential). Four of these decisions were later made public. This result demonstrates our continued commitment to open and transparent decision making.

## Our performance – major initiatives and initiatives

■ On target
 ■ Some progress
 ■ Not on target

Major initiative	Progress	Comment
Prepare ten year, long term financial plan.		Council's updated ten-year Financial Plan was adopted on the 25 June 2019. It places Manningham in a solid financial position over the next 10 years.
Through our Citizen Connect program, we will make it easy for citizens to interact with us, find out information, request a service, provide feedback or report an issue.		We implemented several improvements to make it easier for our customers. We increased the level of enquiries managed by the contact centre to 70% (up from 60%) and an increased proportion of customers reported a lower level of effort than expected when interacting with us (30% low or very-low effort, up from 24%). In August 2018, Our Citizen Connect contact centre project received a Victorian high commendation in the category of Organisation/Change Management at the Australian Institute of Project Management awards.

Initiative	Progress	Comment
Support eligible clients to access the NDIS.		We continued to work with Manningham residents to support their transition to NDIS based on their eligibility.
Continue to support residents and business to manage their Council activity online. Deliver systems improvements to increase online transactions by 30 June 2019.		We have delivered increased online capacity in online parking permit applications and planning permit amendments, including disability permits. This work complements the already existing offering in which residents and business owners can apply for initial planning and drainage permits online.



## Services funded in our Annual Budget

We funded the below services in the Annual Budget 2017/18 to support our Well governed council goals.

Activity	Description	Budget \$'000	Actual \$'000	Variance \$'000
<b>Governance, legal and risk</b>	This service supports the organisation to meet its regulatory requirements through strong governance and risk management.	1,622	1,443	179
<b>Councillors and Executives</b>	This area includes the Mayor, Councillors, Executive Management Team and associated support.	3,334	3,828	(494)
<b>Communications</b>	This service leads the delivery of clear, consistent and inclusive communication and engagement with the community.	2,184	1,995	189
<b>Citizen Connect</b>	This service leads as the primary customer interface to create and maintain systems and processes to connect with our citizens.	1,675	1,589	86
<b>Transformation and Information Technology</b>	This service includes maintaining information systems as well as advancing new solutions for the organisation and community interaction.	6,163	7,096	(933)
<b>Emergency Management</b>	Services to support the preparedness, response and recovery in an emergency.	287	194	93
<b>Organisational Development</b>	Provides organisation development and human resource management services including staff recruitment, corporate training and development, employee and industrial relations and workplace health and safety. Also includes business planning services.	1,407	1,233	174
<b>Property Services</b>	This service manages Council properties and conducts supplementary property valuations.	(31)	16	(47)
<b>Finance and Corporate Performance</b>	This service manages Council's corporate planning, performance and continuous improvement functions, financial management, payroll, procurement tendering and contract administration.	4,575	4,379	196

## Service performance indicators

The following statement provides the results of the LGPRF prescribed service performance indicators and measures for the well governed Council theme.

Service / indicator [measure]	2015/16	2016/17	2017/18	2018/19	Material variations and comments
<b>Governance</b>					
<p><b>Transparency</b></p> <p><i>Council resolutions made at meetings closed to the public</i></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 ] x 100</p>	2%	2%	2%	9%	This variation is attributed to an increased number of resolutions made at closed Council meetings and a slight reduction in the overall number of items presented to Council. The confidential items related predominantly to staffing and contractual matters and four items (30%) were subsequently made public.
<p><b>Consultation and engagement</b></p> <p><i>Satisfaction with community consultation and engagement</i></p> <p>[Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement]</p>	58	54	57	59	Community satisfaction with communications and engagement has increased over 10% since the 2016/17 result.

Service / indicator [measure]	2015/16	2016/17	2017/18	2018/19	Material variations and comments
<p><b>Attendance</b></p> <p><i>Councillor attendance at Council meetings</i></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)] x 100</p>	92%	96%	98%	95%	Councillors' attendance at ordinary and special Council meetings remained high but was slightly less than last year.
<p><b>Service cost</b></p> <p><i>Cost of governance</i></p> <p>[Direct cost of the governance service / Number of Councillors elected at the last Council general election]</p>	\$38,632	\$39,176	\$40,447	\$42,612	This result is reflective of operating expenses directly related to the activities of the elected Councillors, and is consistent with the previous year's results.
<p><b>Satisfaction</b></p> <p><i>Satisfaction with Council decisions</i></p> <p>[Community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community]</p>	57	58	57	57	The community satisfaction about Council decisions remains consistent. This data is collected in a community satisfaction survey by an independent research company on behalf of the Victorian Government annually.

## Our year ahead

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### Major Initiatives

Adopt Long Term Financial Plan and Annual Budget by 30 June 2020 in line with guiding financial principles.

Through our Citizen Connect program, we will continue to make it easier for customers to interact with us, find out information, request a service, provide feedback or report an issue. We will implement a suite of customer-focused improvements to increase Contact Centre First Contact Resolution (FCR) and improve Customer Satisfaction by 30 June 2020.

### Other Initiatives

We will continue to support all customers to manage their Council activity online by delivering system improvements to increase online transactions by 30 June 2020.

## Well governed council case study: Advocating on behalf of the community

We have been working hard to advocate on behalf of our community in relation to the Victorian Government's North East Link (NEL) project which includes the widening of the Eastern Freeway.

We believe these projects will impact Manningham's liveability and seek to ensure we do everything we can to protect our local community and environment.

The impacts of this project are far-reaching with losses to local homes, jobs, parkland, recreation facilities and much of our industrial business precinct. We expect the seven years of construction will bring significant disruptions to the local area.

We have kept the community informed during the many stages of the NEL planning process and have prepared a submission on behalf of the community in relation to the project's Environment Effects Statement (EES).

Working closely alongside our legal representatives, Harwood Andrews, during the EES hearing process, we have ensured our objectives are achieved, and the Project's Environmental Performance Requirements (EPR) adequately encourage the best possible outcomes for Manningham.

We believe the needs of our community and surrounding environment must be considered, before, during and after construction. We want the best possible outcomes as a result of this project and are seeking guarantees from the Victorian Government of no net loss for our community.

We know people are concerned about the local impacts of this project and we are advocating on the issues that the community has told us are the priorities including:

- saving Bulleen Park
- protecting our environment
- minimising impacts to the Bulleen Industrial Precinct
- minimising impacts of the Eastern Freeway widening
- upgrading Templestowe Road
- designing Doncaster Busway to be part of the Bus Rapid Transit system
- minimising impacts of seven years of construction

For more information on the NEL project see [manningham.vic.gov.au/nel](http://manningham.vic.gov.au/nel)

# Our governance system







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# How we govern

Manningham Council is a public statutory body constituted under the *Local Government Act 1989* (the Act). Our purpose is to provide leadership for the municipal district and our local community. The elected Council is the formal decision-making body and consists of nine Councillors. Our CEO heads the administration of the organisation.

As an organisation, we have several roles:

- taking into account the diverse needs of the local community in decision-making
- providing leadership by establishing strategic objectives and monitoring achievements
- ensuring we manage resources 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.

Under the provisions of the Act, our day-to-day operations are to be managed by the CEO. The Councillors also delegate various powers and responsibilities to the CEO and staff.

## Governance framework

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

- we make decisions based on expert advice;
- we adhere to processes and systems; and
- our officers implement decisions appropriately and in good time.

There are two types of governance in our operations:

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

We are committed to effective and sustainable democratic and corporate governance as they are the keys to ensuring that we meet our community's priorities.

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

- voting for Councillors every four years
- writing to, emailing or calling Councillors
- making submissions on our budget each year and Council Plan every four years
- participating in public forums like question time at a Council meeting
- participating in surveys, focus groups, workshops and other consultation activities
- logging onto [yoursaymanningham.com.au](https://yoursaymanningham.com.au) and commenting on the plans and projects listed there
- making submissions on major projects that are advertised throughout the year.

Find out more: [yoursaymanningham.com.au](https://yoursaymanningham.com.au)

# Democratic governance

## Decisions

We conduct our formal decision-making processes through the formal, regular meetings of our Councillors. At these meetings, our officers submit reports on matters for the Council to consider.

These matters can include planning permit applications, strategic land use and development planning, community services, health and local laws, road and traffic management, and administration and finance.

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

We have a CEO whose role includes:

- establishing and maintaining an appropriate organisational structure;
- overseeing our day-to-day operations; and
- ensuring the organisation implements Council decisions without delay.

Councillors review the CEO's performance annually. Although the Mayor has no more authority than other Councillors, the position is significant as a community leader and spokesperson.

## Council 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. The Council may consider some matters in a closed meeting if the matter needs to be kept confidential.

Special meetings may also be called to deal with urgent matters. We conduct all meetings in accordance with Manningham's Meeting Procedure Local Law. The schedule of meetings, agendas and minutes are available at [manningham.vic.gov.au](http://manningham.vic.gov.au).

In 2018/19, there were 13 Ordinary Meetings of Council and five Special Meetings. The table below provides a summary of Councillor attendance at these meetings.

■ **Table 8: Council meetings held 1 July 2018 – 30 June 2019**

Councillor	Ordinary	Special
Cr Anna Chen (Deputy Mayor from 8 Nov 2018)	13 out of 13	5 out of 5
Cr Andrew Conlon (Mayor 1 July 2018 – 8 Nov 2018)	13 out of 13	4 out of 5
Cr Sophy Galbally	13 out of 13	5 out of 5
Cr Geoff Gough	11 out of 13	4 out of 5
Cr Dot Haynes	12 out of 13	5 out of 5
Cr Michelle Kleinert (Deputy Mayor 1 July – 8 Nov 2018)	13 out of 13	4 out of 5
Cr Paul McLeish	12 out of 13	5 out of 5
Cr Paula Piccinini (Mayor from 8 Nov 2018)	13 out of 13	5 out of 5
Cr Mike Zafiroopoulos AM	13 out of 13	5 out of 5

## Strategic briefing sessions (SBS)

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

## Committees

We have many internal advisory and other committees. Appointments to these

committees enable Councillors to have input into projects, groups or events they have a particular interest in.

The table below shows the committee appointments that were made by the Council on 8 November 2018. These appointments are reviewed on an annual basis.

■ [Table 9: 2018/19 Councillor Internal Committee Appointees](#)

Committee	Appointees
Access and Equity Advisory Committee	Cr Mike Zafiropoulos AM
Audit Committee	Cr Michelle Kleinert Mayor
Executive Performance Review Committee	All Councillors
Healthy City Advisory Committee	Mayor
Heritage Advisory Committee	Cr Sophy Galbally
Integrated Transport Advisory Committee (Committee sunset 30 December 2018)	Mayor Cr Anna Chen Cr Paul McLeish
Liveability, Innovation and Technology Committee (Established 23 April 2019)	Cr Paul McLeish Cr Paula Piccinini Cr Mike Zafiropoulos AM
Manningham Arts Advisory Committee	Cr Paula Piccinini
Manningham Charitable Fund Grants Assessment Panel	Mayor Cr Mike Zafiropoulos AM
Municipal Emergency Management Planning Committee	Cr Andrew Conlon
Municipal Fire Management Planning Committee	Cr Andrew Conlon
Open Space and Streetscape Advisory Committee	Cr Sophy Galbally Cr Geoff Gough Cr Mike Zafiropoulos AM
Senior Citizens Reference Group	Cr Dot Haynes
Sustainable Design Taskforce	Cr Dot Haynes Cr Paul McLeish Cr Paula Piccinini

Councillors also represent Council on a number of external bodies and committees, including the below.

■ Table 10: 2018/19 Councillor External Committee Appointees

External Committee	Appointees
Eastern Affordable Housing Alliance	Cr Sophy Galbally
Eastern Transport Coalition	Cr Anna Chen
Metropolitan Transport Forum	Cr Anna Chen
Metropolitan Waste and Resource Recovery Group	Cr Dot Haynes
Municipal Association of Victoria	Cr Andrew Conlon Cr Geoff Gough – Substitute
Northern Alliance for Greenhouse Action Executive Committee	Cr Paul McLeish
Victorian Local Governance Association	Cr Mike Zafiropoulos AM Cr Sophy Galbally – Substitute
Whitehorse Manningham Regional Library Corporation	Cr Dot Haynes Cr Mick Zafiropoulos AM

## Code of conduct

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

The *Local Government Act 1989* 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.

Find out more at [manningham.vic.gov.au/open-government](http://manningham.vic.gov.au/open-government) or at the Manningham Civic Centre, 699 Doncaster Road, Doncaster.

## Conflicts of interest

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

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

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

During 2018/19, 4 conflicts of interest were declared at Council meetings. These are listed below.

- **28 May 2019:** Cr Paula Piccinini for Item 9.1 - Planning Application PLN18/0635 at 23-29 Parker Street, Templestowe Lower, the interest being an indirect interest due to close association.
- **28 May 2019:** Cr Paula Piccinini for Item 9.3 - Planning Application PLN18/0304 at 15 Glendale Avenue, Templestowe, the interest being an indirect interest due to close association.
- **25 June 2019:** Cr Andrew Conlon for Item 9.2 concerning Planning Application PLN18/0212 at 155 Tindals Road, Donvale, the interest being an indirect interest due to conflicting duty.
- **25 June 2019:** Cr Dot Haynes for Item 10.1 concerning 2019/2020 Community Grant Program Allocations, the interest being an indirect interest due to perceived conflict of duty.

## Assembly of Councillors

The *Local Government Act 1989* defines an Assembly of Councillors as any scheduled meeting between five or more

of Manningham's Councillors and at least one Council officer that considers matters intended or likely to come before the Council for decisions.

In addition, a meeting of an advisory committee that has one or more Councillors as members is an Assembly of Councillors. A record of meetings that were Assemblies 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

Victorian Councils may set annual allowances for their Mayor and Councillors according to their predetermined category, based on criteria such as the Council's size and revenue base. Manningham is a Category 2 Council.

Current allowances for Mayors and Councillors across Victoria increased on 1 December 2018 by 2%. This was the annual adjustment as determined by the Minister for Local Government and permitted under section 73B of the *Local Government Act 1989*.

In 2018/19, the allowances, including 9.5% superannuation, were set at:

- Mayor, \$87,176.41
- Councillors, \$28,174.27.

## Councillor expenses

There is an annual Councillor expenses budget of \$12,455 per Councillor and \$15,000 for the Mayor. This budget is all-inclusive and covers conferences, training, travel, childminding and telephones. Councillors are expected to operate within their individual budget. Council may also reimburse Councillors for any necessary out of pocket expenses they incur while performing their duties as a Councillor.

Table 11 shows the actual expenses for 2018/19.

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



■ Table 11: 2018/19 Councillor Expenses

	Travel	Car mileage	Childcare	Information and communication	Conferences and training	Formal attendance	Meeting expenses	Other	Total
Cr Anna Chen	\$2,216.59	\$1,787.54	\$0.00	\$0.00	\$1,876.44	\$140.40	\$0.00	\$106.08	<b>\$6,127.05</b>
Cr Andrew Conlon	\$1,411.26	\$1,504.57	\$0.00	\$974.39	\$100.00	\$859.38	\$386.25	\$534.27	<b>\$5,770.12</b>
Cr Sophy Galbally	\$2,712.49	\$2,891.78	\$0.00	\$681.81	\$5,259.54	\$20.45	\$0.00	\$0.00	<b>\$11,566.07</b>
Cr Geoff Gough	\$3,162.59	\$1,780.07	\$0.00	\$1,559.08	\$2,780.90	\$98.41	\$158.86	\$162.73	<b>\$9,702.64</b>
Cr Dot Haynes	\$1,199.18	\$3,845.19	\$0.00	\$1,053.23	\$450.00	\$1,447.53	\$10.00	\$24.79	<b>\$8,029.92</b>
Cr Michelle Kleinert	\$2,840.95	\$1,228.78	\$0.00	\$1,090.92	\$1,476.36	\$692.29	\$447.39	\$45.45	<b>\$7,822.14</b>
Cr Paul McLeish	\$68.67	\$917.60	\$0.00	\$553.54	\$0.00	\$80.00	\$0.00	\$0.00	<b>\$1,619.81</b>
Cr Paula Piccinini	\$2,088.84	\$507.39	\$0.00	\$749.70	\$2,461.88	\$861.21	\$225.45	\$185.78	<b>\$7,080.25</b>
Cr Mike Zafiroopoulos AM	\$1,647.53	\$3,796.24	\$0.00	\$1,081.78	\$4,166.06	\$398.60	\$0.00	\$349.01	<b>\$11,439.22</b>

# Corporate governance

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

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

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

Find out more at [manningham.vic.gov.au/public-registers-and-information](http://manningham.vic.gov.au/public-registers-and-information)

## Senior officers

Our senior officers are our most senior employees: the CEO, our officers with

management responsibilities that report directly to the CEO, or any other employee whose total annual remuneration exceeds \$148,000.

Senior officers are usually employed under contracts of up to 5 years and have individual performance plans. These performance plans are reviewed annually, in accordance with section 97A(2) of the Local Government Act 1989.

At 30 June 2019, we had 34 senior officers, with a total remuneration of \$5.77 million.

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

■ **Table 12: Remuneration of our highest remunerated senior officers**

Name and Position	Date commenced position	Current contract expires	Total remuneration
<b>Andrew Day</b> CEO	17 September 2018	16 September 2023	\$320,000
<b>Angelo Kourambas</b> Director City Planning and Community	19 February 2018	19 February 2023	\$280,000
<b>Leigh Harrison</b> Director City Services	9 March 2010	9 March 2020	\$270,484
<b>Philip Lee</b> Director Shared Services	16 December 2013	16 December 2023	\$270,300
<b>Andrew McMaster</b> Corporate Counsel and Group Manager Governance and Risk	25 February 2019	10 June 2022	\$215,250
<b>Kerryn Paterson</b> Group Manager People and Communications	25 February 2019	15 August 2021	\$215,250

## 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 our staff. Section 95 of the Act requires our 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.

At Manningham, our values guide our behaviours in everything that we do.

We hold ourselves to the highest standards of social and ethical conduct, and we believe that everyone deserves to be treated fairly and with the utmost dignity and respect. That's why we have a Code of Conduct.

.Our Code of Conduct includes standards of behaviour and expectations for how all employees behave as representatives of Manningham. Our employee Code of Conduct contains 31 elements structured around our values and aligned to the requirements of section 95 of the Local Government Act 1989.

In 2018/19 we refreshed our Code of Conduct. This update ensured we were better prepared to:

- reinforce our organisational values;
- communicate our conduct standards in line with the Manningham brand; and
- articulate our Code in clear, easy to interpret language.

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

# Management

To strengthen our management framework, we have put into action some statutory and better practice elements. These will lead to better decision making.

The *Local Government (Planning and Reporting) Regulations 2014* require us to assess our performance against the prescribed governance and management checklist. Our report against this checklist for this year is on page 143.

Essential components of our management framework are our audit committee, internal audit, external audit, and risk management. Detail on these components is below.

## Audit committee

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

The Audit and Risk Committee is an advisory committee that was established in accordance with section 139(2) of the Local Government Act 1989. It helps us fulfil our responsibilities by overseeing our financial and performance reporting, risk management, systems of internal controls and regulatory compliance.

The committee operates under the Audit and Risk Committee Charter and has an independent chair who is elected annually by the committee members.

The committee's role is to advise Council on the effectiveness of our policies, systems and processes for managing risk and compliance within our legal and financial obligations. Assurance activities primarily encompass monitoring external audit and internal audit.

The committee chair receives \$10,500 each year in remuneration for their role and general committee members receive \$7,250.

Others who attend committee meetings are key management officers including the CEO, Corporate Counsel and Group Manager Governance and Risk, Director Shared Services, Chief Financial Officer, Strategic Risk and Assurance Advisor, as well as our Internal Auditor and, pre 16 November 2018, Executive Manager People and Governance.

The committee typically meets quarterly, with a fifth special meeting to review the annual financial and performance statements. The Auditor General's agent attends the special meeting to report on any matters of significance in relation to the financial statements.

The CEO initiated an industry benchmark review of the compliance statement being an element of his standing report to the committee. A more comprehensive compliance attestation process was accepted by the Audit and Risk Committee in May 2019, resulting in a series of questions being directed to the CEO, Internal and External Auditor.

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

### ■ Table 13: Audit and Risk committee members

Independent	Councillors
Ms Theresa Glab (chair)	Cr Paula Piccinini
Mr Alan Fotheringham	Cr Michelle Kleinert
Mr Andrew Dix	

#### Internal audit

Internal auditing provides an independent and objective review and advisory service. It assesses whether the financial and operational controls we use are operating efficiently, effectively and ethically. In 2018/19, Pitcher Partners was the contractor that performed the internal audit.

The internal audit process is a systematic, disciplined approach that supports us to improve our risk management, control and governance processes.

Our CEO works with our Audit and Risk Committee and internal auditor to develop our annual audit plan. The plan must reflect our strategic and operational risk exposure and include the compliance and performance audits we do throughout the year.

In 2018/19, we reviewed:

- Procurement (including data analysis)
- Local Laws
- Asset Management
- Privacy
- Senior Officer Contracts
- Capital Works Management

#### External audit

Each year we are externally audited by the Victorian Auditor-General's Office (VAGO). For the 2018/19 financial year, our financial and performance statements were audited by a VAGO representative as required by the *Audit Act 1994*. These statements are provided in this Annual Report from page 152.

#### Fraud and corruption control

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

Council volunteered to participate in the Independent Broad-Based Anti-Corruption Commission (IBAC)'s 2017/2018 research into local government integrity frameworks. IBAC published their significant research in March 2019. As part of the research, it was identified that Manningham had a number of best practice processes. Management undertook a gap analysis to inform an action plan for continuous improvement. The outcomes of this research and action plan were presented to Council's Audit and Risk Committee.

This action plan compliments our broad integrity framework initiatives that are either already in place, under review or in development. Some of the elements of the framework include: the 2019 fraud and corruption risk assessment, staff e-learning module, compliance program, fraud and corruption assurance map, fraud and corruption policy and control plan, and Protected Disclosure Procedures.

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

The plan documents our approach to controlling fraud and corruption at both strategic and operational levels.

## Risk management

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

We are continuously implementing, improving and monitoring our enterprise risk management system to build the capacity of Council in managing operational and strategic risks.

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

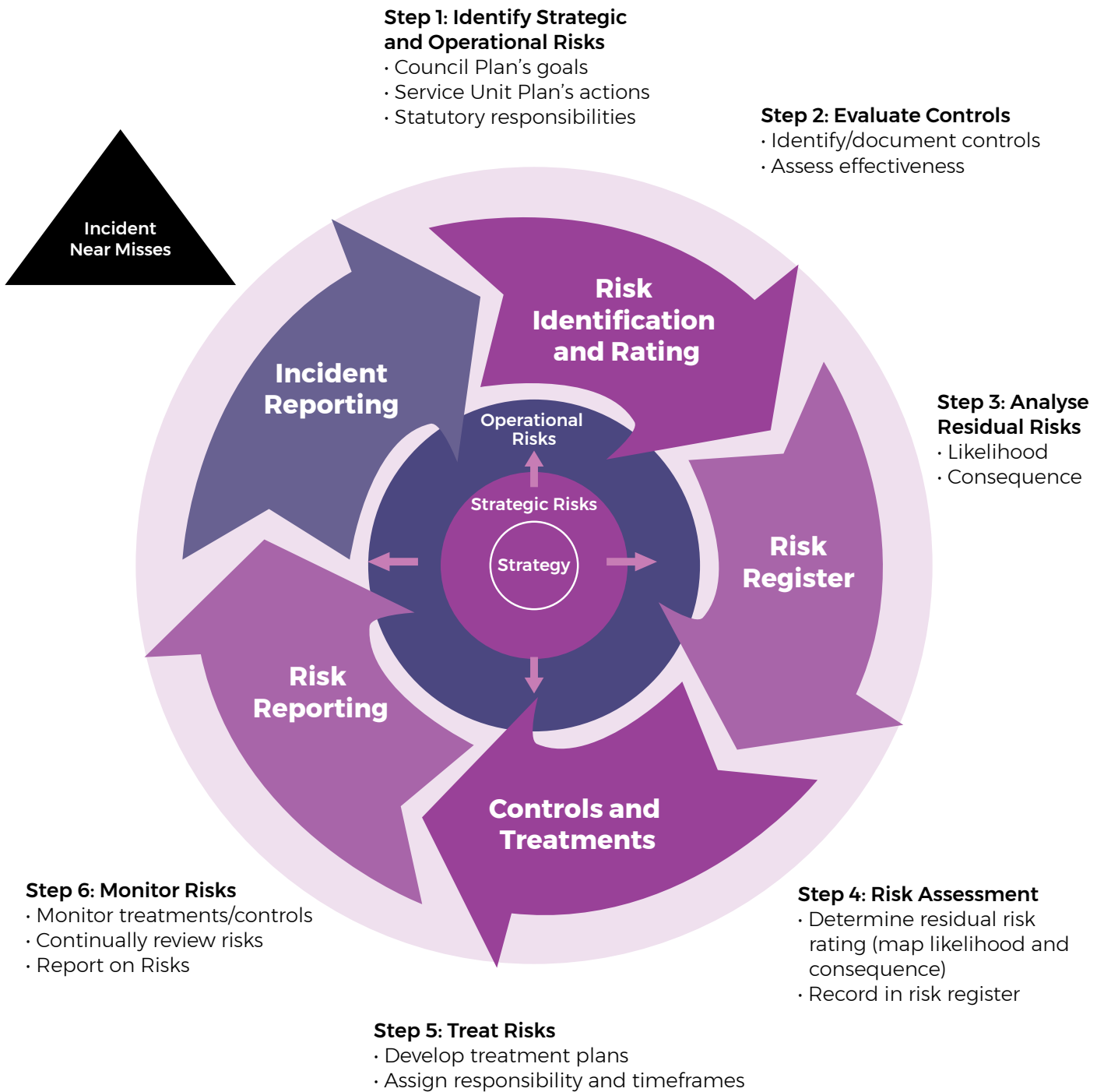
- risk management strategy
- risk management policy
- risk management assessment tool
- risk register
- risk reporting (risk management committee, independent audit and risk committee and Council)
- risk management incident and near-miss procedure
- risk management cultural measurement tool
- fraud and corruption control plan
- risk management committee
- audit and risk committee; and
- assurance map – strategic risks.

The role of the Risk Committee is vital to advance our cultural maturity to reach a risk organisation. The CEO chairs this executive committee, which recently expanded its meeting duration as an initiative to ensure sufficient time is dedicated to this governance function. The discussion and outcomes of the committee are minuted and formally included in the Audit and Risk Committee agenda as a standing item.

Some of the activities of the Risk Committee this year include six-monthly workshopping of the strategic risk register, monitoring internal audit reports, receiving and analysing incident reports and treatment plans, developing and monitoring the annual compliance plan, reviewing the fraud and corruption risk register, receiving VAGO industry performance reports, insurance and claims management reports etc. The risk management process is consistent with AS/NZS ISO 31000:2009 and is illustrated in Figure 13.



■ Figure 13: Manningham’s risk management process



### Compliance and assurance

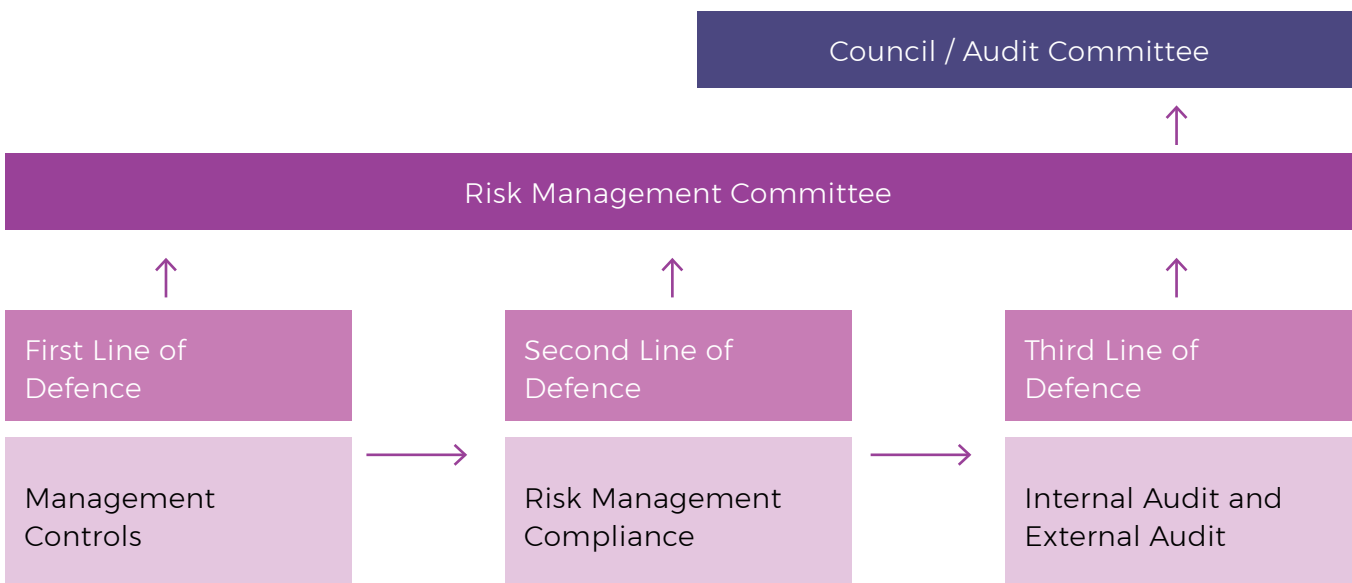
This year marks the second year of introducing our compliance program to test and continuously improve Manningham’s system controls. In 2018/19 ten reviews were conducted.

Quarterly monitoring of the plan and recommendations arising from reviews is the responsibility of the Risk Committee. The compliance program is a fundamental

element of our three lines of defence assurance model for risk management: management controls, risk management and compliance, internal audit and external audit. See Assurance model below.

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

■ [Figure 14: Assurance: Three Lines of Defence](#)



### Occupational health and safety

We delivered year two of the Workplace Health and Safety (WHS) strategy in 2018/19 as an integrated part of the People Culture & Safety business Plan.

#### Strategy element 1 - Skilled Leaders and Teams:

We have refreshed our communications to provide timely Safety Alerts. We have also introduced organisation-wide safety topics for toolbox and team conversations.

#### Strategy element 2 - A Contemporary & Embedded WHS Management System:

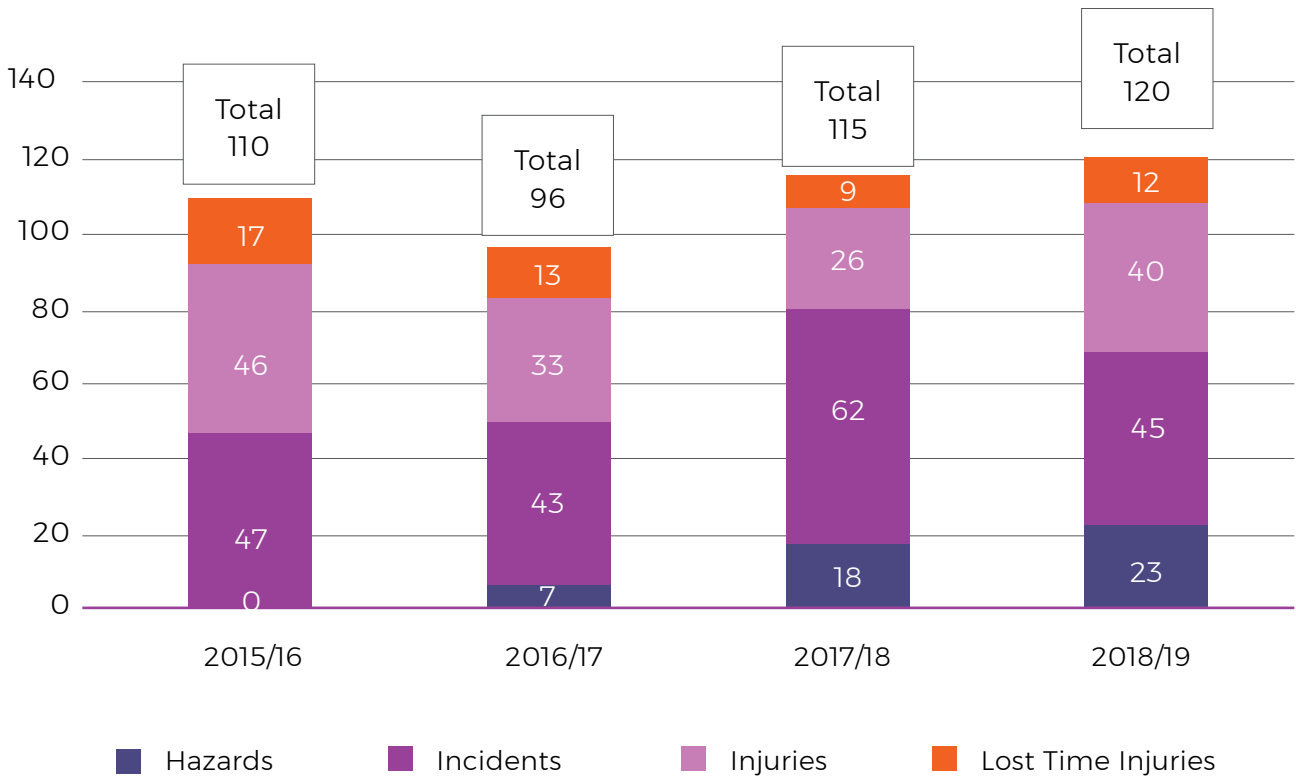
We reviewed the WHS Policy framework, including revision of our three main buildings’ Emergency Management Procedures. By partnering with managers, we completed improvements to proactive hazard reporting.

#### Strategy element 3 WHS Indicators – Driving Continuous Improvement:

Our WHS reports that are provided biannually to the WHS Committees indicate an improvement in hazard reporting.

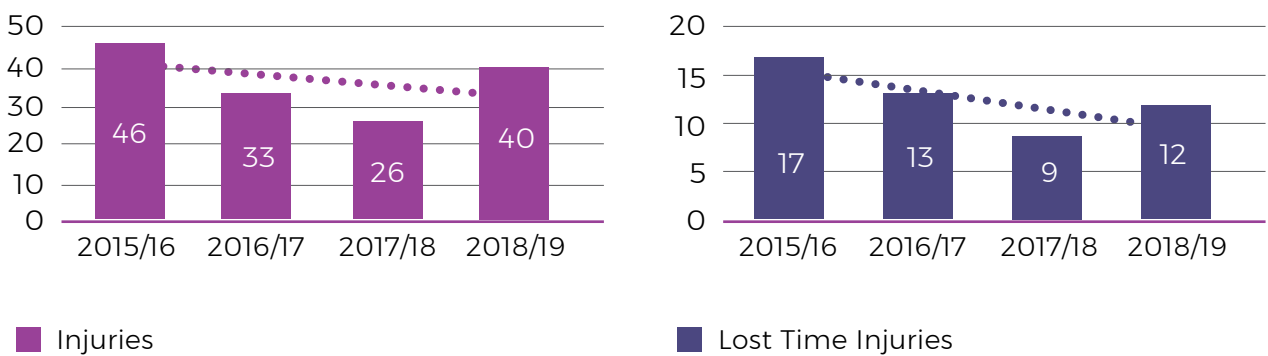
This financial year has seen an increase in hazards, injuries and Lost Time Injuries (LTIs). The increase in hazard reporting is a positive indicator of proactive WHS Management.

■ Figure 15: Total Reports of Hazard, Incidents, Injuries and Lost Time Injuries



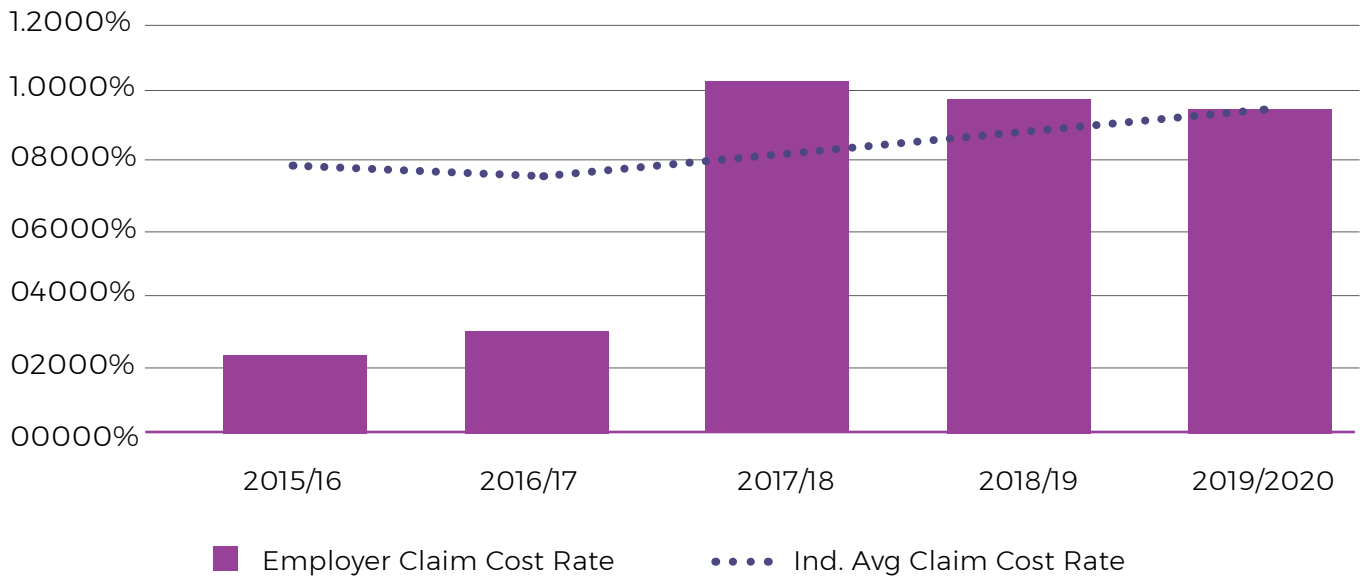
Compared with the previous three financial years is a continuing downward trend in injuries and claims; however, compared to last year, there has been an increased number of injuries and Lost Time Injuries.

■ Figure 16: Injuries and Lost Time Injuries



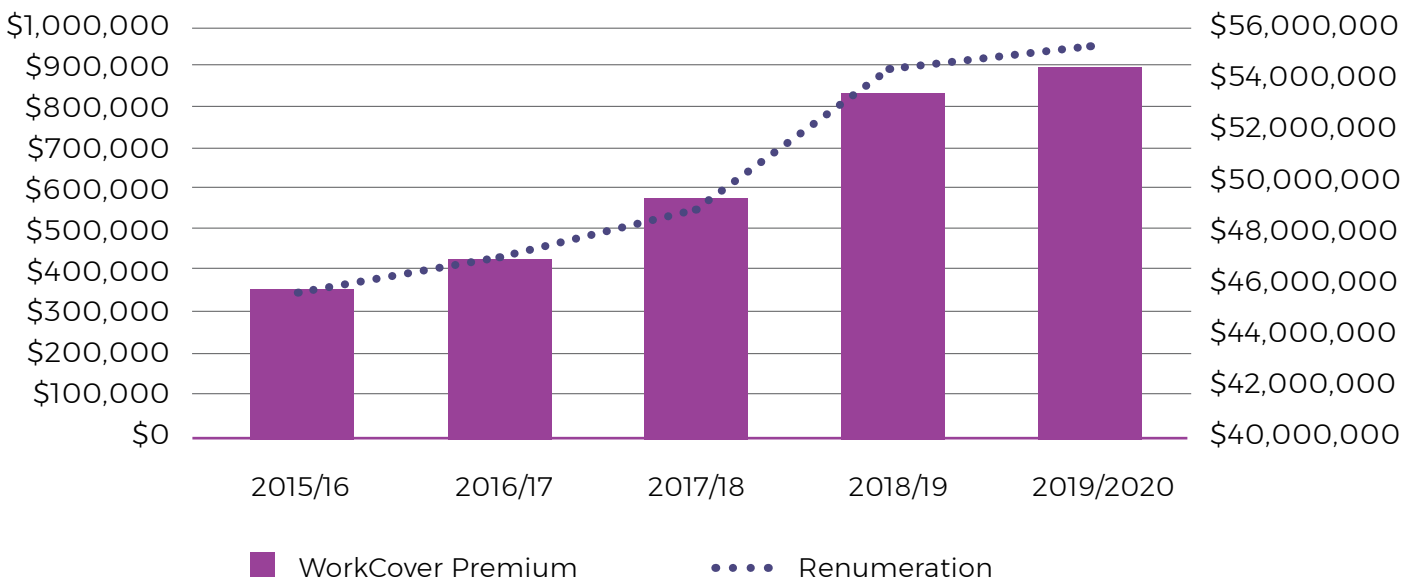
We are performing at better than last year when compared to Industry Rate.

■ Figure 17: Average cost per WorkCover claim



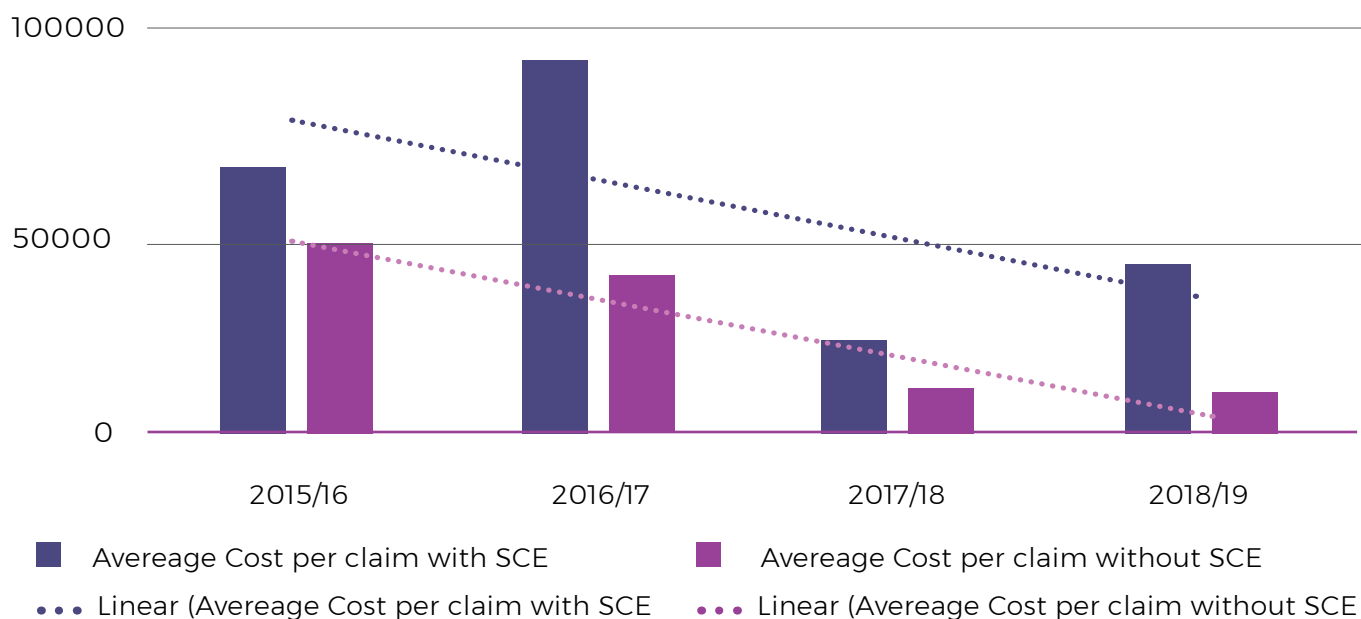
Our WorkCover premium performance is better than last year when compared to remuneration.

■ Figure 18: Premium rate compared to industry (\$ premium per \$100 wages)



The average cost per WorkCover claim has continued to reduce, indicating proactive WorkCover and return to work management.

■ Figure 19: Average cost per WorkCover claim



## Asset Management

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

The replacement value of these assets (including land and fixed assets) is estimated at just over \$2 billion. We spend, on average, around \$16 million per year on refurbishing and renewing infrastructure assets.

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

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

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

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

## National Asset Management Assessment Framework (NAMAF)

Manningham participates in and is a strong advocate of, the MAV Step Asset Management Program (Step Program).

The Step Program was established to raise awareness, assist Councils with asset management and to support a standard best practice approach across the industry.

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

NAMAF is used nationally to support local governments to improve their asset management planning and performance, and to assist Councils to achieve a 'core' or

'advanced' level of asset management maturity within their organisation.

NAMAF includes 11 key assessment elements to evaluate asset management performance.

A summary of our performance against the NAMAF scorecard for 2018/19 is outlined in the table below. It also includes a comparison with other outer metropolitan councils.

■ [Table 14: 2018/19 NAMAF scorecard](#)

Key asset management elements	Outer metropolitan average 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%)

The results show that we have performed well in asset management, having reached 'core' maturity level in all of the critical elements, and are operating at or above other outer metropolitan councils.

We will continue to implement the Step Program in 2019/20.

**Grants and Funding**

Manningham Council thanks the Victorian and Australian Government in supporting us to deliver services and ensure our residents experience a safe, vibrant, healthy liveable community.

For a break down our major grants received please refer to note 3.4 of our Financial Report.



# Governance and management checklist

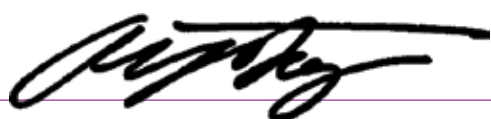
Below are the results of Manningham's assessment against the governance and management checklist as prescribed by the LGPRF.

Governance and management items	Assessment
<b>Community engagement policy</b> (policy outlining Council's commitment to engaging with the community on matters of public interest)	Date of operation for policy: 4 June 2019
<b>Community engagement guidelines</b> (guidelines to assist staff to determine when and how to engage with the community)	Date of operation for guidelines: 4 June 2019
<b>Strategic Resource Plan</b> (plan under section 126 of the Act outlining the financial and non-financial resources required for at least the next 4 financial years)	Plan adopted in accordance with section 126 of the Act  Date of adoption: 26 June 2018
<b>Annual budget</b> (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)	Budget adopted in accordance with section 130 of the Act.  Date of Adoption: 26 June 2018
<b>Asset management plans</b> (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: <ul style="list-style-type: none"> <li>• Drainage Management Plan 31 July 2007</li> <li>• Roads Management 28 August 2012</li> <li>• Building Management Plan 28 August 2012</li> <li>• Parks Management Plan 28 August 2012</li> </ul>
<b>Rating strategy</b> (strategy setting out the rating structure of Council to levy rates and charges)	Date of operation of current strategy: 26 June 2018
<b>Risk policy</b> (policy outlining Council's commitment and approach to minimising the risks to Council's operations)	Date of operation of policy: 25 July 2017
<b>Fraud policy</b> (policy outlining Council's commitment and approach to minimising the risk of fraud)	Date of operation of policy: 12 December 2017

<p><b>Municipal emergency management plan</b> (plan under section 20 of the <i>Emergency Management Act 1986</i> for emergency prevention, response and recovery)</p>	<p>Prepared and maintained in accordance with Section 20 (1) of the <i>Emergency Management Act 1986</i>.</p> <p>Date of preparation: 15 March 2016</p>
<p><b>Procurement policy</b> (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</i></p> <p>Date of approval: 25 June 2019</p>
<p><b>Business continuity plan</b> (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>Date of operation of current plan 21 July 2017</p>
<p><b>Disaster recovery plan</b> (plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)</p>	<p>Date of operation of current plan 21 July 2017</p>
<p><b>Risk management framework</b> (framework outlining Council's approach to managing risks to the Council's operations)</p>	<p>Date of operation of current framework 25 July 2017</p>
<p><b>Audit Committee</b> (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>Committee established in accordance with section 139 of the Act</p> <p>Date of establishment: 13 January 1998</p>
<p><b>Internal audit</b> (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 Audit date of engagement of current provider: 6 October 2016</p>
<p><b>Performance reporting framework</b> (a set of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 131 of the Act)</p>	<p>Date of operation of current framework: 27 June 2017</p>
<p><b>Council Plan reporting</b> (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</p> <p>Date of report: 30 January 2019</p>

<p><b>Financial reporting</b> (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:</p> <ul style="list-style-type: none"> <li>• Quarter 1 Report 27/11/2018,</li> <li>• Quarter 2 Report 26/02/2019,</li> <li>• Quarter 3 Report 28/05/2019,</li> <li>• Quarter 4 Report 17/09/2019</li> </ul>
<p><b>Risk reporting</b> (six-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies)</p>	<p>Reports prepared and presented: Dates of reports: 28 August 2018 and 23 April 2019</p>
<p><b>Performance reporting</b> (six-monthly reports of indicators measuring the results against financial and non-financial performance, including performance indicators referred to in section 131 of the Act)</p>	<p>Reports prepared and presented:</p> <ul style="list-style-type: none"> <li>• Quarter 2 Report 27 February 2018</li> <li>• Quarter 4 Report 30 August 2018</li> </ul>
<p><b>Annual Report</b> (annual report under sections 131, 132 and 133 of the Act to the community containing a report of operations and audited financial performance statements)</p>	<p>Annual Report considered at a meeting of Council in accordance with section 134 of the Act Date of consideration: 25 September 2018</p>
<p><b>Councillor Code of Conduct</b> (Code under section 76C of the Act setting out the conduct principles and the dispute resolution processes to be followed by Councillors)</p>	<p>Code of conduct reviewed in accordance with section 76C of the Act Date reviewed: 21 February 2017</p>
<p><b>Delegations</b> (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 on the 11 December 2018 and the 4 April 2019</p>
<p><b>Meeting procedures</b> (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: 12 December 2017</p>

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



**Andrew Day**

Chief Executive Officer

17 September 2019



**Paula Piccinini**

Mayor

17 September 2019

# Statutory information

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

## Documents available for public inspection

In accordance with Regulation 12 of the Local Government (General) Regulations 2015, below is a list of the documents that you can request to inspect at the Manningham Civic Centre at 699 Doncaster Road, Doncaster, from 8am to 5pm, Monday to Friday.

- Details of overseas or interstate travel (with the exception of interstate travel by land for less than three days) undertaken in an official capacity by Councillors or any member of our staff in the previous 12 months.
- Agendas for and minutes of meetings of ordinary and Special Council Meetings held in the previous 12 months, excluding confidential information considered at a meeting closed to the public.
- Minutes of meetings of any Special Committees established under section 86 of the Local Government Act 1989, excluding confidential information considered at a meeting closed to the public.
- Register of delegations kept in accordance with the Local Government Act 1989.
- Register of all leases involving land that Manningham entered into as lessor.
- Register of authorised officers.
- List of grants and donations Manningham made during the financial year.
- An operating statement, a statement of financial position and notes to the financial statements.
- A copy of election campaign donation returns received following the most recent Manningham elections.

Find out more: [manningham.vic.gov.au/public-registers-and-information](http://manningham.vic.gov.au/public-registers-and-information).

## Best value

In line with the *Local Government Act 1989*, Manningham operates under the principles of best value which are:

- quality and cost standards
- responsiveness to community needs
- accessibility
- continuous improvement
- community consultation
- reporting to our community.

We have a multi-pronged approach to capturing best value across our activities. Firstly, as part of our business-as-usual operations, we plan and capture all best value activity by reporting in relation to the best value principles in reports, business cases and capital works proposal presented to the EMT and Councillors. Best value principles are considered in business planning, and Council's organisation wide approach to risk management, compliance reviews and audits.

Secondly, we continue to implement a comprehensive transformation program to make it easier for our customers to interact with Council. Projects completed as part of this program in 2018/19 include:

- the digitisation of many of our service application and processes, making it easier for our customers and community to engage and deal with us for matters including further planning permit applications, parking permits, and immunisation appointments

- a new asset management solution enabling better identification of assets most in need of future investment
- an enterprise project management solution to bring efficiencies and improved governance to our project delivery
- a new fleet management solution, facilitating improved management and security of our fleet, plant and equipment resources
- a new solution for managing our community venues, including streamlining of venues invoicing and customer queries, and an internal pilot of online venue bookings as a precursor to a community launch

These improvements complement previous projects delivered in the program which include:

- technology refresh project replacing outdated desktop computers with more efficient technology to improve accessibility
- mapped business processes and updated software to comply with new infringement reforms legislation
- print optimisation
- implementation of InfoCouncil, a specialised software package for local governments
- transformation of our records management structure and processes
- risk and audit management systems
- adoption of accounts payable automation
- livestreaming Council meetings on Facebook
- a new and revised planning register enabling our community to view planning permit documents and make submissions online
- the ability to lodge and pay for planning permit applications, drainage applications, and road closure applications online

### **Protected Disclosure Procedures**

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

Manningham adopted a Protected Disclosure Procedure to supplement the provisions of the Act and further facilitate the disclosure of any improper conduct by Councillors and Council officers. We have a Protected Disclosure Coordinator whose role is to receive and consider all disclosures about improper conduct and detrimental action as defined by the Act. A copy of the Protected Disclosure Procedure is available on our website.

In 2018/19, Manningham did not refer any protected disclosures to the Independent Broad-Based Anti-Corruption Commission (IBAC).

Find out more [manningham.vic.gov.au/legislation](http://manningham.vic.gov.au/legislation)

### **Carers recognition**

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

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

- displaying posters in our customer service reception at our Aged and Disability Support Services unit at Manningham Civic Centre
- providing information on our website for carers, including information about support groups for carers [manningham.vic.gov.au/ageing-well-carers](http://manningham.vic.gov.au/ageing-well-carers)
- providing information about the Act in our Community Care Program guidelines to our customers in Home and Community Care Program for Younger People (HACC PYP) and Commonwealth Home Support Programme
- providing respite care support – in-home and community based, regular and occasional
- providing free attendance for carers accompanying care recipients to selected seniors events
- providing information to and supporting client carers transitioning to the NDIS.

We have also taken all practicable measures to ensure our staff, agents and volunteers are aware of the principles of and their obligations under the Act by providing information on the care relationship by:

- providing information about the Act to HACC PYP clients and disability services through the Council's Community Care Program Guidelines
- referring to the Act in our Discrimination, Harassment and Bullying Policy
- including carer's leave in the current Manningham City Council Enterprise Agreement 7, 2017.

We have taken all practicable measures to review and modify policies, procedures and supports to include recognition of the carer relationship. Below services and resources that we have provided that recognise and support the care relationship:

- regular and occasional respite care support: in home and community based.
- pathways for Carers project: a peer support monthly walking program designed for carers of people with a disability or mental health issue. Since October 2016 monthly walks have been followed by a meeting at a local café with a guest speaker, discussing various topics relevant to carers.
- the Aquarena Aquatic and Leisure Centre continued to accept the Carer Card, giving carers concession aquatics entry and membership rates. The Companion Card gives carers free entry while working in their role as a carer.

## Contracts

During 2018/19 there were no contracts issued in contravention of section 186 of the *Local Government Act 1989*.

## Disability Action Plan

In accordance with section 38 of the Disability Act 2006, Manningham has met its legislative requirements through the following actions.

- bi-monthly Access and Equity Advisory Committee meetings. The committee provides advice on local issues, service

delivery, and planning for improved access, equity and inclusion within Council and the wider community

- we delivered three workshops in partnership with Women with Disabilities Victoria – A Right to Respect: Preventing Violence against women with Disabilities
- we have established the Eastern Culturally and Linguistically Diverse (CALD) Disability Community of Practice (CoP) in partnership with Inner Melbourne VET Cluster, Migrant Settlement Committee, Whitehorse Council and the NDIS. The purpose of the CoP is to promote understanding of the NDIS within CALD communities across the Eastern region
- the Manningham Walking Group for Carers met monthly in Manningham, with guest presenters on supports for carers of people with disabilities and mental health issues. The ongoing viability of this group has been established thanks to support through the Chrisalis Foundation and the Bank of Melbourne
- the Building Equitable Employment Network hosted bi-monthly meetings, bringing together individuals and organisations working towards inclusive employment for people with disabilities

## Freedom of Information

The *Freedom of Information Act 1982* (FOI Act) gives our community a right to access certain Council documents. Freedom of Information (FOI) requests must be made in writing and accompanied by an application fee.

Under legislation, Council must decide within 30 days whether to provide the information, in whole or in part, or to deny access. This timeframe may be extended for mandatory third party consultation or by agreement with the applicant.

In 2018/19, we received 19 valid FOI requests. All requests were processed and completed during 2018/19. The results were that:

- full access was granted for four requests
- partial access was granted for six requests



- no documents were found or did not exist for two requests
- documents were provided outside the FOI Act for six requests
- one request was withdrawn by the applicant.

An additional 12 FOI applications were received in 2018/19, but were not processed as valid requests as they did not comply with the requirements outlined under section 17 of the FOI Act.

Reasons include non-payment of the application fee or no response from applicants after seeking clarification.

There were two requests to the Office of the Victorian Information Commissioner for internal review of access decisions we made in 2018/19.

There were no applications for review lodged with VCAT relating to requests we processed in 2018/19.

All enquiries relating to accessing documents under the FOI Act should be direct to our FOI Officer on 03 9840 9407 or via FOI@manningham.vic.gov.au.

Find out more [manningham.vic.gov.au/legislation](http://manningham.vic.gov.au/legislation)

## Information privacy

We are committed to protecting the personal privacy of our residents and ratepayers. We only collect, use or disclose personal or health information where it is necessary to perform our functions or where required by law.

We work hard to fully comply with our obligations under the Privacy and Data Protection Act 2014 and the Health Records Act 2001.

The complaints we received under these Acts in 2018/19 are outlined below.

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

No complaints were lodged in 2018/19 about our handling of personal or health information with the Office of Victorian

Information Commissioner or the Health Complaints Commissioner.

Find out more [manningham.vic.gov.au/privacy](http://manningham.vic.gov.au/privacy)

## Our Healthy City Strategy 2017-2021

We developed our Healthy City Strategy 2017-2021 using an integrated planning approach with Manningham's Council Plan 2017-2021. The strategy works towards our vision and healthy community goals. It also outlines our legislative responsibility to prepare, implement and evaluate this plan every four years.

Our key achievements in this area in 2018/19 were:

- enhanced collaboration and partnership opportunities to address key health and wellbeing topics, including the formation of three collaborative working groups to explore gender equity, community connectedness and youth resilience in Manningham.
- over \$1.7 million of Council's community grant funding delivered to enhance programs and services.
- more than 2500 people attended information sessions as part of the Parenting Seminar Series.
- commencement of a partnership project to build the capacity of Boroondara and Manningham sporting clubs around gender equity and inclusive practice.
- development and delivery of the Faith Communities Unite for Safety and Respect project, building the capacity of faith leaders and community in the Inner East to promote gender equity and prevention of violence against women.
- partnered with the Manningham Youth Alliance to deliver the Skills for the Future Careers Expo, which was attended by over 100 young people, parents and professionals.
- delivery of events to promote Reconciliation Week, attracting over 175 people.
- improvement opportunities identified through the review of key services, including youth services.
- delivery of female-friendly facility upgrades at 11 parks and reserves.

- increased the capacity of community and key stakeholders on health and wellbeing and social issues impacting Manningham
- delivery of the Eat and Greet community lunch event, which focused on building community connectedness in place.
- a clearer strategic framework and better alignment across the organisation, resulting in more internal collaboration and improved integrated planning, reporting and effectiveness and efficiency in delivery.
- greater opportunities for our community to consult and influence our strategic direction through advisory committees.

### Domestic Animal Management Plan

In accordance with the *Domestic Animals Act 1994*, we prepare a Domestic Animal Management Plan every four years. We evaluate how well we have implemented the plan in our Annual Report.

After extensive community consultation, our Domestic Animal Management Plan 2017-2021 was approved and adopted by our Councillors on 26 September 2017.

Table 15 shows our performance this year against the plan.

■ Table 15: 2018/19 performance against the Domestic Animal Management Plan

Topic	Actions in plan		
	Total	Complete	To be completed
Registration/Identification	23	17	6
Nuisance complaints	29	22	7
Dog Attacks	13	13	0
Declared Dogs	10	9	1
Overpopulation Euthanasia rates	15	6	9
Domestic Animal Businesses	10	9	1
Staff Training	13	13	0
Other matters	10	7	3

### Community Local Law

We adopted Manningham’s Community Local Law on 30 April 2013. This law replaced Manningham’s General, Public Health and Doncaster Hill Local Laws. The preparation, content and format of the Community Local Law is in accordance with the Ministerial Guidelines. It also complies with National Competition Policy requirements and is compatible and consistent with the Victorian Charter of Human Rights.

In 2013, Manningham made a Community Impact Statement available to inform and consult with our community about the Community Local Law.

### Road Management Act – Ministerial Directions

In accordance with section 22 of the *Road Management Act 2004*, Manningham must publish a copy or summary of any ministerial directions in our Annual Report.

Council did not receive ministerial directions during the 2018/19 year.

### Infrastructure and development contributions

In accordance with section 46GM and 46QD of the Planning and Environment Act 1987, we must provide a report to the Minister for Planning on our infrastructure and development contributions, including levies and works in kind during 2018/19.

Tables 16 - 19 outline infrastructure and development contributions for 2018/19.

- [Table 17: DCP land, works, services or facilities accepted in-kind in 2018/19](#)

## Development Contributions Plan (DCP)

- [Table 16 Total DCP levies received in 2018/19](#)

DCP name (year approved)	Levies received in 2018/19 financial year \$
Doncaster Hill Development Contributions Plan 2005	\$ Nil (None received)
<b>Total</b>	<b>\$ Nil</b>

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

- [Table 18: 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 Development Contributions Plan 2005		\$18,619,430		
<b>Total</b>		<b>\$18,619,430</b>		

- [Table 19: Land, works, services or facilities delivered in 2018/19 from DCP levies collected](#)

Project description	Project ID	DCP name (year approved)	DCP fund expended \$	Works in kind accepted \$	Our contribution \$	Other contributions \$	Total project expenditure \$	Percentage of item delivered
NIL projects delivered in 2018/19								

# Financial report







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# Guide to our Financial Report

This guide will help you to understand and analyse Manningham's Financial Report. Some terms required by Australian Accounting Standards are unfamiliar to most readers, and some of the generally recognised terms used in private sector company reports are rephrased to be more appropriate for a local government body's report. The Financial Report is one of Manningham's key reports as it shows how we performed financially this year and a snapshot of our financial position at 30 June 2019.

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

## What is in the Financial Report?

Council's Financial Report has 2 main sections:

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

## 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 1-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 over 90 days.
- 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.
- 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 3 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, 3 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 4 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 the 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 while maintaining the same standard for existing users
  - upgrade: enhances an existing asset to provide a higher level of service and increases the life of the asset.

## Notes to the Financial Statements

The Notes are an important and informative section of the report and include information on Manningham's accounting policies and how we arrive at our figures. Each note is numbered and these numbers are shown beside the relevant items in the statements for easy reference.

If there is other information we want to share but that can't be incorporated into the statements, we show this in the Notes, for example:

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

To get a clear picture of our accounts, read the Financial Statements and Notes to the Financial Statements together.

## Statements by Principal Accounting Officer and Councillors

Our Principal Accounting Officer is responsible for the financial management of the organisation. They are responsible for certifying that these Financial Statements, in their professional opinion, meet all statutory and professional reporting requirements.

Two councillors, on behalf of the elected Council, certify that, in their opinion, the Financial Statements are fair and not misleading.

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

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

The Victorian Auditor-General is Council's auditor.

# Manningham

## Annual Financial Report

For the Year Ended 30 June 2019

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# Certification of the Financial Statements

In my opinion, the accompanying financial statements 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**  
17 September 2019  
Doncaster

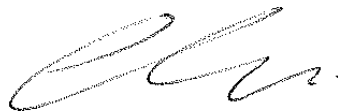
In our opinion, the accompanying financial statements present fairly the financial transactions of Manningham City Council for the year ended 30 June 2019 and the financial position of Council as at that date.

As at the date of signing, we are not aware of any circumstances which would render any particulars in the financial statements to be misleading or inaccurate.

We have been authorised by the Council and by the *Local Government (Planning and Reporting) Regulations 2014* to certify the financial statements in its final form.



Paula Piccinini  
**Mayor**  
17 September 2019  
Doncaster



Anna Chen  
**Deputy Mayor**  
17 September 2019  
Doncaster



Andrew Day  
**Chief Executive Officer**  
17 September 2019  
Doncaster

# Auditor General's report



## Independent Auditor's Report

### To the Councillors of Manningham City Council

<b>Opinion</b>	<p>I have audited the financial report of Manningham City Council (the council) which comprises the:</p> <ul style="list-style-type: none"> <li>• balance sheet as at 30 June 2019</li> <li>• comprehensive income statement for the year then ended</li> <li>• statement of changes in equity for the year then ended</li> <li>• statement of cash flows for the year then ended</li> <li>• statement of capital works for the year then ended</li> <li>• notes to the financial statements, including significant accounting policies</li> <li>• certification of the financial statements.</li> </ul> <p>In my opinion the financial report presents fairly, in all material respects, the financial position of the council as at 30 June 2019 and its 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>
<b>Basis for Opinion</b>	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the Financial Report</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's <i>APES 110 Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the financial report in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
<b>Councillors' responsibilities for the financial report</b>	<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, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is inappropriate to do so.</p>



**Auditor's responsibilities for the audit of the financial report**

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

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

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

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

MELBOURNE  
19 September 2019



Jonathan Kyvelidis  
as delegate for the Auditor-General of Victoria

# Comprehensive Income Statement

For the year ended 30 June 2019

	Note	2019 \$'000	2018 \$'000
<b>Income</b>			
General rates	3.1	88,853	85,839
Waste charges	3.1	13,126	10,830
Statutory fees and fines	3.2	3,649	4,196
User fees and charges	3.3	10,921	10,744
Grants - operating	3.4 (a)	12,173	12,229
Grants - capital	3.4 (b)	2,672	3,578
Contributions - monetary	3.5	6,364	4,435
Contributions - non-monetary	3.5	7,585	10,331
Interest income	3.7	1,981	1,576
Other income	3.7	1,102	1,235
Share of gain/(loss) from investment in associate	6.3	78	(409)
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	3.6	96	(688)
<b>Total income</b>		<b>148,600</b>	<b>143,896</b>
<b>Expenses</b>			
Employee costs	4.1	53,326	52,505
Materials, services and contracts	4.2	23,446	20,961
Depreciation and amortisation	4.3	21,640	20,566
Borrowing costs	4.4	309	309
Community grants and contributions	4.5	5,575	5,577
Utilities	4.5	2,782	2,540
Other expenses	4.5	12,370	11,310
<b>Total expenses</b>		<b>119,448</b>	<b>113,768</b>
<b>Surplus for the year</b>		<b>29,152</b>	<b>30,128</b>
<b>Other comprehensive income</b>			
<b>Item that will not be reclassified to surplus or deficit in future periods</b>			
Net asset revaluation increment/(decrement)	9.1 (a)	(80,187)	149,189
<b>Total comprehensive result</b>		<b>(51,035)</b>	<b>179,317</b>

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

# Balance Sheet

For the year ended 30 June 2019

	Note	2019 \$'000	2018 \$'000
<b>Assets</b>			
<b>Current assets</b>			
Cash and cash equivalents	5.1 (a)	64,342	50,600
Trade and other receivables	5.1 (c)	11,098	10,205
Other financial assets	5.1 (b)	23,700	17,800
Non current assets classified as held for sale	6.1	-	3,609
Other assets	5.2 (a)	2,803	1,810
<b>Total current assets</b>		<b>101,943</b>	<b>84,024</b>
<b>Non-current assets</b>			
Trade and other receivables	5.1 (c)	31	31
Investments in associates	6.3	2,305	2,227
Property, infrastructure, plant, equipment and other fixed assets	6.2	2,109,650	2,175,598
Intangible assets	5.2 (b)	3,487	3,176
<b>Total non-current assets</b>		<b>2,115,473</b>	<b>2,181,032</b>
<b>Total assets</b>		<b>2,217,416</b>	<b>2,265,056</b>
<b>Liabilities</b>			
<b>Current liabilities</b>			
Trade and other payables	5.3 (a)	12,621	13,247
Trust funds and deposits	5.3 (b)	12,574	12,294
Provisions	5.5	12,279	12,491
Interest bearing liabilities	5.4	7,279	-
Income received in advance	5.6	958	1,005
<b>Total current liabilities</b>		<b>45,711</b>	<b>39,037</b>
<b>Non-current liabilities</b>			
Provisions	5.5	1,356	868
Interest bearing liabilities	5.4	-	7,279
<b>Total non-current liabilities</b>		<b>1,356</b>	<b>8,147</b>
<b>Total liabilities</b>		<b>47,067</b>	<b>47,184</b>
<b>Net Assets</b>		<b>2,170,349</b>	<b>2,217,872</b>
<b>Equity</b>			
Accumulated surplus		738,643	710,040
Reserves	9.1	1,431,706	1,507,832
<b>Total Equity</b>		<b>2,170,349</b>	<b>2,217,872</b>

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

## Statement of Changes in Equity

For the year ended 30 June 2019

2019	Note	Accumulated surplus \$'000	Asset revaluation reserves \$'000	Other reserves \$'000	Total \$'000
Balance at beginning of the financial year		710,040	1,502,666	5,166	2,217,872
Surplus for the year		29,152	-	-	29,152
Net asset revaluation increment/(decrement)	9.1 (a)	-	(80,187)	-	(80,187)
Transfer to accumulated surplus on realisation of assets	9.1 (a)	3,512	-	-	3,512
Transfers from other reserves	9.1 (b)	2,303	-	(2,303)	-
Transfers to other reserves	9.1 (b)	(6,364)	-	6,364	-
<b>Balance at end of the financial year</b>		<b>738,643</b>	<b>1,422,479</b>	<b>9,227</b>	<b>2,170,349</b>

2018	Note	Accumulated surplus \$'000	Asset revaluation reserves \$'000	Other reserves \$'000	Total \$'000
Balance at beginning of the financial year		677,444	1,353,477	7,485	2,038,406
Surplus for the year		30,128	-	-	30,128
Net asset revaluation increment/(decrement)	9.1 (a)	-	149,189	-	149,189
Transfer to accumulated surplus on realisation of assets	9.1 (a)	149	-	-	149
Transfers from other reserves	9.1 (b)	5,965	-	(5,965)	-
Transfers to other reserves	9.1 (b)	(3,646)	-	3,646	-
<b>Balance at end of the financial year</b>		<b>710,040</b>	<b>1,502,666</b>	<b>5,166</b>	<b>2,217,872</b>

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 2019

	Note	2019 Inflows/(Outflows) \$'000	2018 Inflows/(Outflows) \$'000
<b>Cash flows from operating activities</b>			
Rates and waste charges		100,836	95,475
Statutory fees, fines and user charges		14,564	14,678
Grants - operating		12,173	12,229
Grants - capital		2,672	3,578
Contributions - monetary		6,387	4,476
Interest received		1,949	1,869
Net increase in trust funds and deposits		280	2,433
Other receipts		1,138	837
Total cash inflows from operating activities		139,999	135,575
Net GST refund/payment		(130)	154
Materials, services and contracts		(46,749)	(44,734)
Other payments		(309)	(309)
Employees costs		(53,089)	(51,995)
Total cash outflows from operating activities		(100,277)	(96,884)
<b>Net cash provided by/(used in) operating activities</b>	9.2	39,722	38,691
<b>Cash flows from investing activities</b>			
Payments for property, plant and equipment, infrastructure, and other fixed assets	6.2	(24,664)	(34,924)
Proceeds from disposal of property, infrastructure, plant, equipment and other fixed assets	3.6	4,584	780
Receipts/(payments) for other financial assets		(5,900)	(3,300)
<b>Net cash provided by/(used in) investing activities</b>		(25,980)	(37,444)
Net increase/(decrease) in cash and cash equivalents		13,742	1,247
Cash and cash equivalents at the beginning of the financial year		50,600	49,353
<b>Cash and cash equivalents at the end of the financial year</b>	5.1 (a)	64,342	50,600
Financing arrangements	5.7		
Restrictions on cash assets	5.1		

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

## Statement of Capital Works

For the year ended 30 June 2019

	2019 \$'000	2018 \$'000
<b>Property</b>		
Land under roads	166	-
Buildings	3,527	15,639
<b>Total property</b>	<u>3,693</u>	<u>15,639</u>
<b>Plant, machinery and other assets</b>		
Plant, machinery and equipment	1,763	2,044
Fixtures, fittings and furniture	99	73
Computers and telecommunications	285	360
Artworks	-	20
<b>Total plant, machinery and other assets</b>	<u>2,147</u>	<u>2,497</u>
<b>Infrastructure</b>		
Roads	9,091	6,645
Bridges	192	126
Footpaths and cycleways	3,372	2,088
Off street car parks	98	211
Drainage	2,728	2,571
Recreational, leisure and community facilities	876	2,049
Parks, open space and streetscapes	1,573	2,589
<b>Total infrastructure</b>	<u>17,930</u>	<u>16,279</u>
<b>Intangible assets</b>		
Software	3,199	3,874
<b>Total intangible assets</b>	<u>3,199</u>	<u>3,874</u>
<b>Total capital works expenditure</b>	<u>26,969</u>	<u>38,289</u>
<b>Represented by:</b>		
New asset expenditure	4,768	15,784
Asset renewal expenditure	18,016	19,151
Asset expansion expenditure	1,255	822
Asset upgrade expenditure	2,930	2,532
<b>Total capital works expenditure</b>	<u>26,969</u>	<u>38,289</u>

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



# Notes to Financial Report

For the year ended 30 June 2019

## Overview

### Introduction

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

### Statement of compliance

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

### 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's that have significant effects on the financial statements and estimates relate to:

- the fair value of land, buildings, infrastructure, plant and equipment (refer to Note 6.2);
  - the determination of depreciation for buildings, infrastructure, plant and equipment (refer to Note 6.2); and
  - the determination of employee provisions (refer to Note 5.5).
- other areas requiring judgements

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

## Note 1: Performance against budget

### Note 1 Performance against budget

The performance against budget notes compare Council's financial plan, expressed through its annual budget, with actual performance. The *Local Government (Planning and Reporting) Regulations 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 26 June 2018. 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. The budget did not reflect any changes to equity resulting from asset revaluations, as their impacts were not considered predictable.

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

#### 1.1 Income and expenditure

	Budget 2019 \$'000	Actual 2019 \$'000	Variance 2019 \$'000	Variance 2019 %	Ref
<b>Income</b>					
General rates	88,744	88,853	109	0.12	
Waste charges	13,042	13,126	84	0.64	
Statutory fees and fines	3,757	3,649	(108)	(2.87)	
User fees and charges	9,881	10,921	1,040	10.53	1
Contributions - monetary	4,500	6,364	1,864	41.42	2
Contributions - non-monetary	6,500	7,585	1,085	16.69	3
Grants - operating	10,331	12,173	1,842	17.83	4
Grants - capital	1,157	2,672	1,515	130.94	5
Interest income	1,520	1,981	461	30.33	6
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	195	96	(99)	(50.77)	7
Other income	1,399	1,102	(297)	(21.23)	8
Share of gain/(loss) from investment in associate	-	78	78	100.00	9
<b>Total income</b>	<u>141,026</u>	<u>148,600</u>	<u>7,574</u>		
<b>Expenses</b>					
Employee costs	54,247	53,326	921	1.70	10
Materials, services and contracts	24,388	23,446	942	3.86	11
Depreciation and amortisation	20,648	21,640	(992)	(4.80)	12
Borrowing costs	309	309	-	-	
Community grants and contributions	5,683	5,575	108	1.90	
Utilities	2,630	2,782	(152)	(5.78)	
Other expenses	9,898	12,370	(2,472)	(24.97)	13
<b>Total expenses</b>	<u>117,803</u>	<u>119,448</u>	<u>(1,645)</u>		
<b>Surplus for the year</b>	<u>23,223</u>	<u>29,152</u>	<u>5,929</u>	25.53	

variances in brackets = unfavourable

## Note 1 Performance against budget (cont.)

## 1.1 Income and expenditure (cont.)

Explanation of material variations		
Ref.	Item	Explanation
1	User fees and charges	<p><b>Outcome: Greater than budget \$1,040,000 or 10.53 %</b></p> <p>User fees and charges were higher than budget by \$1.04 million mainly due to advertising income from bus shelters in the municipality (\$0.50 million), engineering referral fees (\$0.24 million) and higher than budgeted management fee (\$0.33 million) from Council's Aquatic and Leisure facility (Aquarena) and chargeable work fees (\$0.33 million). The increase is partly offset by lower than anticipated demand for function centre facilities contributed to a decrease in income of \$0.47 million.</p>
2	Contributions - monetary	<p><b>Outcome: Greater than budget \$1,864,000 or 41.42 %</b></p> <p>Developers' cash contributions in lieu of public open space and infrastructure requirements were \$1.86 million higher than budget and relate to the level of development in Manningham. These funds are placed into a cash backed reserve to be used to fund recreation and open space improvements for the community.</p>
3	Contributions - non-monetary	<p><b>Outcome: Greater than budget \$1,085,000 or 16.69 %</b></p> <p>The value of buildings, road, drains, pipes and other assets transferred to Manningham by MannaCare and developers was \$1.09 million higher than budget. The major contributor relates to the renovation and upgrade of MannaCare accommodation (residential aged care in Manningham) and the completion of Stage 4 of Tullamore residential development.</p>
4	Grants - operating	<p><b>Outcome: Greater than budget \$1,842,000 or 17.83 %</b></p> <p>A change in the timing of Financial Assistance Grants resulted in the bringing forward of \$1.34 million of the 2019/20 grant revenue into the 2018/19 year. In addition, Council received \$0.60 million of higher than budgeted grants during the year for community programs, emergency management, environment and waste services.</p>
5	Grants - capital	<p><b>Outcome: Greater than budget \$1,515,000 or 130.94 %</b></p> <p>During 2018/19 Manningham received grants in advance for works to be undertaken in 2019/20.</p>
6	Interest income	<p><b>Outcome: Greater than budget \$461,000 or 30.33 %</b></p> <p>Interest on investments was greater than budget and relates to higher cash balances than forecast. This primarily relates to capital works funded in 2018/19 to be completed in 2019/20 (\$9.57 million), grants received in advance for 2019/20 works and services (\$3.54 million) and higher developers' contributions (\$1.86 million).</p>
7	Net gain/(loss) on disposal of property, infrastructure, plant and equipment	<p><b>Outcome: Less than budget \$99,000 or 50.77 %</b></p> <p>Net gain on disposal of assets was less than budgeted by \$0.10 million mainly attributable to additional level of assets (roads, drainage and footpaths) were written off during the year.</p>
8	Other income	<p><b>Outcome: Less than budget \$297,000 or 21.23 %</b></p> <p>Other income is less than budget mainly due to lower royalties associated from the partial fill of the former quarry in Blackburn Road.</p>
9	Share of gain/(loss) from investment in associate	<p><b>Outcome: Greater than budget \$78,000 or 100.00 %</b></p> <p>Council has a 31.82% equity interest in the Whitehorse Manningham Regional Library Corporation (WMRL). During the year Manningham's share of the WMRL increased in value by \$0.078 million.</p>
10	Employee costs	<p><b>Outcome: Less than budget \$921,000 or 1.70 %</b></p> <p>Employee costs for 2018/19 were \$0.92 million or 1.70 per cent less than budget. This relates to staff salary savings and efficiencies, and engineering design works and supervision costs undertaken by staff and charged to the capital program.</p>

**Note 1 Performance against budget (cont.)****1.1 Income and expenditure (cont.)****Explanation of material variations**

<b>Ref.</b>	<b>Item</b>	<b>Explanation</b>
11	<b>Materials, services and contracts</b>	<b>Outcome: Less than budget \$942,000 or 3.86 %</b> Materials, services and contracts were \$0.94 million or 3.90 per cent less than budget. This includes contractor savings in waste collection and disposal (\$0.31 million) and savings in a range of operational accounts during the year.
12	<b>Depreciation and amortisation</b>	<b>Outcome: Greater than budget \$992,000 or 4.80 %</b> Depreciation and amortisation expenses were higher than budget predominately due to completion of the 2018/19 capital works program and the full year impact of buildings, corporate systems and other infrastructure assets of the 2017/18 capital program.
13	<b>Other expenses</b>	<b>Outcome: Greater than budget \$2,472,000 or 24.97 %</b> Other expenses include a wide range of costs incurred in delivering Council services and include software licences, legal expenses, consultancy, insurance, lease costs, postage, telephone and general office expenses. The unfavourable variance is primarily due to an expenditure of \$2.42 million funded through the capital works program that has been classified as non capital and transferred to other expenses.

## Note 1 Performance against budget (cont.)

## 1.2 Capital works

	Budget 2019 \$'000	Actual 2019 \$'000	Variance 2019 \$'000	Variance 2019 %	Ref
<b>Property</b>					
Land under roads	-	166	(166)	(100.00)	14
Buildings	4,731	3,527	1,204	25.45	15
<b>Total property</b>	<b>4,731</b>	<b>3,693</b>	<b>1,038</b>		
<b>Plant, machinery and other assets</b>					
Plant, machinery and equipment	2,290	1,763	527	23.01	16
Fixtures, fittings and furniture	66	99	(33)	(50.00)	17
Computers and telecommunications	839	285	554	66.03	18
<b>Total plant, machinery and other assets</b>	<b>3,195</b>	<b>2,147</b>	<b>1,048</b>		
<b>Infrastructure</b>					
Roads	14,671	9,091	5,580	38.03	19
Bridges	-	192	(192)	(100.00)	20
Footpaths and cycleways	1,903	3,372	(1,469)	(77.19)	21
Off street car parks	-	98	(98)	(100.00)	22
Drainage	4,534	2,728	1,806	39.83	23
Recreational, leisure and community facilities	1,254	876	378	30.14	24
Parks, open space and streetscapes	2,696	1,573	1,123	41.65	25
<b>Drainage</b>	<b>16,574</b>	<b>12,753</b>	<b>3,821</b>		
<b>Intangible assets</b>					
Software	2,673	3,199	(526)	(19.68)	26
<b>Total intangible assets</b>	<b>2,673</b>	<b>3,199</b>	<b>(526)</b>		
<b>Total capital works expenditure</b>	<b>35,657</b>	<b>26,969</b>	<b>8,590</b>	24.09	
<b>Represented by:</b>					
New asset expenditure	8,881	4,768	4,113	46.31	
Asset renewal expenditure	21,440	18,016	3,424	15.97	
Asset expansion expenditure	1,287	1,255	32	2.49	
Asset upgrade expenditure	4,049	2,930	1,119	27.64	
<b>Total capital works expenditure</b>	<b>35,657</b>	<b>26,969</b>	<b>8,688</b>		

variances in brackets = unfavourable

Note 1 Performance against budget (cont.)

1.2 Capital works (cont.)

Explanation of material variations		
Ref.	Item	Explanation
14	Land under roads	<b>Outcome: Greater than budget \$166,000 or 100.00 %</b> Council purchased some land under roads assets which was not originally budgeted for.
15	Buildings	<b>Outcome: Less than budget \$1,204,000 or 25.45 %</b> Capital expenditure on buildings was less than budget by \$1.20 million due to Domeney Reserve pavilion upgrade project scoping and consultation delays. This project has been listed in the forward capital works program.
16	Plant, machinery and equipment	<b>Outcome: Less than budget \$527,000 or 23.01 %</b> The programmed replacement of Council's vehicles and mobile plant was less than budget and attributed to a reduction in the number of vehicles replaced.
17	Fixtures, fittings and furniture	<b>Outcome: Greater than budget \$33,000 or 50.00 %</b> The expenditure on fixtures, fittings and furniture is greater than budget is mainly due to the upgrade of emergency signage in Manningham.
18	Computers and telecommunications	<b>Outcome: Less than budget \$554,000 or 66.03 %</b> Capital expenditure on IT initiatives was \$0.55 million less than the budget. An emphasis of software development in 2018/19 resulted in a higher level of expenditure in the software asset category rather than computer hardware. Combined expenditure on computers, telecommunications and software was close to budget.
19	Roads	<b>Outcome: Less than budget \$5,580,000 or 38.03 %</b> Capital expenditure on roads was less than budget by \$5.58 million. This mainly relates to: a) road upgrade projects totalling \$3.68 million planned for completion 30 June 2019 will now be completed in the 2019/20 financial year, including stages of King Street and Jumping Creek Road; and b) reclassification of \$1.76 million of roads capital expenditure into footpath (\$1.47 million), bridge (\$0.19 million) and off street car park (\$0.10 million) asset classes in the year end capitalisation process.
20	Bridges	<b>Outcome: Greater than budget \$192,000 or 100.00 %</b> Capital expenditure of \$0.19 million to improve bridges in the municipality was initially budgeted under roads asset category
21	Footpaths and cycleways	<b>Outcome: Greater than budget \$1,469,000 or 77.19 %</b> Manningham spent \$1.47 million more than budget expanding new footpaths as part of the Principle Pathways Network program.
22	Off street car parks	<b>Outcome: Greater than budget \$98,000 or 100.00 %</b> Capital expenditure of \$0.10 million to improve off street car parks in the municipality was initially budgeted under roads asset category
23	Drainage	<b>Outcome: Less than budget \$1,806,000 or 39.83 %</b> Capital expenditure relating to drainage was less than budget by \$1.81 million due to delays in a number of projects including: Melbourne Hill Road, Oban Road, Toppings Road pipe lining, South Valley Road catchment drainage works. These projects are listed in the 2019/20 capital works program.
24	Recreational, leisure and community facilities	<b>Outcome: Less than budget \$378,000 or 30.14 %</b> Projects in the Playspaces Development Program and Tennis Court Strategy planned for completion by 30 June 2019 will now be completed in the 2019/20 financial year capital works program.



**Note 1 Performance against budget (cont.)****1.2 Capital works (cont.)****Explanation of material variations**

<b>Ref.</b>	<b>Item</b>	<b>Explanation</b>
<b>25</b>	<b>Parks, open space and streetscapes</b>	<p><b>Outcome: Less than budget \$1,123,000 or 41.65 %</b></p> <p>Capital expenditure of \$0.48 million relating to streetscape and street trees has been classified as non capital and transferred as an expense on the Income Statement. Delays were experienced on some playspace upgrades, flood lighting improvement projects and these projects are included in the 2019/20 budget.</p>
<b>26</b>	<b>Software</b>	<p><b>Outcome: Greater than budget \$526,000 or 19.68 %</b></p> <p>During 2018/19 Manningham continued to invest in information technology to improve customer service and the efficiency of operations. Key projects included the Fleet Management Solution, Event Management System and Online Service City Approvals and Compliance.</p>

## Note 2: Analysis of Council results by program

### Note 2 Analysis of Council results by program

Council delivers its functions and activities through the following programs.

#### (a) CEO Office

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

#### City Services

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

#### City Planning and Community

The City Planning and Community area includes services relating to strategic land use planning, social planning, transport planning, strategic drainage planning, urban design and open space planning, development approvals and compliance, environmental health, local laws, school crossings, economic development, community development, community and cultural events, community venues, aged and disability support, maternal and child health, kindergartens and libraries.

#### Shared Services

Shared Services provide a range of support services across council to enable the delivery of council services. The provision of these services includes customer services, information technology, financial and procurement services and transformation.

#### Corporate Activities

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

#### (b) Summary of revenues, expenses, assets and capital expenses by program

2019	Income \$'000	Expenses \$'000	Surplus/ (Deficit) \$'000	Grants included in income \$'000	Total capital expenses \$'000	Total assets \$'000
City Services	20,518	58,607	(38,089)	672	19,693	609,763
City Planning and Community	24,013	41,081	(17,068)	8,887	61	52,466
Shared Services	112	14,653	(14,541)	-	3,484	9,408
Corporate Activities	103,947	(1,712)	105,659	5,286	3,731	1,545,779
	148,600	119,448	29,152	14,845	26,969	2,217,416

2018	Income \$'000	Expenses \$'000	Surplus/ (Deficit) \$'000	Grants included in income \$'000	Total capital expenses \$'000	Total assets \$'000
City Services	17,472	56,433	(38,961)	412	18,323	579,175
City Planning and Community	23,270	39,772	(16,502)	9,220	142	48,732
Shared Services	198	13,385	(13,187)	-	4,234	8,549
Corporate Activities	102,832	(2,964)	105,796	6,175	15,590	1,628,600
	143,896	113,768	30,128	15,807	38,289	2,265,056

## Note 3: Funding for the delivery of our services

	2019 \$'000	2018 \$'000
<b>Note 3 Funding for the delivery of our services</b>		
<b>3.1 Rates and charges</b>		
<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 2018/19 was \$59,710 million (2017/18, \$47,607 million). The 2018/19 rate in the CIV dollar was 0.00146783 (2017/18, 0.00177276).</p>		
General rates	87,567	84,374
Supplementary rates	750	1,029
Recreational land	29	31
Interest on rates and charges	507	405
	<u>88,853</u>	<u>85,839</u>
Waste charges	13,126	10,830
	<u>13,126</u>	<u>10,830</u>
<b>Total rates and charges</b>	<u>101,979</u>	<u>96,669</u>
<p>The date of the last general revaluation of land for rating purposes within the municipal district was 1 January 2018, and the valuation first applied to the rating period commencing 1 July 2018.</p> <p>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.</p>		
<b>3.2 Statutory fees and fines</b>		
Infringements and costs	1,395	1,760
Town planning fees	1,543	1,743
Land and property information certificates	400	328
Asset protection and other permits	311	365
<b>Total statutory fees and fines</b>	<u>3,649</u>	<u>4,196</u>
<p>Statutory fees and fines (including parking fees and fines) are recognised as revenue when the service has been provided, the payment is received, or when the penalty has been applied, whichever first occurs.</p>		

		2019	2018
		\$'000	\$'000
<b>Note 3</b>	<b>Funding for the delivery of our services (cont.)</b>		
<b>3.3</b>	<b>User fees and charges</b>		
	Hall hire and function centre charges	1,683	1,860
	Social and community services charges	617	744
	Town planning fees (non-statutory)	606	673
	Aged services fees	839	822
	Registration fees	1,229	1,203
	Advertising fees	794	409
	Culture and recreation fees	364	352
	Chargeable works fees	1,171	1,057
	Rent and lease charges	1,880	1,920
	Other fees and charges	1,738	1,704
	<b>Total user fees and charges</b>	<b>10,921</b>	<b>10,744</b>
	User fees are recognised as revenue when the service has been provided or council has otherwise earned the income.		
<b>3.4</b>	<b>Grants</b>		
	Grants were received in respect of the following:		
	<b>Summary of grants</b>		
	Commonwealth funded grants	10,084	9,853
	State funded grants	4,088	4,453
	Others	673	1,502
	<b>Total grants</b>	<b>14,845</b>	<b>15,808</b>
(a)	<b>Operating grants</b>		
	<b>Recurrent - Commonwealth Government</b>		
	Financial Assistance Grants	2,613	2,598
	Aged services	6,087	5,703
	<b>Recurrent - State Government</b>		
	Aged services	791	1,648
	Immunisation	92	130
	Maternal and child health	777	717
	Social and community	853	679
	School crossing supervisors	-	527
	Community safety	20	19
	Other	441	40
	<b>Total recurrent operating grants</b>	<b>11,674</b>	<b>12,061</b>
	<b>Non-recurrent - State Government</b>		
	Economic and environment	34	10
	Community safety	9	-
	Social and community	30	-
	Other	382	107
	<b>Non-recurrent - Others</b>		
	Social and community	-	7
	Other	44	44
	<b>Total non-recurrent operating grants</b>	<b>499</b>	<b>168</b>
	<b>Total operating grants</b>	<b>12,173</b>	<b>12,229</b>

	2019 \$'000	2018 \$'000
<b>Note 3 Funding for the delivery of our services (cont.)</b>		
<b>3.4 Grants (cont.)</b>		
<b>(b) Capital grants</b>		
<b><i>Recurrent - Commonwealth Government</i></b>		
Financial Assistance Grants - local roads	831	810
Roads to Recovery	368	742
<b><i>Recurrent - State</i></b>		
Recreation	469	-
<b>Total recurrent capital grants</b>	<b>1,668</b>	<b>1,552</b>
<b><i>Non-recurrent - Commonwealth Government</i></b>		
Other	185	-
<b><i>Non-recurrent - State Government</i></b>		
Economic and environment	-	74
Recreation	56	309
Social and community	-	192
Roads to Recovery	26	-
Other	108	-
<b><i>Non-recurrent - Others</i></b>		
Drainage	4	208
Economic and environment	-	21
Recreation	504	727
Social and community	-	68
Sportsground refurbishment	57	301
Other	64	126
<b>Total non-recurrent capital grants</b>	<b>1,004</b>	<b>2,026</b>
<b>Total capital grants</b>	<b>2,672</b>	<b>3,578</b>
<b>(c) Unspent grants received on condition that they be spent in a specific manner</b>		
Balance at start of year	3,367	2,111
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:		
Financial Assistance Grants	1,339	1,309
Financial Assistance Grants - local roads	423	413
Roads to Recovery	-	375
Recreation	469	759
Social and community	37	139
Maternal and child health	55	43
School crossing supervisors	-	290
Other	416	86
	<b>2,739</b>	<b>3,414</b>

	2019 \$'000	2018 \$'000
<b>Note 3 Funding for the delivery of our services (cont.)</b>		
<b>3.4 Grants (cont.)</b>		
Grants which were recognised as revenue in prior years and were expended during the current year in the manner specified by the grantor were:		
Financial Assistance Grants	(1,309)	(1,241)
Financial Assistance Grants - local roads	(413)	(401)
Roads to Recovery	(375)	-
School Crossing Supervisors	(290)	-
Economic and environment	-	(34)
Maternal and child health	(43)	-
Recreation	(27)	(420)
Social and community	(31)	(16)
Other	(81)	(46)
	<u>(2,569)</u>	<u>(2,158)</u>
<b>Balance at year end</b>	<b>3,537</b>	<b>3,367</b>
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.		
<b>3.5 Contributions</b>		
Monetary	6,364	4,435
Non-monetary	7,585	10,331
<b>Total contributions</b>	<b>13,949</b>	<b>14,766</b>
<b>Monetary</b>		
Resort and recreation contributions	6,364	3,646
Doncaster hill activity centre contributions	-	789
<b>Total monetary contributions</b>	<b>6,364</b>	<b>4,435</b>
<b>Non-monetary</b>		
Developer contributed assets	7,585	10,331
<b>Total non-monetary contributions</b>	<b>7,585</b>	<b>10,331</b>
Contributions of non monetary assets were received in relation to the following asset classes.		
Land	-	4,723
Land under roads	-	1,649
Buildings	5,998	3,628
Infrastructure	1,587	331
<b>Total non-monetary contributions</b>	<b>7,585</b>	<b>10,331</b>
Monetary and non-monetary contributions are recognised as revenue when Council obtains control over the contributed asset.		
<b>3.6 Net gain/(loss) on disposal of property, infrastructure, plant and equipment</b>		
Proceeds from disposal	4,584	780
Written down value of assets disposed	(3,663)	(232)
Written down value of assets scrapped	(825)	(1,236)
<b>Total net gain/(loss) on disposal of property, infrastructure, plant and equipment</b>	<b>96</b>	<b>(688)</b>
The profit or loss on disposal of an asset is determined when control of the asset has passed to the buyer.		

## Note 4: The cost of delivering services

	2019 \$'000	2018 \$'000
<b>Note 3 Funding for the delivery of our services (cont.)</b>		
<b>3.7 Other income</b>		
Interest on investments	1,981	1,576
Other	1,102	1,235
<b>Total other income</b>	<b>3,083</b>	<b>2,811</b>
Interest is recognised progressively as it is earned.		
Other income is measured at the fair value of the consideration received or receivable and is recognised when Council gains control over the right to receive the income.		
<b>Note 4 The cost of delivering services</b>		
<b>4.1 Employee costs</b>		
(a) Wages and salaries	41,738	42,388
Casual staff	4,288	3,369
Salary oncost *	6,673	6,336
Other employee costs	627	412
<b>Total employee costs</b>	<b>53,326</b>	<b>52,505</b>
Engineering design work and capital project supervision completed by employees to the value of \$2.704 million (\$1.286 million 2017/18) is reported in the Statement of Capital Works, and is not included in employee costs.		
* Salary oncost includes annual leave and long service leave provision, Workcover and superannuation costs.		
(b) <b>Superannuation</b>		
Manningham City Council made contributions to the following funds:		
<b>Defined benefit fund</b>		
Employer contributions - Local Authorities Superannuation Fund (Vision Super)	304	281
	<b>304</b>	<b>281</b>
Employer contributions payable as at 30 June	-	-
<b>Accumulation funds</b>		
Employer contributions - Local Authorities Superannuation Fund (Vision Super)	2,305	2,373
Employer contributions - other funds	1,455	1,356
	<b>3,760</b>	<b>3,729</b>
Employer contributions payable as at 30 June	-	-
Refer to note 9.3 for further information relating to Council's superannuation obligations.		



	2019 \$'000	2018 \$'000
<b>Note 4 The cost of delivering services (cont.)</b>		
<b>4.2 Materials, services and contracts</b>		
Materials and services	4,311	4,504
Fleet costs	601	585
Contracts and services - community building repairs and maintenance	1,435	1,381
Contracts and services - parks, gardens, sporting reserves and street trees	4,092	3,606
Contracts and services - drains, roads and footpaths	2,677	1,456
Contracts and services - waste collection and disposal services	10,330	9,429
<b>Total materials, services and contracts</b>	<b>23,446</b>	<b>20,961</b>
<b>4.3 Depreciation and amortisation</b>		
Property	3,875	3,603
Plant, machinery and other assets	1,677	1,610
Infrastructure	15,046	14,626
<b>Total depreciation</b>	<b>20,598</b>	<b>19,839</b>
Intangible assets	1,042	727
<b>Total depreciation and amortisation</b>	<b>21,640</b>	<b>20,566</b>
<i>Refer to note 5.2(b) and 6.2 for a more detailed breakdown of depreciation and amortisation charges and accounting policy.</i>		
<b>4.4 Borrowing costs</b>		
Interest - borrowings	309	309
<b>Total borrowing costs</b>	<b>309</b>	<b>309</b>

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.

	2019 \$'000	2018 \$'000
<b>Note 4 The cost of delivering services (cont.)</b>		
<b>4.5 Other expenses</b>		
<b>Community grants and contributions</b>		
Community grants	1,880	1,894
Library contributions	3,695	3,683
Total community grants and contributions	5,575	5,577
<b>Utilities</b>		
Utilities, rent, and cleaning	2,005	1,768
Street lighting	777	772
Total utilities	2,782	2,540
<b>Other miscellaneous expenses</b>		
Auditor's remuneration - VAGO - annual financial statement and grant acquittals	63	77
Auditor's remuneration - other parties	25	26
Auditor's remuneration - Internal audit	41	57
Councillors' allowances	310	304
Fire service levy	124	137
Insurance	655	572
Leases	590	442
Consultants - engineering	241	469
Consultants - human resources	100	154
Consultants - economic and environmental	429	422
Consultants - other	281	551
Bank charges	280	306
Catering (including function centre)	592	660
Legal	1,117	657
Software licences	2,032	1,651
Telephone	479	638
Postage	246	336
Printing	336	295
Training	254	323
Design fees and maintenance - non capital	2,419	1,773
Other	1,756	1,460
Total other miscellaneous expenses	12,370	11,310
<b>Total other expenses</b>	<b>20,727</b>	<b>19,427</b>

## Note 5: Our financial position

	2019 \$'000	2018 \$'000
<b>Note 5 Our financial position</b>		
<b>5.1 Financial assets</b>		
<b>(a) Cash and cash equivalents</b>		
Cash on hand	8	8
Cash at bank	1,334	1,092
Term deposits (with term up to 3 months) and at-call with banks	63,000	49,500
<b>Total cash and cash equivalents</b>	<b>64,342</b>	<b>50,600</b>
<b>(b) Other financial assets</b>		
Term deposits - current	23,200	17,300
Term deposit - refundable Manningham Centre Association bond	500	500
<b>Total other financial assets</b>	<b>23,700</b>	<b>17,800</b>
<b>Total financial assets</b>	<b>88,042</b>	<b>68,400</b>
<b>Restrictions on cash assets</b>		
Council's cash and cash equivalents are subject to external restrictions that limit amounts available for discretionary use. These include:		
- Trust funds and deposits (Note 5.3(b))	12,574	12,294
- Reserve funds (note 9.1(b))	9,227	4,970
- Waste initiative funds*	10,624	10,016
Total restricted funds	32,425	27,280
Total unrestricted cash and cash equivalents	31,917	23,320
* The Waste initiative fund is the value of waste charges collected under s162 of the <i>Local Government Act</i> , and is to be applied to fund future waste collection and disposal activities.		
<b>Intended allocations</b>		
Although not externally restricted the following amounts have been allocated for specific future purposes by Council:		
- Cash held to fund future capital works	11,886	2,852
- Loan repayment*	3,640	2,912
- Family day care workcover	-	196
- Superannuation defined benefit potential future call	5,000	2,500
- Asset sales to fund future capital works program	5,006	2,157
- Grants received in advance	3,537	3,367
- Other intended allocation	781	-
Total funds subject to intended allocations	29,850	13,984

\* Council has a \$7.279 million interest only loan which is due for settlement in November 2019 (refer note 5.4). This intended allocation represents cash set aside by Council to fund future principal repayments.

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*.

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.

	2019 \$'000	2018 \$'000
<b>Note 5 Our financial position (cont.)</b>		
<b>5.1 Financial assets (cont.)</b>		
<b>(c) Trade and other receivables</b>		
<b>Current</b>		
<i>Statutory receivables</i>		
Rates debtors	7,040	5,897
Infringement debtors	847	837
Special rate schemes	129	134
Net GST receivable	1,083	953
<i>Non statutory receivables</i>		
Other debtors	2,062	2,429
Provision for doubtful debts - other debtors	(63)	(45)
Total current trade and other receivables	<u>11,098</u>	<u>10,205</u>
<b>Non-current</b>		
<i>Statutory receivables</i>		
Infringement court	1,138	794
Provision for doubtful debts - infringement court	(1,138)	(794)
<i>Non statutory receivables</i>		
Other receivables	31	31
Total non-current trade and other receivables	<u>31</u>	<u>31</u>
<b>Total trade and other receivables</b>	<u>11,129</u>	<u>10,236</u>
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.		
i) Ageing of receivables		
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	1,580	1,754
3 to 6 months	22	207
Over 6 months	460	469
Total trade and other receivables	<u>2,062</u>	<u>2,430</u>
ii) Movement in provisions for doubtful debts - other debtors		
Balance at the beginning of the year	45	143
New provisions recognised during the year	56	43
Amounts already provided for and written off as uncollectible	(22)	(90)
Amounts provided for but recovered during the year	(16)	(51)
Balance at end of year	<u>63</u>	<u>45</u>

	2019 \$'000	2018 \$'000
<b>Note 5 Our financial position (cont.)</b>		
<b>5.2 Non-Financial assets</b>		
<b>(a) Other assets</b>		
Accrued income - interest	124	92
Accrued income - other	1,160	880
Prepayments	1,396	739
Others	123	99
<b>Total other assets</b>	<b>2,803</b>	<b>1,810</b>
<b>(b) Intangible assets</b>		
Software	3,487	3,176
Total intangible assets	<b>3,487</b>	<b>3,176</b>
<b>Gross carrying amount</b>		
Balance at 1 July	11,552	9,529
Additions from internal developments	530	1,085
Transfer from work in progress	823	938
Balance at 30 June	<b>12,905</b>	<b>11,552</b>
<b>Accumulated amortisation</b>		
Balance at 1 July	(8,376)	(7,649)
Amortisation expense	(1,042)	(727)
Balance at 30 June	<b>(9,418)</b>	<b>(8,376)</b>
Net book value at 30 June	<b>3,487</b>	<b>3,176</b>

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

	2019 \$'000	2018 \$'000
<b>Note 5 Our financial position (cont.)</b>		
<b>5.3 Payables</b>		
<b>(a) Trade and other payables</b>		
Trade payables	552	380
Employee benefits and related costs	1,553	1,629
Accrued expenses	10,516	11,238
<b>Total trade and other payables</b>	<b>12,621</b>	<b>13,247</b>
<b>(b) Trust funds and deposits</b>		
Contract retention	1,136	1,250
Landscape bonds	5,870	5,620
Miscellaneous works deposits	208	191
Asset protection bonds	4,416	4,260
Subdivider deposits	163	163
Refundable Manningham Centre Association bond	500	500
Fire services levy	31	57
Other refundable deposits	250	253
<b>Total trust funds and deposits</b>	<b>12,574</b>	<b>12,294</b>

Amounts received as deposits and retention amounts controlled by Council are recognised as trust funds until they are returned, transferred in accordance with the purpose of the receipt, or forfeited. Trust funds that are forfeited, resulting in council gaining control of the funds, are to be recognised as revenue at the time of forfeit.

*Purpose and nature of items*

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

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

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

	2019 \$'000	2018 \$'000
<b>Note 5 Our financial position (cont.)</b>		
<b>5.4 Interest bearing liabilities</b>		
<b>Current</b>		
Borrowings - secured	7,279	-
	<u>7,279</u>	<u>-</u>
<b>Non-Current</b>		
Borrowings - secured	-	7,279
Total non-current interest-bearing loans and borrowings	<u>-</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	7,279	-
Later than one year and not later than five years	-	7,279
Later than five years	-	-
	<u>7,279</u>	<u>7,279</u>
Aggregate carrying amount of interest-bearing loans and borrowings:		
Current	7,279	-
Non-current	<u>-</u>	<u>7,279</u>
	<u>7,279</u>	<u>7,279</u>

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.



## Note 5 Our financial position (cont.)

## 5.5 Provisions

	Annual leave	Long service leave	Total
	\$ '000	\$ '000	\$ '000
<b>2019</b>			
Balance at beginning of the financial year	4,437	8,922	13,359
Amounts used	(3,650)	(2,134)	(5,784)
Additional provisions	3,555	2,505	6,060
Balance at the end of the financial year	4,342	9,293	13,635
<b>2018</b>			
Balance at beginning of the financial year	4,370	8,498	12,868
Amounts used	(2,844)	(1,158)	(4,002)
Additional provisions	2,911	1,582	4,493
Balance at the end of the financial year	4,437	8,922	13,359
		<b>2019</b>	<b>2018</b>
		<b>\$'000</b>	<b>\$'000</b>
<b>Employee provisions</b>			
<b>Current provisions expected to be wholly settled within 12 months</b>			
Annual leave		2,956	2,951
Long services leave		675	671
		3,631	3,622
<b>Current provisions expected to be wholly settled after 12 months</b>			
Annual leave		1,386	1,486
Long services leave		7,262	7,383
		8,648	8,869
Total current employee provisions		12,279	12,491
<b>Non-current</b>			
Long service leave		1,356	868
Total non-current employee provisions		1,356	868
Aggregate carrying amount of employee provisions:			
Current		12,279	12,491
Non-current		1,356	868
Total aggregate carrying amount of employee provisions		13,635	13,359
The calculation of employee costs and benefits includes all relevant on-costs and are calculated as follows at reporting date.			
<i>Wages and salaries and annual leave</i>			
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.			
<i>Long service leave</i>			
Liability for long service leave (LSL) is recognised in the provision for employee benefits. LSL is measured at present value. Unconditional LSL is disclosed as a 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.			
<i>Key assumptions:</i>			
- discount rate		1.17%	2.38%
- index rate		3.00%	3.00%

	2019 \$'000	2018 \$'000
<b>Note 5 Our financial position (cont.)</b>		
<b>5.6 Income received in advance</b>		
Rent	428	526
Rates	530	479
Total income received in advance	958	1,005
<b>5.7 Financing arrangements</b>		
The Council has the following funding arrangements in place as at 30 June.		
Bank overdraft	1,000	1,000
Total facilities	1,000	1,000
Used facilities	-	-
Unused facilities	1,000	1,000

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

**5.8 Commitments**

The Council has entered into the following commitments. Commitments are not recognised in the Balance Sheet. Commitments are disclosed at their nominal value and presented exclusive of the GST payable.

2019	Not later than 1	Later than 1	Later than 2	Later than 5	Total
	year	year and not	years and not	years	
	\$'000	later than 2	later than 5	Later than 5	\$'000
		years	years	years	
		\$'000	\$'000	\$'000	\$'000
<b>Operating</b>					
Garbage collection	4,839	5,064	16,653	-	26,556
Meals for delivery	247	253	795	-	1,295
Hard and green waste collection	826	889	3,097	-	4,812
<b>Total</b>	<b>5,912</b>	<b>6,206</b>	<b>20,545</b>	<b>-</b>	<b>32,663</b>
<b>Capital</b>					
Roads	4,081	-	-	-	4,081
Drainage	700	-	-	-	700
Other - recreation and open space	753	-	-	-	753
Buildings	2,417	-	-	-	2,417
Plant and equipment	700	-	-	-	700
<b>Total</b>	<b>8,651</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>8,651</b>

2018	Not later than 1	Later than 1	Later than 2	Later than 5	Total
	year	year and not	years and not	years	
	\$'000	later than 2	later than 5	Later than 5	\$'000
		years	years	years	
		\$'000	\$'000	\$'000	\$'000
<b>Operating</b>					
Garbage collection	4,450	4,654	15,290	-	24,394
Meals for delivery	232	238	748	-	1,218
Hard and green waste collection	806	866	3,017	-	4,689
<b>Total</b>	<b>5,488</b>	<b>5,758</b>	<b>19,055</b>	<b>-</b>	<b>30,301</b>
<b>Capital</b>					
Roads	3,949	-	-	-	3,949
Drainage	938	-	-	-	938
Other - recreation & open space	1,749	-	-	-	1,749
Buildings	5,110	-	-	-	5,110
Plant and equipment	1,153	-	-	-	1,153
<b>Total</b>	<b>12,899</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>12,899</b>

## Note 6: Assets we manage

	2019 \$'000	2018 \$'000
<b>Note 5 Our financial position (cont.)</b>		
<b>5.8 Commitments (cont.)</b>		
<b>Operating lease commitments</b>		
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):		
Not later than one year	901	1,200
Later than one year and not later than five years	1,760	2,310
Later than five years	2,021	2,076
	<u>4,682</u>	<u>5,586</u>
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.		
<b>Note 6 Assets we manage</b>		
<b>6.1 Non current assets classified as held for sale</b>		
Land at carrying value	-	3,609
<b>Total non current assets classified as held for sale</b>	<u>-</u>	<u>3,609</u>

## Note 6 Assets we manage

## 6.2 Property, infrastructure, plant, equipment and other fixed assets

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

	At Fair Value 1 July 2018	Acquisitions	Contributions	Revaluation	Depreciation	Disposal	Transfers	Write Offs	At Fair Value 30 June 2019
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Land	1,372,340	158	-	(107,985)	-	-	-	-	1,264,513
Buildings	215,582	2,943	5,998	2,516	(3,875)	-	1,379	-	224,543
Plant, equipment and other fixed assets	10,437	2,147	-	-	(1,677)	(77)	449	-	11,279
Infrastructure	563,695	16,536	1,587	28,794	(15,046)	(801)	6,728	-	601,493
Work in progress	13,544	4,656	-	-	-	-	(9,381)	(997)	7,822
	2,175,598	26,440	7,585	(76,675)	(20,598)	(878)	(825)	(997)	2,109,650

## Summary of work in progress

	Opening WIP 1 July 2018	Additions	Transfers	Write Offs	Closing WIP 30 June 2019
	\$'000	\$'000	\$'000	\$'000	\$'000
Property	1,183	591	(37)	-	1,737
Plant, equipment and other fixed assets	3,334	2,671	(924)	-	5,081
Infrastructure	9,027	1,394	(8,420)	(997)	1,004
	13,544	4,656	(9,381)	(997)	7,822

## Note 6 Assets we manage (cont.)

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

(a) Property	Land - specialised \$'000	Land - non-specialised \$'000	Land under roads \$'000	Total Land \$'000	Building - specialised \$'000	Building - non-specialised \$'000	Total Buildings \$'000	Total Property \$'000	Work in Progress \$'000
At fair value 1 July 2018	1,360,034	9,887	2,419	1,372,340	356,920	4,795	361,715	1,734,055	1,183
Accumulated depreciation at 1 July 2018	-	-	-	-	(144,361)	(1,752)	(146,133)	(146,133)	-
	1,360,034	9,887	2,419	1,372,340	212,539	3,043	215,582	1,587,922	1,183
<b>Movements in fair value</b>									
Acquisition of assets at fair value	-	-	158	158	2,943	-	2,943	3,101	591
Contributed assets	-	-	-	-	5,998	-	5,998	5,998	-
Revaluation increments/decrements	(106,689)	(1,296)	-	(107,985)	4,842	126	4,968	(103,017)	-
Fair value of assets disposed	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	1,379	-	1,379	1,379	(37)
	(106,689)	(1,296)	158	(107,827)	15,162	126	15,288	(92,539)	554
<b>Movements in accumulated depreciation</b>									
Depreciation and amortisation	-	-	-	-	(3,827)	(48)	(3,875)	(3,875)	-
Accumulated depreciation of disposals	-	-	-	-	-	-	-	-	-
Revaluation increments/decrements	-	-	-	-	(2,406)	(46)	(2,452)	(2,452)	-
	-	-	-	-	(6,233)	(94)	(6,327)	(6,327)	-
At fair value 30 June 2019	1,253,345	8,591	2,577	1,264,513	372,082	4,921	377,003	1,641,516	1,737
Accumulated depreciation at 30 June 2019	-	-	-	-	(150,614)	(1,846)	(152,460)	(152,460)	-
	1,253,345	8,591	2,577	1,264,513	221,468	3,075	224,543	1,489,056	1,737

## Note 6 Assets we manage (cont.)

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

## (b) Plant, equipment and other fixed assets

	Plant, machinery and equipment \$'000	Fixtures, Computers and fittings and furniture \$'000	telecom- munications \$'000	Artworks \$'000	Total plant, equipment and other assets \$'000	Work in Progress \$'000
At fair value 1 July 2018	12,849	9,322	3,556	1,945	27,672	3,334
Accumulated depreciation at 1 July 2018	(6,497)	(7,988)	(2,750)	-	(17,235)	-
	6,352	1,334	806	1,945	10,437	3,334
<b>Movements in fair value</b>						
Acquisition of assets at fair value	1,763	99	285	-	2,147	2,671
Contributed assets	-	-	-	-	-	-
Revaluation increments/decrements	-	-	-	-	-	-
Fair value of assets disposed	(858)	-	-	-	(858)	-
Transfers	406	43	-	-	449	(924)
	1,311	142	285	-	1,738	1,747
<b>Movements in accumulated depreciation</b>						
Depreciation and amortisation	(1,178)	(248)	(251)	-	(1,677)	-
Accumulated depreciation of disposals	781	-	-	-	781	-
Revaluation increments/decrements	-	-	-	-	-	-
	(397)	(248)	(251)	-	(896)	-
At fair value 30 June 2019	14,160	9,464	3,841	1,945	29,410	5,081
Accumulated depreciation at 30 June 2019	(6,894)	(8,236)	(3,001)	-	(18,131)	-
	7,266	1,228	840	1,945	11,279	5,081



## Note 6 Assets we manage (cont.)

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

(c) Infrastructure	Roads	Bridges	Footpaths and cycleways	Off street car parks	Drainage	Recreational, leisure and community	Parks open spaces and streetscapes	Waste Management	Total Infrastructure	Work in Progress
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
At fair value 1 July 2018	364,482	20,410	111,152	18,456	373,025	24,422	33,326	5,415	950,688	9,027
Accumulated depreciation at 1 July 2018	(178,354)	(6,408)	(51,077)	(7,649)	(121,888)	(8,021)	(13,056)	(540)	(386,993)	-
	186,128	14,002	60,075	10,807	251,137	16,401	20,270	4,875	563,695	9,027
<b>Movements in fair value</b>										
Acquisition of assets at fair value	8,447	192	3,360	98	2,288	858	1,293	-	16,536	1,394
Contributed assets	543	-	96	-	948	-	-	-	1,587	-
Revaluation increments/decrements	24,650	1,984	2,545	1,724	22,949	-	-	-	53,852	-
Fair value of assets disposed	(958)	-	(876)	-	(171)	-	-	-	(2,005)	-
Write-off	-	-	-	-	-	-	-	-	-	(997)
Transfers	533	172	3,464	-	1,614	29	916	-	6,728	(8,420)
	33,215	2,348	8,589	1,822	27,628	887	2,209	-	76,698	(8,023)
<b>Movements in accumulated depreciation</b>										
Depreciation and amortisation	(7,218)	(340)	(1,176)	(267)	(3,103)	(1,160)	(1,421)	(361)	(15,046)	-
Accumulated depreciation of disposals	575	-	526	-	103	-	-	-	1,204	-
Revaluation increments/decrements	(14,136)	(599)	(1,761)	(703)	(7,859)	-	-	-	(25,058)	-
	(20,779)	(939)	(2,411)	(970)	(10,859)	(1,160)	(1,421)	(361)	(38,900)	-
At fair value 30 June 2019	397,697	22,758	119,741	20,278	400,653	25,309	35,535	5,415	1,027,386	1,004
Accumulated depreciation at 30 June 2019	(199,133)	(7,347)	(53,488)	(8,619)	(132,747)	(9,181)	(14,477)	(901)	(425,893)	-
	198,564	15,411	66,253	11,659	267,906	16,128	21,058	4,514	601,493	1,004

**Note 6 Assets we manage (cont.)****6.2 Property, infrastructure, plant, equipment and other fixed assets (cont.)***Acquisition*

The purchase method of accounting is used for all acquisitions of assets, being the fair value of assets provided as consideration at the date of acquisition plus any incidental costs attributable to the acquisition. Fair value is the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date.

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

In accordance with Council's policy, the threshold limits have applied when recognising assets within an applicable asset class and unless otherwise stated are consistent with the prior year.

Asset recognition thresholds and depreciation periods

<b>Asset class</b>	<b>Depreciation Period</b>	<b>Threshold limit</b> \$'000
<b>Property</b>		
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	
<b>Plant, equipment and other assets</b>		
Plant, machinery and equipment	5 - 25 years	1
Fixtures, fittings and furniture	4 - 20 years	1
Computers and telecommunications	4 - 10 years	1
Artworks	Infinite life	1
<b>Infrastructure</b>		
Road - pavement	30 years	10
Road - sub-pavement	120 years	10
Bridges	60 - 100 years	10
Footpaths and cycleways	60 - 100 years	10
Carparks	60 - 100 years	10
Drainage	120 years	10
Recreational, leisure and community facilities	20 years	10
Parks, open space and streetscapes	20 years	10
Waste garbage bins	20 years	0
<b>Intangible assets</b>		
Software	5 years	1

*Land under roads*

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

*Depreciation and amortisation*

Buildings, infrastructure, plant, equipment, intangible assets, and other assets having limited useful lives are systematically depreciated over their useful lives to the Council in a manner which reflects consumption of the service potential embodied in those assets. Estimates of remaining useful lives and residual values are made on a regular basis with major asset classes reassessed annually. Depreciation rates and methods are reviewed annually.

Where assets have separate identifiable components that are subject to regular replacement, these components are assigned distinct useful lives and residual values and a separate depreciation rate is determined for each component.

**Note 6 Assets we manage (cont.)****6.2 Property, infrastructure, plant, equipment and other fixed assets (cont.)****Repairs and maintenance**

Routine maintenance, repair costs, and minor renewal costs are expensed as incurred. Where the repair relates to the replacement of a component of an asset and the cost exceeds the capitalisation threshold the cost is capitalised and depreciated. The carrying value of the replaced asset is expensed.

**Artworks**

Artworks are not depreciated.

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

**Valuation of land and buildings**

Valuations were completed as at 30 June 2019 for Council. Valuations for 30 June 2019 are at fair value.

*Non-specialised land and non-specialised buildings*

Non-specialised land and non-specialised buildings are valued using the market based direct comparison method. Under this valuation method, the assets are compared to recent comparable sales or sales of comparable assets which are considered to have nominal or no added improvement value.

For non-specialised land and non-specialised buildings, a valuation was performed by Council's 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 2019.

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 2019.

Details of the Council's land and buildings and information about the fair value hierarchy as at 30 June 2019 are as follows:

	<i>Level 1</i>	<i>Level 2</i>	<i>Level 3</i>	<i>Date of Valuation</i>
	<i>\$'000</i>	<i>\$'000</i>	<i>\$'000</i>	
Land	-	8,591	1,253,345	Jun 2019
Land under roads	-	-	2,577	Jun 2019
Buildings	-	3,075	221,468	Jun 2019
<b>Total</b>	-	11,666	1,477,390	

**Note 6 Assets we manage (cont.)****6.2 Property, infrastructure, plant, equipment and other fixed assets (cont.)****Valuation of infrastructure assets**

Infrastructure assets (roads, bridges, footpaths and cycleways, off street car parks and drainage) are valued using the written down replacement cost of each asset. The written down replacement cost is calculated based on the remaining life of the asset, which in turn is determined based on 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, Infrastructure Services, Mr James Paterson *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 2019.

There were no changes in valuation techniques throughout the period to 30 June 2019.

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 2019 are as follows:

	<i>Level 1</i>	<i>Level 2</i>	<i>Level 3</i>	<i>Date of Valuation</i>
	\$'000	\$'000	\$'000	
Roads	-	-	198,564	Jun 2019
Bridges	-	-	15,411	Jun 2019
Footpaths and cycleways	-	-	66,253	Jun 2019
Off street car parks	-	-	11,659	Jun 2019
Drainage	-	-	267,906	Jun 2019
<b>Total</b>	-	-	559,793	

	2019 \$'000	2018 \$'000
<b>Note 6 Assets we manage (cont.)</b>		
<b>6.3 Investments in associates</b>		
<b>Whitehorse-Manningham Regional Library Corporation</b>		
<i>Background</i>		
Manningham City Council has a 31.82% 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 2019, per draft WMRLC financial statements, has been taken up as profit of \$77,955 during the year ended 30 June 2019 (loss of \$409,171 in 2017/18). As neither council has a controlling interest, the participating councils show their contributions towards the operating expenditure of the library as an expense.		
<b>Current assets</b>		
Cash and cash equivalents	2,324	2,496
Trade and other receivables	66	66
Other assets	101	115
	2,491	2,677
<b>Non-current assets</b>		
Property & equipment	6,860	6,760
	6,860	6,760
<b>Total assets</b>	9,351	9,437
<b>Current liabilities</b>		
Payables	498	730
Provisions	1,382	1,529
	1,880	2,259
<b>Non-current liabilities</b>		
Provisions	230	124
	230	124
<b>Total liabilities</b>	2,110	2,383
<b>Net assets</b>	7,241	7,054
<i>Movement in carrying value of investment</i>		
Carrying value of investment at start of year	2,227	2,636
Share of surplus/(deficit) for year	78	(409)
Carrying value of investment at end of year	2,305	2,227

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

## Note 7: People and relationships

### Note 7 People and relationships

#### 7.1 Council and key management remuneration

##### (a) Related party

###### *Subsidiaries and Associates*

Interest in associate - Whitehorse Manningham Regional Library Corporation (WMRLC) (Ref Note 6.3)

##### (b) 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	(1 July 2018 - 30 June 2019)
Andrew Conlon	Mayor	(1 July 2018 - 8 November 2018)
	Councillor	(9 November 2018 - 30 June 2019)
Sophy Galbally	Councillor	(1 July 2018 - 30 June 2019)
Geoff Gough	Councillor	(1 July 2018 - 30 June 2019)
Dot Haynes	Councillor	(1 July 2018 - 30 June 2019)
Michelle Kleinert	Councillor	(1 July 2018 - 30 June 2019)
Paul McLeish	Councillor	(1 July 2018 - 30 June 2019)
Paula Piccinini	Councillor	(1 July 2018 - 8 November 2018)
	Mayor	(9 November 2018 - 30 June 2019)
Mike Zafiroopoulos AM	Councillor	(1 July 2018 - 30 June 2019)

###### Chief Executive Officer

Andrew Day	Chief Executive Officer	(17 September 2018 - 30 June 2019)
Warwick Winn	Chief Executive Officer	(1 July 2018 - 24 August 2018)
Jill Colson	Acting Chief Executive Officer	(16 August 2018 - 14 September 2018, resigned 16 November 2018)

###### Other Key Management Personnel

Juanita Haisman	Manager Communications	(1 July 2018 - 6 August 2018)
Leigh Harrison	Director City Services	(1 July 2018 - 30 June 2019)
Angelo Kourambas	Director City Planning and Community	(1 July 2018 - 30 June 2019)
Philip Lee	Director Shared Services	(1 July 2018 - 30 June 2019)
Andrew McMaster	Corporate Counsel and Group Manager Governance and Risk	(25 February 2019 - 30 June 2019)
Kerryn Paterson	Group Manager People and Communications	(25 February 2019 - 30 June 2019)

	<b>2019</b>	<b>2018</b>
<b>Total number of Councillors</b>	9	9
<b>Chief Executive Officer and other Key Management Personnel</b>	9	12
<b>Total Key Management Personnel</b>	<u>18</u>	<u>21</u>

**Note 7 People and relationships (cont.)****7.1 Council and key management remuneration (cont.)****(c) Remuneration of Key Management Personnel**

Total remuneration of key management personnel was as follows:	<b>\$'000</b>	<b>\$'000</b>
Short-term benefits	1,817	2,098
Long-term benefits	22	42
Termination benefits	87	226
Post employment benefits	143	212
Total	<u>2,069</u>	<u>2,578</u>

The numbers of key management personnel whose total remuneration from Council and any related entities, fall within the following bands:	<b>2019</b>	<b>2018</b>
	<b>No.</b>	<b>No.</b>
Less than \$10,000	-	-
\$20,000 - \$29,999	8	7
\$40,000 - \$49,999	-	1
\$50,000 - \$59,999	2	-
\$60,000 - \$69,999	-	1
\$70,000 - \$79,999	1	-
\$80,000 - \$89,999	-	1
\$90,000 - \$99,999	1	-
\$120,000 - \$129,999	-	1
\$160,000 - \$169,999	-	1
\$170,000 - \$179,999	-	5
\$190,000 - \$199,999	1	-
\$200,000 - \$209,999	1	-
\$210,000 - \$219,999	-	1
\$240,000 - \$249,999	1	-
\$250,000 - \$259,999	-	1
\$260,000 - \$269,999	1	1
\$270,000 - \$279,999	2	-
\$330,000 - \$339,999	-	1
	<u>18</u>	<u>21</u>

**(d) Senior Office Remuneration**

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

- a) has management responsibilities and reports directly to the Chief Executive; or
- b) whose total annual remuneration exceeds \$148,000.

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.

	<b>2019</b>	<b>2018</b>
	<b>No.</b>	<b>No.</b>
Income Range:		
less than \$148,000	6	2
\$148,000 - \$149,999	3	5
\$150,000 - \$159,999	4	6
\$160,000 - \$169,999	4	2
\$170,000 - \$179,999	4	6
\$180,000 - \$189,999	1	1
\$190,000 - \$199,999	3	3
\$200,000 - \$209,999	3	1
	<u>28</u>	<u>26</u>
	<b>\$'000</b>	<b>\$'000</b>
Total Remuneration, excluding resignation benefits, for the reporting year for Senior Officers included above, amounted to:	4,308	4,229



**Note 7 People and relationships (cont.)****7.2 Related party disclosure****(a) Transactions with related parties**

During the year Manningham City Council provided contribution to WMRLC with the total value of \$3.74m towards running costs as per the agreement. Council also provides accommodation to house libraries within Manningham.

No transactions other than remuneration payments, or the reimbursement of expenses as approved by Council were made with Related Parties during the reporting year (2017/18, nil).

**(b) Outstanding balances with related parties**

No balances are outstanding at the end of the reporting period in relation to transactions with related parties (2017/18, nil).

**(c) Loans to/from related parties**

No loans have been made, guaranteed or secured by the Council to Related Parties during the reporting year 2018/19 (2017/18, nil).

**(d) Commitments to/from related parties**

No commitments have been made by the Council to Related Parties during the reporting year 2018/19 (2017/18, nil).

## Note 8: Managing uncertainties

### Note 8 Managing uncertainties

#### 8.1 Contingent assets and liabilities

##### (a) Contingent assets

###### *Developer contributed assets*

Developer contributions to be received in respect of future subdivisions total \$4.728m (2017/18, \$2.075m).

###### *Operating lease receivables*

At the reporting date, Council had the following operating leases for the lease of Council owned land and buildings:

These properties held under operating lease have remaining non cancellable lease term of between 1 and 35 years annual rental reviews, either by fixed percentage or CPI annually.

Future minimum rentals receivable under non-cancellable operating lease as the end of year are as follow

	2019	2018
	\$'000	\$'000
Not later than one year	1,671	1,669
Later than one year and not later than five years	7,027	6,911
Later than five years	8,912	10,134
	17,610	18,714

##### (b) 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.

###### **Building cladding**

The impact on Council for building cladding rectification works on Council's own buildings is currently being assessed. One building has been identified for further review, and at reporting date this assessment was not complete.

###### **Liability mutual insurance**

Council is a participant of the MAV Liability Mutual Insurance (LMI) Scheme. The LMI scheme provides public liability and professional indemnity insurance cover. The LMI's Deed of Establishment allows for a call on each member should there be an insufficiency of capital for an insurance year which has an overall financial deficit. The deficit amount can be collected through this call and each member's liability for the amount is in direct proportion to their contribution for that year against the overall contribution pool. At reporting date Council had not been advised of call.

**Superannuation contribution**

Council has obligations under a defined benefit superannuation scheme, matters relating to this potential obligation are outlined in Note 9.3. As a result of the volatility in financial markets, the likelihood of making such contributions in future periods exists. At this point in time, it is not known if additional contributions will be required, their timing or potential amount.

**8.2 Change in accounting standards**

The following new Australian Accounting Standards (AAS's) have been issued that are not mandatory for the 30 June 2019 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.

*Revenue from contracts with customers (AASB 15) (applies 2019/20 for LG sector)*

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. Our preliminary assessment did not identify any material impact.

*Amendments to Australian Accounting Standards – Deferral of AASB 15 for Not-for-Profit Entities (AASB 2016-7) (applies 2019/20)*

This Standard defers the mandatory effective date of AASB 15 for not-for-profit entities from 1 January 2018 to 1 January 2019.

*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.

Council has elected to adopt the modified retrospective approach to the transition to the new lease standard. This will mean that only existing operating leases for non low value assets, with remaining terms greater than 12 months, will be recognised on transition (1 July 2019). Based on our current lease commitments and an assumption of a continuation of the current leasing arrangements Council expects that the transition to the new standard will see the initial estimated recognition of \$4.3m in lease related assets and an equivalent liability.

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

This standard is expected to apply to certain transactions currently accounted for under 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 a not-for-profit entity to further its objectives. Based on our preliminary assessment, Council expects to see an estimated initial recognition of \$1.3m in cost of service delivery expense and an equivalent revenue amount.

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

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

**(b) Market risk**

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

**Interest rate risk**

Interest rate risk refers to the risk that the value of a financial instrument or cash flows associated with the instrument will fluctuate due to changes in market interest rates. Interest rate risk arises from interest bearing financial assets and liabilities. Interest bearing assets are predominantly short term liquid assets. As at 30 June 2019 Council had long term loans or borrowings and is therefore exposed to interest rate risk on these classes of financial liabilities.

**Note 8 Managing uncertainties (cont.)****8.3 Financial instruments (cont.)**

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.

**(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 8.1, 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 any 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) 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 a parallel shift of +1% and -2% in market interest rates from year-end rates of 1.00% movements are 'reasonably possible' over the next 12 months.

These movements will not have a material impact on the valuation of Council's financial assets and liabilities, nor will they have a material impact on the results of Council's operations.

**8.4 Fair value measurement**

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.

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.

**Note 8 Managing uncertainties (cont.)****8.4 Fair value measurement (cont.)**

AASB 13 defines fair value as the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. Fair value under AASB 13 is an exit price regardless of whether that price is directly observable or estimated using another valuation technique.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within the fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

Level 1 — Quoted (unadjusted) market prices in active markets for identical assets or liabilities.

Level 2 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable; and

Level 3 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

For the purpose of fair value disclosures, Council has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as explained above.

In addition, Council determines whether transfers have occurred between levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

*Revaluation*

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

Fair value valuations are determined in accordance with a valuation hierarchy. Changes to the valuation hierarchy will only occur if an external change in the restrictions or limitations of use on an asset result in changes to the permissible or practical highest and best use of the asset. Further details regarding the fair value hierarchy are disclosed at Note 6.2, Property, infrastructure, plant, equipment and other fixed assets.

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

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

*Impairment of assets*

At each reporting date, the Council reviews the carrying value of its assets to determine whether there is any indication that these assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs to sell and value in use, is compared to the asset's carrying value. Value in use is the depreciated replacement cost. Any excess of the assets carrying value over its recoverable amount is expensed to the comprehensive income statement, unless the asset is carried at the revalued amount in which case, the impairment loss is recognised directly against the revaluation surplus in respect of the same class of asset to the extent that the impairment loss does not exceed the amount in the revaluation surplus for that same class of asset.

**8.5 Events occurring after balance date**

No matters have occurred after balance date that require disclosure in the financial report.

## Note 9: Other matters

### Note 9 Other matters

#### 9.1 Reserves

##### (a) Asset revaluation reserves

2019	Balance at beginning of reporting year	Increment/ (decrement)	Realised Revaluation Reserve	Balance at end of reporting year
	\$'000	\$'000	\$'000	\$'000
<b>Property</b>				
Land	1,163,966	(107,985)	(3,512)	1,052,469
Buildings	50,331	2,516	-	52,847
	1,214,297	(105,469)	(3,512)	1,105,316
<b>Plant, equipment and other fixed assets</b>				
Plant, machinery and equipment	19	-	-	19
Fixtures, fittings and furniture	1,006	-	-	1,006
Computers and telecommunications	75	-	-	75
Artworks	887	-	-	887
	1,987	-	-	1,987
<b>Infrastructure</b>				
Roads	99,959	10,514	-	110,473
Bridges	2,034	1,385	-	3,419
Footpaths and cycleways	27,944	784	-	28,728
Off street car parks	5,291	1,021	-	6,312
Drainage	150,949	15,090	-	166,039
Parks, open space and streetscapes	205	-	-	205
	286,382	28,794	-	315,176
<b>Total</b>	<b>1,502,666</b>	<b>(76,675)</b>	<b>(3,512)</b>	<b>1,422,479</b>
2018	Balance at beginning of reporting year	Increment/ (decrement)	Realised Revaluation Reserve	Balance at end of reporting year
	\$'000	\$'000	\$'000	\$'000
<b>Property</b>				
Land	1,026,652	137,354	(40)	1,163,966
Buildings	48,444	1,976	(89)	50,331
	1,075,096	139,330	(129)	1,214,297
<b>Plant, equipment and other fixed assets</b>				
Plant, machinery and equipment	39	-	(20)	19
Fixtures, fittings and furniture	1,006	-	-	1,006
Computers and telecommunications	75	-	-	75
Artworks	887	-	-	887
	2,007	-	(20)	1,987
<b>Infrastructure</b>				
Roads	96,986	2,973	-	99,959
Bridges	1,344	690	-	2,034
Footpaths and cycleways	28,896	(952)	-	27,944
Off street car parks	5,169	122	-	5,291
Drainage	143,774	7,175	-	150,949
Parks, open space and streetscapes	205	-	-	205
	276,374	10,008	-	286,382
<b>Total</b>	<b>1,353,477</b>	<b>149,338</b>	<b>(149)</b>	<b>1,502,666</b>

The asset revaluation reserve is used to record the increased (net) value of Council's assets over time.

**Note 9 Other matters (cont.)****9.1 Reserves (cont.)****(b) Other reserves**

	Balance at beginning of reporting year	Transfer from accumulated surplus	Transfer to accumulated surplus	Balance at end of reporting year
	\$'000	\$'000	\$'000	\$'000
<b>2019</b>				
Resort and recreation reserve (a)	4,970	(2,107)	6,364	9,227
Family day care workcover levy reserve (b)	196	(196)	-	-
<b>Total</b>	<b>5,166</b>	<b>(2,303)</b>	<b>6,364</b>	<b>9,227</b>
	Balance at beginning of reporting year	Transfer from accumulated surplus	Transfer to accumulated surplus	Balance at end of reporting year
	\$'000	\$'000	\$'000	\$'000
<b>2018</b>				
Resort and recreation reserve (a)	7,289	(5,965)	3,646	4,970
Family day care workcover levy reserve (b)	196	-	-	196
<b>Total</b>	<b>7,485</b>	<b>(5,965)</b>	<b>3,646</b>	<b>5,166</b>

(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 Family day care Workcover levy reserve was established to control funds collected from family day care user charges to assist in defraying the cost of potential claims for Workcover by family day care providers. Council discontinued this service in 2009/10. No claims have been received since the discontinuance of these service in 2009/10. The reserve is now being closed and transferred into accumulated surplus.



Note 9	Other matters (cont.)	2019 \$'000	2018 \$'000
<b>9.2</b>	<b>Reconciliation of cash flows from operating activities to surplus/(deficit)</b>		
	Surplus for the year	29,152	30,128
	Depreciation/amortisation	21,640	20,566
	Loss on disposal of property, plant and equipment, infrastructure	(96)	688
	Contributed assets	(7,585)	(10,331)
	Share of gain from associate	(78)	409
	Adjustment for work in progress write-off to other expenses	997	118
	Change in assets and liabilities:		
	(Increase)/decrease in trade and other receivables	(613)	1,028
	(Increase)/decrease in other assets	(993)	93
	Increase/(decrease) in income received in advance	(47)	-
	Increase/(decrease) in trade and other payables	(2,931)	(4,295)
	(Decrease)/increase in other assets and liabilities	-	(204)
	(Increase)/decrease in provisions	276	491
	Net cash provided by operating activities	39,722	38,691

### 9.3 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 2019 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 2018, 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 106.0%. The financial assumptions used to calculate the VBI were:

Net investment returns	6.0% pa
Salary information	3.5% pa
Price inflation (CPI)	2.0% pa

Vision Super has advised that the actual VBI as at 30 June 2019 was 107.1%.

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.

**Note 9 Other matters (cont.)****9.3 Superannuation (cont.)****Employer contributions****Regular contributions**

On the basis of the results of the 2018 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 2019, this rate was 9.5% of members' salaries (9.5% in 2017/18). 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.

Due to the nature of the contractual obligations between the participating employers and the Fund, and that the Fund includes lifetime pensioners and their reversionary beneficiaries, it is unlikely that the Fund will be wound up.

If there is a surplus in the Fund, the surplus cannot be returned to the participating employers.

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

**The 2018 interim actuarial investigation surplus amounts**

An actuarial investigation is conducted annually for the Defined Benefit category of which Manningham City Council is a contributing employer. Generally, a full actuarial investigation conducted every three years and interim actuarial investigations are conducted for each intervening year. An interim investigation was conducted as at 30 June 2018 and a full actuarial investigation was conducted as at 30 June 2017.

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

	2018	2017
	\$m	\$m
• A VBI surplus	131.9	69.8
• A total service liability surplus	218.3	193.5
• A discounted accrued benefits surplus	249.1	228.8

The VBI surplus means that the market value of the fund's assets supporting the defined benefit obligations exceed the vested benefits that the defined benefit members would have been entitled to if they had all exited on 30 June 2018.

The total service liability surplus means that the current value of the assets in the Fund's Defined Benefit category plus expected future contributions exceeds the value of expected future benefits and expenses as at 30 June 2018.

The discounted accrued benefit surplus means that the current value of the assets in the Fund's Defined Benefit category exceeds the value of benefits payable in the future but accrued in respect of service to 30 June 2018.

Manningham City Council was notified of the 30 June 2019 VBI during August 2019.

**The 2019 interim actuarial investigation**

An interim actuarial investigation is being conducted for the Fund's position as at 30 June 2019 as the Fund provides lifetime pensions in the Defined Benefit category. It is anticipated that this actuarial investigation will be completed by October 2019.

# Performance statement





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# Manningham Council

## Performance Statement

For the year ended 30 June 2019

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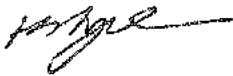
Manningham City Council is located in Melbourne's north-eastern suburbs, commencing with its western boundary in Bulleen, 12 kilometres from the Melbourne CBD and extending to Wonga Park at its eastern extremity, 32 kilometres from the CBD. The City is bounded by the Yarra River, Banyule City and Nillumbik 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 2019, our estimated population was 125,508 people across the City, including the suburbs of Bulleen, Doncaster, Doncaster East, Donvale, Nunawading (part), Park Orchards, Ringwood North (part), Templestowe, Templestowe Lower, Warrandyte, Warrandyte South and Wonga Park (part).

# Certification of the Performance Statement

In my opinion, the accompanying performance statement has been prepared in accordance with the *Local Government Act 1989* and the *Local Government (Planning and Reporting) Regulations 2014*.



Kevin Ayre CPA  
**Principal Accounting Officer**  
17 September 2019  
Doncaster

In our opinion, the accompanying performance statement of the Manningham City Council for the year ended 30 June 2019 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.



Paula Piccinini  
**Mayor**  
17 September 2019  
Doncaster



Anna Chen  
**Deputy Mayor**  
17 September 2019  
Doncaster



Andrew Day  
**Chief Executive Officer**  
17 September 2019  
Doncaster

# Auditor General's report



## Independent Auditor's Report

### To the Councillors of Manningham City Council

<p><b>Opinion</b></p>	<p>I have audited the accompanying performance statement of Manningham City Council (the council) which comprises the:</p> <ul style="list-style-type: none"> <li>• description of municipality for the year ended 30 June 2019</li> <li>• sustainable capacity indicators for the year ended 30 June 2019</li> <li>• service performance indicators for the year ended 30 June 2019</li> <li>• financial performance indicators for the year ended 30 June 2019</li> <li>• other information for the year ended 30 June 2019 (basis of preparation)</li> <li>• certification of the performance statement.</li> </ul> <p>In my opinion, the performance statement presents fairly, in all material respects, the performance of the council for the year ended 30 June 2019, in accordance with the performance reporting requirements of Part 6 of the <i>Local Government Act 1989</i>.</p>
<p><b>Basis for Opinion</b></p>	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Standards on Assurance Engagements. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the Performance Statement</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the performance statement in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
<p><b>Councillors' responsibilities for the performance statement</b></p>	<p>The Councillors of the council are responsible for the preparation and fair presentation of the performance statement in accordance with the performance reporting requirements of the <i>Local Government Act 1989</i>, and for such internal control as the Councillors determine 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>
<p><b>Auditor's responsibilities for the audit of the performance statement</b></p>	<p>As required by the <i>Audit Act 1994</i>, my responsibility is to express an opinion on the performance statement based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the performance statement as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Standards on Assurance</p>



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Engagements will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of users taken on the basis of this performance statement.


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

- identify and assess the risks of material misstatement of the performance statement, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control
- evaluate the overall presentation, structure and content of the performance statement, including the disclosures, and whether the performance statement represents the underlying events and results in a manner that achieves fair presentation.

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

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MELBOURNE  
19 September 2019

  
Jonathan Kyvelidis  
*as delegate for the Auditor-General of Victoria*

## Other information

For the year ended 30 June 2019

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### 1. Basis of preparation

Council is required to prepare and include a performance statement within its annual report. The performance statement includes the results of the prescribed sustainable capacity, service performance and financial performance indicators and measures together with a description of the municipal district and an explanation of material variations in the results. This statement has been prepared to meet the requirements of the *Local Government Act 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 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 25 June 2019 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.

## Sustainable Capacity Indicators

For the year ended 30 June 2019

Indicator/measure	2016	2017	2018	2019	Material Variations
<b>Population</b>					
<b>Expenses per head of municipal population</b> [Total expenses / Municipal population]	\$901.22	\$920.18	\$913.67	\$951.72	The result is consistent with prior year and demonstrates Manningham is focussed to provide core services and community facilities in a cost effective way as part of a responsible budget.
<b>Infrastructure per head of municipal population</b> [Value of infrastructure / Municipal population]	\$5,762.24	\$6,398.78	\$6,450.99	\$6,802.18	Manningham is committed to maintain, renew and upgrade infrastructure assets and each year allocates a minimum of 33% of rate revenue in addition to other funding sources to fund the capital works program.
<b>Population density per length of road</b> [Municipal population / Kilometres of local roads]	200	202	206	206	Manningham has a lower population density per km of road than similar councils. The maintenance and upgrade of local road network is funded by an ongoing capital works program and maintenance funds.
<b>Own-source revenue</b>					
Own-source revenue per head of municipal population [Own-source revenue / Municipal population]	\$914.03	\$918.71	\$910.10	\$954.57	Manningham's own-source revenue (primarily rates, fees and user charges) per head of population has an average of \$911 over the last five years. The increase in the 2018/19 is the result of continued focus on developing new revenue sources or increasing revenue base to fund services. Rates and charges, advertising income from bus shelters in the municipality and management fee from Council's Aquatic and Leisure facility increased during the year resulting in an improvement in own-source revenue.
<b>Recurrent grants</b>					
Recurrent grants per head of municipal population [Recurrent grants / Municipal population]	\$96.72	\$117.47	\$109.33	\$106.30	Manningham receives low level of recurrent grants allocation from the Victoria Grants Commission to support council and relies heavily on rates and other own-source revenue to fund community services and infrastructure needs.
<b>Disadvantage</b>					
Relative socio-economic disadvantage [Index of Relative Socio-economic Disadvantage by decile]	10	10	9	9	Manningham has a low level of socio-economic disadvantage relative to many councils. Data released from the most recent census (2016) indicates that the level of disadvantage has increased in a few areas leading to a reduction in this indicator by 1 decile compared to the last census publication.

### Definitions

"adjusted underlying revenue" means total income other than:

- (a) non-recurrent grants used to fund capital expenditure; and
- (b) non-monetary asset contributions; and
- (c) contributions to fund capital expenditure from sources other than those referred to above

"infrastructure" means non-current property, plant and equipment excluding land

"local road" means a sealed or unsealed road for which the council is the responsible road authority under the Road Management Act 2004

"population" means the resident population estimated by council

"own-source revenue" means adjusted underlying revenue other than revenue that is not under the control of council (including government grants)

"relative socio-economic disadvantage", in relation to a municipality, means the relative socio-economic disadvantage, expressed as a decile for the relevant financial year, of the area in which the municipality is located according to the Index of Relative Socio-Economic Disadvantage (Catalogue Number 2033.0.55.001) of SEIFA "SEIFA" means the Socio-Economic Indexes for Areas published from time to time by the Australian Bureau of Statistics on its Internet website "unrestricted cash" means all cash and cash equivalents other than restricted cash.

	Note	2019 \$'000	2018 \$'000
<b>Assets</b>			
<b>Current assets</b>			
Cash and cash equivalents	5.1 (a)	64,342	50,600
Trade and other receivables	5.1 (c)	11,098	10,205
Other financial assets	5.1 (b)	23,700	17,800
Non current assets classified as held for sale	6.1	-	3,609
Other assets	5.2 (a)	2,803	1,810
<b>Total current assets</b>		<b>101,943</b>	<b>84,024</b>
<b>Non-current assets</b>			
Trade and other receivables	5.1 (c)	31	31
Investments in associates	6.3	2,305	2,227
Property, infrastructure, plant, equipment and other fixed assets	6.2	2,109,650	2,175,598
Intangible assets	5.2 (b)	3,487	3,176
<b>Total non-current assets</b>		<b>2,115,473</b>	<b>2,181,032</b>
<b>Total assets</b>		<b>2,217,416</b>	<b>2,265,056</b>
<b>Liabilities</b>			
<b>Current liabilities</b>			
Trade and other payables	5.3 (a)	12,621	13,247
Trust funds and deposits	5.3 (b)	12,574	12,294
Provisions	5.5	12,279	12,491
Interest bearing liabilities	5.4	7,279	-
Income received in advance	5.6	958	1,005
<b>Total current liabilities</b>		<b>45,711</b>	<b>39,037</b>
<b>Non-current liabilities</b>			
Provisions	5.5	1,356	868
Interest bearing liabilities	5.4	-	7,279
<b>Total non-current liabilities</b>		<b>1,356</b>	<b>8,147</b>
<b>Total liabilities</b>		<b>47,067</b>	<b>47,184</b>
<b>Net Assets</b>		<b>2,170,349</b>	<b>2,217,872</b>
<b>Equity</b>			
Accumulated surplus		738,643	710,040
Reserves	9.1	1,431,706	1,507,832
<b>Total Equity</b>		<b>2,170,349</b>	<b>2,217,872</b>

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

Indicator/measure	2016	2017	2018	2019	Material Variations
<b>Participation</b>					
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] x 100</i>	64.52%	94.59%	85.11%	70.97%	This indicator shows a slight decline compared to last year. While Council strives to encourage attendance, this service is voluntary. Data is being managed by the State Government and while most data is accurate there may be some variation in results.
<b>Roads</b>					
<b>Satisfaction</b>					
Satisfaction with sealed local roads <i>[Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]</i>	64	66	64	66	There has been a slight increase in satisfaction with sealed roads. This data is collected in a Community Satisfaction Survey by an independent research company on behalf of State Government annually.
<b>Statutory Planning</b>					
<b>Decision making</b>					
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</i>	72.73%	70.97%	64.71%	52.46%	Whilst it would appear that a large number of decisions have been set aside by VCAT, it is important to note that this statistic does not include successful negotiations through the compulsory conference process. This year 18 of the 29 decisions were successfully negotiated at compulsory conference.
<b>Waste Collection</b>					
<b>Waste diversion</b>					
Kerbside collection waste diverted from landfill <i>[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x 100</i>	53.10%	53.96%	54.12%	53.24%	Manningham is pleased to have achieved the lowest ever tonnage of waste material sent to landfill. There was lower tonnage collected across all waste streams.

### Definitions

"Aboriginal child" means a child who is an Aboriginal person

"Aboriginal person" has the same meaning as in the Aboriginal Heritage Act 2006

"active library 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

"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

"population" means the resident population estimated by council

"target population" has the same meaning as in the Agreement entered into for the purposes of the Home and Community Care Act 1985 of the Commonwealth

"WorkSafe reportable aquatic facility safety incident" means an incident relating to a council aquatic facility that is required to be notified to the Victorian WorkCover Authority under Part 5 of the Occupational Health and Safety Act 2004

# Financial Performance Indicators

For the year ended 30 June 2019

Dimension/indicator/measure	Results			Forecast			Material Variations		
	2016	2017	2018	2019	2020	2021		2022	2023
<b>Efficiency</b>									
<b>Revenue level</b>									
Average residential rate per residential property assessment	\$1,881	\$1,869	\$1,911	\$1,961	\$2,018	\$2,058	\$2,091	\$2,142	Manningham has a high reliance on rate revenue from residential properties with 96% of all properties in the municipality being residential. The 2018/19 result represents a 2.6% increase on the 2017/18. Rate revenue is used to maintain and upgrade local roads, buildings, drains, footpaths, playgrounds and sporting facilities. This revenue also funds services including public health, children, youth, family, aged, planning, building and other community services.
<i>[Residential rate revenue / Number of residential property assessments]</i>									
<b>Expenditure level</b>									
Expenses per property assessment	\$2,278	\$2,302	\$2,308	\$2,372	\$2,511	\$2,511	\$2,574	\$2,625	The result is consistent with budget forecasts and reflects Manningham's continued focus on responsible budgeting while providing cost-effective services and delivering infrastructure projects to meet the needs of our community.
<i>[Total expenses / Number of property assessments]</i>									
<b>Workforce turnover</b>									
Resignations and terminations compared to average staff	8.66%	11.78%	9.92%	9.62%	8.50%	8.50%	8.50%	8.50%	Workforce turnover of 9.6% represents a small decrease on 2017/18, and not unexpected given the activity to finalise our organisational structure across the preceding 12 months.
<i>[Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x 100</i>									
<b>Liquidity</b>									
<b>Working capital</b>									
Current assets compared to current liabilities	217.04%	199.23%	215.24%	223.02%	192.65%	202.99%	206.11%	211.70%	The working capital ratio indicates that Manningham has \$2.23 worth of current assets for each \$1.00 of current liabilities. This enables Manningham to meet its commitments as and when they arise without having to borrow funds.
<i>[Current assets / Current liabilities] x 100</i>									
									The higher ratio is mainly attributable to increased cash and investment levels resulting from the operating surplus and capital works planned for 2018/19 which will now be delivered in 2019/20. The forward year forecasts also indicate that Manningham is expecting to maintain a strong working capital ratio.

Dimension/indicator/measure	Results					Forecast			Material Variations
	2016	2017	2018	2019	2020	2021	2022	2023	
<b>Unrestricted cash</b>									
<i>Unrestricted cash compared to current liabilities</i>	77.04%	63.04%	63.67%	37.57%	58.53%	60.93%	63.63%	68.35%	Manningham has a strong liquidity position and is able to meet its short and long term commitments as they fall due. The reduction in the unrestricted cash ratio is mainly due to Manningham investing in term deposits with a maturity of greater than 90 days to improve interest revenue. Only term deposits with a maturity of 90 days or less are included in the calculation of cash for this ratio. Without this change the ratio would be similar to previous years.
<i>[Unrestricted cash / Current liabilities] x100</i>									
<b>Obligations</b>									The forward year forecasts assume that all term deposits will have a maturity of 90 days or less.
<b>Asset renewal</b>									
<i>Asset renewal compared to depreciation [Asset renewal expenses / Asset depreciation] x 100</i>	74.02%	123.60%	96.53%	87.46%	127.52%	101.17%	100.17%	99.45%	During 2018/19 Manningham spent \$18.01 million renewing community assets. The drop in the 2018/19 ratio relates to capital works planned for completion by 30 June 2019 that will be completed during the 2019/20 financial year. The four year trend is to maintain asset renewal at or above 100%.
<b>Loans and borrowings</b>									
<i>Loans and borrowings compared to rates [Interest bearing loans and borrowings / Rate revenue] x 100</i>	7.80%	7.83%	7.53%	7.14%	0.00%	0.00%	0.00%	0.00%	Manningham has a low level of borrowing relative to rates. The total borrowings as at June 2019 is \$7.28 million which is forecast to be paid in full during 2019/20. No new borrowings are proposed in the 2019/20 to 2022-23 period.
<b>Loans and borrowings</b>									
<i>Loans and borrowings repayments compared to rates [Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x 100</i>	0.33%	0.33%	0.32%	0.30%	7.00%	0.00%	0.00%	0.00%	Manningham has a low level of borrowing relative to rates. The total borrowings as at June 2019 is \$7.28 million. The ratio increases in 2020 as Council has budgeted to repay in full the loan principle.
<b>Indebtedness</b>									
<i>Non-current liabilities compared to own source revenue [Non-current liabilities / Own source revenue] x 100</i>	7.50%	7.19%	7.19%	1.13%	0.71%	0.68%	0.66%	0.64%	Manningham has a low level of non-current liabilities compare to revenue. The ratio dropped in 2018/19 as Council is projecting to repay total borrowings during 2019/20, resulting in this liability being reclassified as a current liability at 30 June 2019 rather than non-current liability.



Dimension/Indicator/measure	Results					Forecast			Material Variations
	2016	2017	2018	2019	2020	2021	2022	2023	
<b>Operating position</b>									
<b>Adjusted underlying result</b>									
Adjusted underlying surplus (or deficit)	9.69%	11.35%	10.49%	10.62%	5.36%	8.10%	6.61%	6.89%	The result indicates a strong operating surplus for the year which is required to enable Manningham to continue to provide core services and infrastructure to the community.
[Adjusted underlying surplus (deficit) / Adjusted underlying revenue] x 100									
<b>Stability</b>									
<b>Rates concentration</b>									
Rates compared to adjusted underlying revenue	78.30%	74.24%	76.06%	76.30%	79.20%	78.48%	79.12%	79.26%	The result is consistent with the forecast and reflects Manningham's reliance on rates to fund services and infrastructure to the community.
[Rate revenue / Adjusted underlying revenue] x 100									
<b>Rates effort</b>									
Rates compared to property values	0.26%	0.20%	0.20%	0.17%	0.20%	0.21%	0.21%	0.22%	The ratio highlights Manningham's relative low rate burden on its community when compared to property value.
[Rate revenue / Capital improved value of rateable properties in the municipality] x100									

**Definitions**

"adjusted underlying revenue" means total income other than:

- (a) non-recurrent grants used to fund capital expenditure; and
- (b) non-monetary asset contributions; and

(c) contributions to fund capital expenditure from sources other than those referred to above

"adjusted underlying surplus (or deficit)" means adjusted underlying revenue less total expenditure

"asset renewal expenditure" means expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability

"current assets" has the same meaning as in the AAS "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

## Definitions

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(a) non-recurrent grants used to fund capital expenditure; and

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(c) contributions to fund capital expenditure from sources other than those referred to above  
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**"active library member"** means a member of a library who has borrowed a book from the library

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**"CALD"** means culturally and linguistically diverse and refers to persons born outside Australia in a country whose national language is not English

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**"adjusted underlying revenue"** means total income other than:

(a) non-recurrent grants used to fund capital expenditure; and

(b) non-monetary asset contributions; and

(c) contributions to fund capital expenditure from sources other than those referred to above "adjusted underlying surplus (or deficit)" means adjusted underlying revenue less total expenditure

**"asset renewal expenditure"** means expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability

**"current assets"** has the same meaning as in the AAS "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

# **Glossary** and abbreviations

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# Glossary

<b>Advisory committee</b>	A committee that assists council with the decision-making process and has a Councillor representative to assist with the consultation process
<b>Advocacy</b>	Publicly supporting or recommending programs or services on behalf of our community to other tiers of government or service providers for community benefit
<b>Annual Report</b>	An annual report prepared by a Council under sections 131, 132 and 133 of the <i>Local Government Act 1989</i>
<b>Asset expansion expenditure</b>	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
<b>Asset expenditure type</b>	These types of asset expenditure: <ul style="list-style-type: none"> <li>• asset renewal expenditure</li> <li>• new asset expenditure</li> <li>• asset upgrade expenditure</li> <li>• asset expansion expenditure</li> </ul>
<b>Asset renewal expenditure</b>	Expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability
<b>Asset upgrade expenditure</b>	Expenditure that: <ul style="list-style-type: none"> <li>• enhances an existing asset to provide a higher level of service; or</li> <li>• increases the life of the asset beyond its original life</li> </ul>
<b>Best value</b>	State legislation that requires Council to review services to ensure community expectations and value for money
<b>Budget</b>	Council's originally published budget detailing the projected income, expenditure and financial position of council
<b>Capital expenditure</b>	The expenditure on items which are expected to produce future economic benefits for Council with a useful life in excess of 12 months
<b>Capital improved value</b>	The market value of the property at the date of valuation including the value of the land and all improvements built on the land
<b>Capital Works Program</b>	Program of scheduled infrastructure works generally encompassing capital works for road, drainage and building assets
<b>Capitalisation</b>	The process whereby expenditure is charged to an account in the statement of financial position rather than to an expense account
<b>Council Plan</b>	The four-year plan for how we will deliver our nine strategic objectives

<b>Community grants</b>	Council allocates a sum of money for our Community Development Community Grants program as part of the annual budget process. The funding supports not for profit community organisations in Manningham
<b>Community Satisfaction Survey</b>	The survey the state government requires Councils to conduct once a year to gauge the level of community satisfaction with our services
<b>Cultural diversity</b>	Celebrating our community's many different cultures expressed through language, tradition, religion, dress, arts, dance and lifestyle
<b>Governance</b>	Council's responsibility for the economic and ethical performance of the municipality
<b>Community Care Program</b>	Home and Community Care (HACC) and the Commonwealth Home Support programs established under Agreements entered into with the Australian and State Governments support people who are frail, have a disability and their families
<b>Community care service</b>	Provides a range of services including domestic assistance, personal care, community respite and delivered meals which assists clients to maximise their independence in the community
<b>Infrastructure</b>	The stock of fixed capital equipment, including roads, public buildings, footpaths, etc.
<b>Key performance indicator</b>	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
<b>Liquidity</b>	The ratio of current assets to current liabilities as a percentage that shows how much cash we have on hand
<b>Local Government Model Financial Report</b>	The Local Government Model Financial Report published by the Department from time to time including on the Department's website
<b>Local law</b>	The laws adopted by Council that prohibit, regulate and control activities, events, practices and behaviours within Manningham
<b>Local roads</b>	The municipal road network which is maintained by Manningham Council
<b>Manningham Matters</b>	The Council newsletter we deliver to all Manningham homes and businesses which provides residents with information about local activities.
<b>Manningham Planning Scheme</b>	Outlines state and local planning policies including zones, overlays and other provisions
<b>Material variations</b>	Significant changes to a development application, such as those that impact neighbouring properties, alter the description of the development or would affect objections to the original proposal.
<b>Maternal and Child Health (MCH) Service</b>	Service provided by a Council to support the health and development of children within the municipality from birth until school age

<b>Municipal Association of Victoria (MAV)</b>	The lobbying body for Victoria's 79 councils
<b>New asset expenditure</b>	Expenditure that creates a new asset that provides a service that does not currently exist
<b>Non-current assets</b>	All assets other than current assets
<b>Non-recurrent grant</b>	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
<b>North East Link Project (NELP)</b>	The largest road project in the state's history, which will involve seven years of planning, design and construction. It is the biggest infrastructure project to affect Manningham's municipality.
<b>Performance indicator</b>	A statistic identifying the extent of activity in meeting a specific objective
<b>Performance statement</b>	The performance statement prepared by a Council under section 131 of the Act
<b>Principal Accounting Officer</b>	The person designated by a Council to be responsible for the financial management of the Council
<b>Recurrent grant</b>	A grant other than a non-recurrent grant
<b>Report of operations</b>	The report outlining details of Council operations prepared under section 131 of the Act
<b>Reserves</b>	Monies set aside in the statement of financial position for specific purposes in accordance with statutory and discretionary principles
<b>Revised budget</b>	The revised budget prepared by a Council under section 128 of the Act
<b>Risk management</b>	A policy and process for identifying business risks and controlling the likelihood and/or impact of a risk event occurring
<b>Strategy</b>	A plan of action intended to accomplish specific objectives
<b>Statement of Capital Works</b>	A statement of capital works prepared in accordance with the Local Government Model Financial Report
<b>Statement of Human Resources</b>	A statement that shows all Council staff expenditure and the number of full time equivalent Council staff
<b>Sustainable</b>	How we meet present-day needs without compromising future generations' ability to meet their needs
<b>Themes</b>	The overarching strategic objectives or focus areas of Council, as outlined in the Council Plan
<b>Triple bottom line</b>	Measures community well-being by assessing the economic, social and environmental considerations
<b>Vision</b>	A description of the future we aim to achieve for our city and community
<b>Ward</b>	The delineation of a district within a municipality for the purposes of administration and representation
<b>Well-being</b>	A general term to encompass health, happiness, welfare, security, comfort, quality of life and a sense of belonging



# Abbreviations

<b>AAS</b>	Australian Accounting Standard
<b>ABS</b>	Australian Bureau of Statistics
<b>AMS</b>	Asset Management Strategy
<b>CALD</b>	Culturally and Linguistically Diverse
<b>CEO</b>	Chief Executive Officer
<b>Cr</b>	Councillor
<b>EBA</b>	Enterprise Bargaining Agreement
<b>EMT</b>	Executive Management Team
<b>EO</b>	Equal Opportunity
<b>HACC</b>	Home and Community Care
<b>LGPRF</b>	Local Government Performance Reporting Framework
<b>MCH</b>	Maternal Child Health
<b>NDIS</b>	National Disability Insurance Scheme
<b>NELP</b>	North East Link Project
<b>OHS</b>	Occupational Health and Safety
<b>SBS</b>	Strategic Briefing Session
<b>UNHCR</b>	United Nations High Commission for Refugees
<b>VEC</b>	Victorian Electoral Commission

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# Thank you

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Thank you for reading Manningham's Annual Report 2018/19. We hope that this report has given you a good understanding of our achievements and performance over the 12 months from 1 July 2018 to 30 June 2019. We value your feedback. You can provide this to us by contacting us.

## **Annual Report 2018/19**

This report is a comprehensive account of our achievements, challenges, aspirations for the future and commitments to our customers.

In it, we report on our performance against the strategic themes and goals outlined in the Council Plan 2017-2021 and give an analysis of our financial performance. The report also illustrates the breadth and depth of the services we are proud to deliver to the Manningham community.

## **Why we have an Annual Report**

Our Annual Report is a critical tool to inform Manningham's residents, businesses, employees and potential employees, Victorian and Australian governments, peak bodies, and community groups and organisations about our activities, performance and future direction.

Manningham is required under the Local Government Act 1989 to present an Annual Report to the Minister for Local Government by 30 September each year.

## **Further reading**

We encourage you to visit our website [manningham.vic.gov.au](http://manningham.vic.gov.au) where you can find information about our services, programs, events, major initiatives, major publications and more. On our website, you will find our Manningham Matters publication, which is published ten times a year and highlights the vital work we do in the community.

## **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 you can call 9840 9333. An electronic copy is available at [manningham.vic.gov.au/annual-report](http://manningham.vic.gov.au/annual-report).

# Contact Information

View this annual report online at [manningham.vic.gov.au/annual-report](http://manningham.vic.gov.au/annual-report)

## Get in touch


### Connect online

-  [twitter/manninghamcc](https://twitter.com/manninghamcc)
-  [facebook/manninghamcouncil](https://facebook.com/manninghamcouncil)
-  [Instagram/CityofManningham](https://Instagram/CityofManningham)
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