



2019/20 Annual Report



Welcome

Welcome to Manningham Council's Annual Report 2019/20. 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 over \$2 billion of land and infrastructure assets across our 114km² municipality.

In this year's report, you can read about our achievements and challenges from 1 July 2019 to 30 June 2020, 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 2019/20 Annual Budget and 2017-2021 Strategic Resource Plan.

This is the sixth 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 five 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. We describe these themes and goals on page 52.

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



Contents

Welcome	3	Reporting on our performance	46
Our vision	4	Planning and reporting framework	48
Our mission	4	Our Council Plan 2017-2021	50
Our strategic direction	4	Our 2019/20 performance	51
Our values	5	Themes from Council Plan 2017-2021	52
Year in review	9	Developing our new Council Plan	54
Manningham snapshot	10	Healthy community	56
Message from our Mayor	12	Liveable places and spaces	83
Message from our CEO	13	Resilient environment	105
Financial performance overview	14	Vibrant and prosperous economy	119
Services provided during 2019/20	19	Well governed council	128
Our major projects	21	Our governance system	144
Our Council, our Manningham	23	How we govern	146
Manningham profile	24	Democratic governance	147
Our Councillors	26	CEO expenditure 2019/20	153
Our organisation	28	Corporate governance	154
Our employees	31	Senior officers	155
Our people	33	Employee code of conduct	156
Our Covid-19 response	38	Management	157
Our COVID-19 response	40	Workplace health and safety	163
		Governance and management checklist	169
		Statutory Information	172

Financial Report 180

Guide to our Financial Report 182

Financial Statements 186

Notes to Financial Report 195

Performance Statement 242

Description of municipality 244

Certification of the performance statement 245

Auditor General's Report 246

Other information 248

Sustainable capacity indicators 249

Service performance indicators 250

Financial performance indicators 252

Glossary and abbreviations 257

Index 262

Thank you 264

Contact us 265

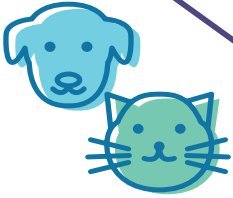
Year in Review





Manningham snapshot	10
Message from our Mayor	12
Message from our CEO	13
Financial performance overview	14
Services provided during 2019/20	19
Our major projects	21

Manningham snapshot



11,731

cats and dogs registered

33,707

participants in arts and
culture programs
and projects



72

community
engagement
opportunities



17.25km

of new and
renewed
foothpaths



\$1.105 million

provided in community grants



\$3.5 million

to improve parks and
open spaces

1,269

building permits
processed



Population of

127,573

56%

of waste diverted
from landfill



1033

planning applications
processed

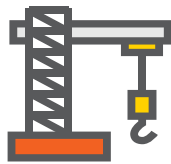
1,098

births supported by
Maternal and Child
Health centres



\$48.44million

in capital works
projects delivered



534,379

visitors to
manningham.vic.gov.au

13,067

immunisations
provided



114,894

calls received by the
contact centre



579,823

library loans

85,364

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

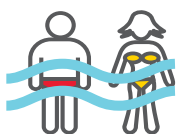


50.2km

roads resurfaced

506,201

visits to Aquarena



19,000

plants planted

873

residents became
Australian Citizens



Message from our Mayor



It is my pleasure to present Manningham's Annual Report 2019/20 on behalf of my fellow Councillors.

It is my pleasure to present Manningham's Annual Report 2019/20 on behalf of my fellow Councillors.

I'm very proud of the range of meaningful and important initiatives we delivered in our community this year. Some of the highlights for this year have included:

- Extensive consultation to hear our resident's hopes for Manningham's future as part of the Imagine Manningham 2040 engagement project.
- Partnering with the Australian Government to implement new smart technologies at the Jackson Court Neighbourhood Centre to better understand its use and plan for the future.
- Providing \$1,105,126 in community grants to groups and organisations that do valuable work in our community, this included \$836,126 in community grants and \$269,000 in COVID-19 urgent relief funding.
- Continuing to significantly reduce the time we take to process and decide on Planning Permit applications.
- Helping residents in the clean-up after January's damaging storms.
- Delivering a significant \$48.44 million capital works program that saw a wide range of infrastructure improvements for our community.
- We made great progress with our advocacy work on the North East Link project, delivering new investment and certainty for the impacted sporting clubs, and more consultation on behalf of impacted residents.

The COVID-19 pandemic is the most significant challenge we have faced in our history. This health crisis has put immense pressure on our residents and businesses, and I am proud of the way Manningham Council has stepped up in support of our community.

Our \$3.8 million COVID-19 Community Relief Package has provided much-needed relief to vulnerable people in our community. It has provided critical support to our ratepayers, older residents, local businesses and community groups in a time of health, wellbeing and financial hardship. This targeted approach is aimed at delivering support and relief where it's most needed in our community.

We also introduced our Be Kind Manningham initiative in April 2020, and will continue it into next year. The initiative encourages our community to be kind to themselves, each other, businesses and children and to be creative as we all face the pandemic together.

As government's closest arm to the community, we are committed to listen and adapt our operations to best support the needs of our residents, businesses and environment.

A handwritten signature in black ink, appearing to read 'Paul McLeish'. The signature is stylized and written in a cursive-like font.

Cr Paul McLeish
Mayor

Message from our CEO



This report reflects our commitment to support Manningham as a thriving place to live, work and play.

In 2019/20, we continued to advocate for our residents and businesses while delivering over 100 services to our community and maintaining critical infrastructure.

This year we continued to represent and raise awareness of our community's needs and priorities. In our ongoing response to the North East Link project, we worked hard to protect and enhance Manningham's environment, business and employment opportunities, recreational facilities and amenity.

I am proud of the way the organisation has enhanced support to our community in 2019/20. We continue to create opportunities for volunteering, recreation and community connectedness; while we celebrate and support our diverse community and improve Manningham's green open spaces.

In January, Council assisted our residents and local businesses in their clean-up after damaging storms brought heavy rain, thunder, hail and flash flooding to our municipality. We deployed resources immediately to start the clean-up process and staff worked into the early hours of the morning responding to calls from our residents.

Council's dedicated staff worked quickly to adapt our service offering in response to the COVID-19 pandemic that has had a significant impact on our community. Among many changes, this included moving our citizenship ceremonies online; modifying the way we deliver our meals on wheels, the continued provision of call centre functions, maternal child health, immunisation and in-home care services; placing over 2,200 calls to vulnerable

members of our community; and transitioning much of our workforce to remote working. I thank Councillors for their leadership and support, our staff for all their hard work during this challenging time and the Manningham community for their patience and resilience.

Despite the impact of the COVID-19 pandemic, Council's financial results for 2019/20 were strong due to careful readjustment throughout the second half of the financial year. An operational highlight was the delivery of the 2019/20 Capital Works Program with 98 per cent of the program completed, well exceeding the annual target. A total of 50.2km of the local road network has been resurfaced (8 per cent of local road network), 13.65km of footpaths have been replaced or upgraded, an additional 3.6km of new footpath has been included in the footpath network. The total length of roads resurfaced is double that of the previous financial year, with the total footpath upgrade expenditure for the 2019/20 and five times last year's result. This highlights the commitment to supporting Manningham Council's long-term financial sustainability while providing cost-effective services and delivering infrastructure projects to meet the needs of our community.

We are committed to continuing our agile and innovative approach to delivering high-quality services and infrastructure to support the Manningham community into the future.

Andrew Day
Chief Executive Officer

Financial performance overview

Despite the financial challenges of the COVID-19 pandemic, Manningham Council’s financial results remain strong. 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.

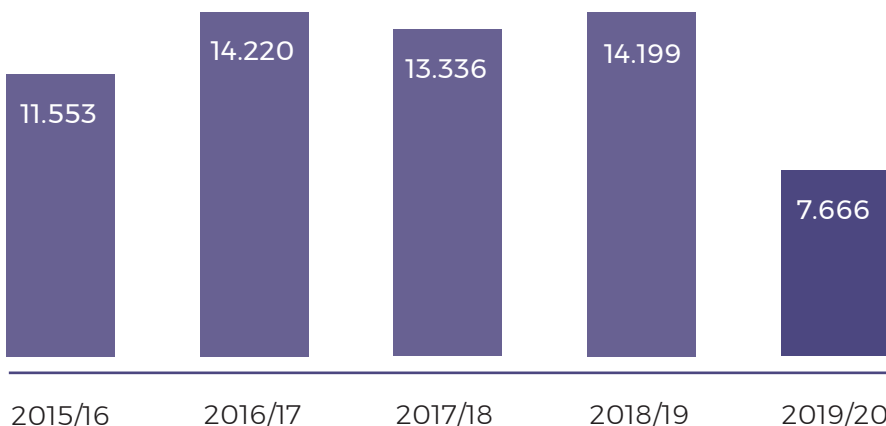
Operating position

In 2019/20, we achieved an operating surplus of \$26.33 million which was \$9.53 million greater than the adopted budget surplus of \$16.80 million. The greater than budgeted surplus is mainly attributable to \$7.32 million greater than budgeted non-monetary (asset) contributions from developers and \$1.59 million greater than budgeted developer contributions (monetary). Council also received an unbudgeted early payment of 50 per cent of the 2020/21 Financial Assistance Grants allocation (\$1.83 million) during the year.

Within Council’s surplus, a number of income items that are either restricted in use or ‘non-cash’ in nature. The adjusted underlying surplus excludes these items such as non-recurrent capital grants, non-monetary asset contributions and other contributions to fund capital expenditure (including developer and open space contributions). The adjusted underlying surplus was \$7.67 million.

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

■ Figure 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 2019/20 was \$153.45 million, compared to a budget of \$143.15 million. The additional revenue was mainly due to greater than budgeted monetary and non-monetary contributions from developers.

■ [Table 1: 2019/20 Income](#)

Income \$'000	2015/16	2016/17	2017/18	2018/19	2019/20
General rates	81,370	82,819	85,839	88,853	92,216
Waste charges	12,040	10,201	10,830	13,126	13,737
User fees, charges and fines	12,553	14,369	14,940	14,570	12,308
Operating grants	10,023	12,366	12,229	12,173	12,257
Capital grants	7,189	3,999	3,578	2,672	1,661
Contributions (monetary and non-monetary)	5,924	22,387	14,766	13,949	18,476
Interest revenue	1,874	1,629	1,576	1,981	1,469
Other income	1,207	1,885	138	1,276	1,325
Total	132,180	149,655	143,896	148,600	153,449

Expenditure

Our total expenditure for 2019/20 was \$127.12 million, compared to a budget of \$126.35 million. In 2019/20, the main expense was employee costs, which accounted for \$54.12 million. We provide services to our community through a combination of contractors and employees.

■ Table 2: 2019/20 Expenditure

Expenditure \$'000	2015/16	2016/17	2017/18	2018/19	2019/20
Employee costs	47,890	51,099	52,505	53,326	54,120
Materials and contracts	21,595	22,115	20,961	23,446	28,469
Depreciation and amortisation	20,221	19,347	20,566	21,640	23,946
Community grants and library	5,203	5,471	5,577	5,575	4,991
Other expenses	12,605	13,049	14,161	15,461	15,596
Total	107,514	111,081	113,770	119,448	127,121

Net worth

Our financial strength is indicated by net assets (what we own less what we owe). As at 30 June 2020, Council owns net assets of \$2.14 billion including community infrastructure assets of \$2.08 billion.

Assets

Our total assets are valued at \$2.19 billion. This is a decrease of \$27.55 million or 1.2% on the prior year and is primarily due to a decrease in the value of land, buildings and other infrastructure assets. Valuations have been impacted by the COVID-19 pandemic.

The major components of our assets include:

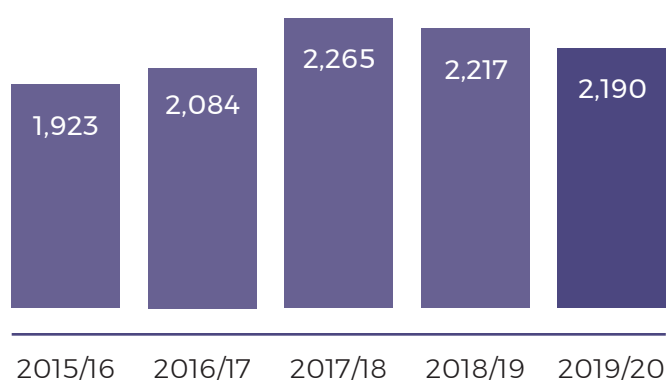
- Infrastructure, property, plant and equipment valued at \$2.08 billion.
- Cash and investments of \$86.52 million.
- Debtors of \$13.52 million.

Liabilities

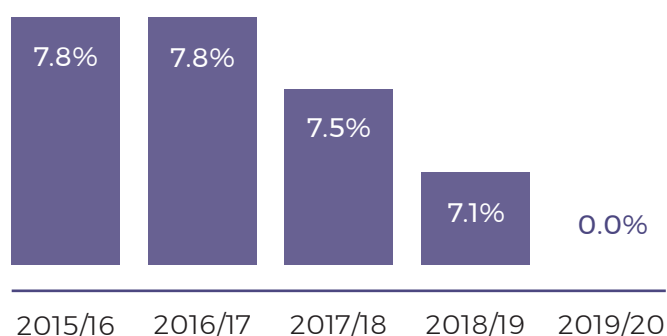
Our liabilities include amounts owed to suppliers and employee leave entitlements. Total liabilities at 30 June 2020 were \$54.81 million, an increase of \$7.74 million over the previous year.

Council fully repaid \$7.28 million of loan borrowings during the year and is now debt-free.

■ Figure 2: Total assets (\$millions)



■ Figure 3: Debt to rates and charges (%)



Capital investment

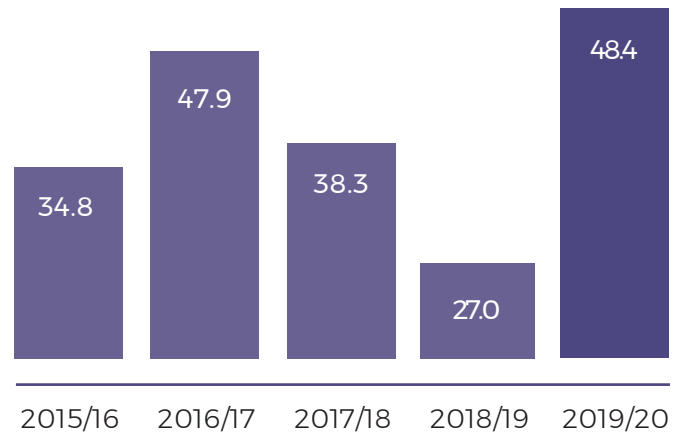
Council aims to maintain its infrastructure assets at expected levels while continuing to deliver services needed by our community. During 2019/20, we invested \$48.44 million in an extensive Capital Works Program to renew and upgrade community assets throughout the municipality. This program was funded primarily through rates, with additional funds provided through grants and contributions.

- The major categories of capital works included:
- land and community buildings: \$8.65 million
- plant, equipment and other assets: \$2.48 million
- infrastructure assets (such as roads, drainage, footpaths and cycleways, recreation, leisure, parks, open space and streetscapes): \$33.56 million.

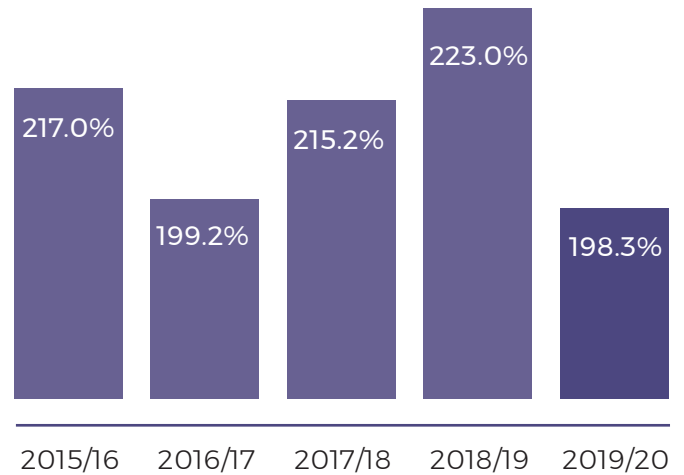
Liquidity

Cash and term deposits at 30 June 2020 were \$86.52 million, a decrease of \$1.52 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 198.3% indicates that for every dollar of short-term liabilities, we have \$1.98 worth of assets. This is a strong result.

■ Figure 4: Capital Works Program (\$millions)



■ Figure 5: Working capital ratio (%)



Financial summary

Our financial results for 2019/20 were better than budgeted. These results demonstrate our commitment to maintaining long-term financial sustainability while providing cost-effective services and delivering infrastructure projects to meet the needs of our community. The 2019/20 Financial Statements show that the organisation remains in a sound financial position despite the financial impact of the COVID-19 pandemic on Council (see page 180).

This result was also achieved within the Victorian Government’s ‘Fair Go Rates’ legislation. The legislation requires a cap on the average increase in Council rates. The rate cap set by the Victorian Government was 2.5% for 2019/20. Manningham achieved the Victorian Government rate cap for 2019/20.

Fast facts

- \$26.33 million operating surplus, a decrease of \$2.82 million on the previous year
- \$7.67 million adjusted underlying surplus, a decrease of \$6.53 million on the previous year
- \$7.28 million of borrowings were fully repaid in 2019/20, leaving us debt-free
- \$48.44 million capital works delivered, an increase of \$21.47 million on the previous year
- \$2.14 billion in net assets, a decrease of \$35.29 million on the previous year.

\$26.33m



operating surplus,
a decrease of
\$2.82 million from
the previous year

\$7.67m

adjusted underlying
surplus, a decrease
of \$6.53 million on
the previous year



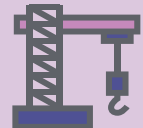
\$7.28m



of borrowings were fully
repaid in 2019/20,
leaving us debt-free

\$48.44m

capital works delivered,
an increase of \$21.47
million on the
previous year



\$2.14b

in net assets,
a decrease of
\$35.29 million
from the
previous year



Our services during 2019/20

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



Capital Works Program
\$32.25



Roads, footpaths and drainage
\$9.35



Waste services and recycling
\$7.98



Parks, gardens and sportsgrounds
\$10.26



Planning and environmental management
\$6.49



Arts, culture and libraries
\$4.61



Aged and disability support services
\$6.63



Health, children and families
\$4.49



Community support and development
\$2.25



Customer service, governance and administration
\$11.37



Council owned community buildings
\$2.76



Risk management and insurances
\$1.56



Our major projects 2019/20

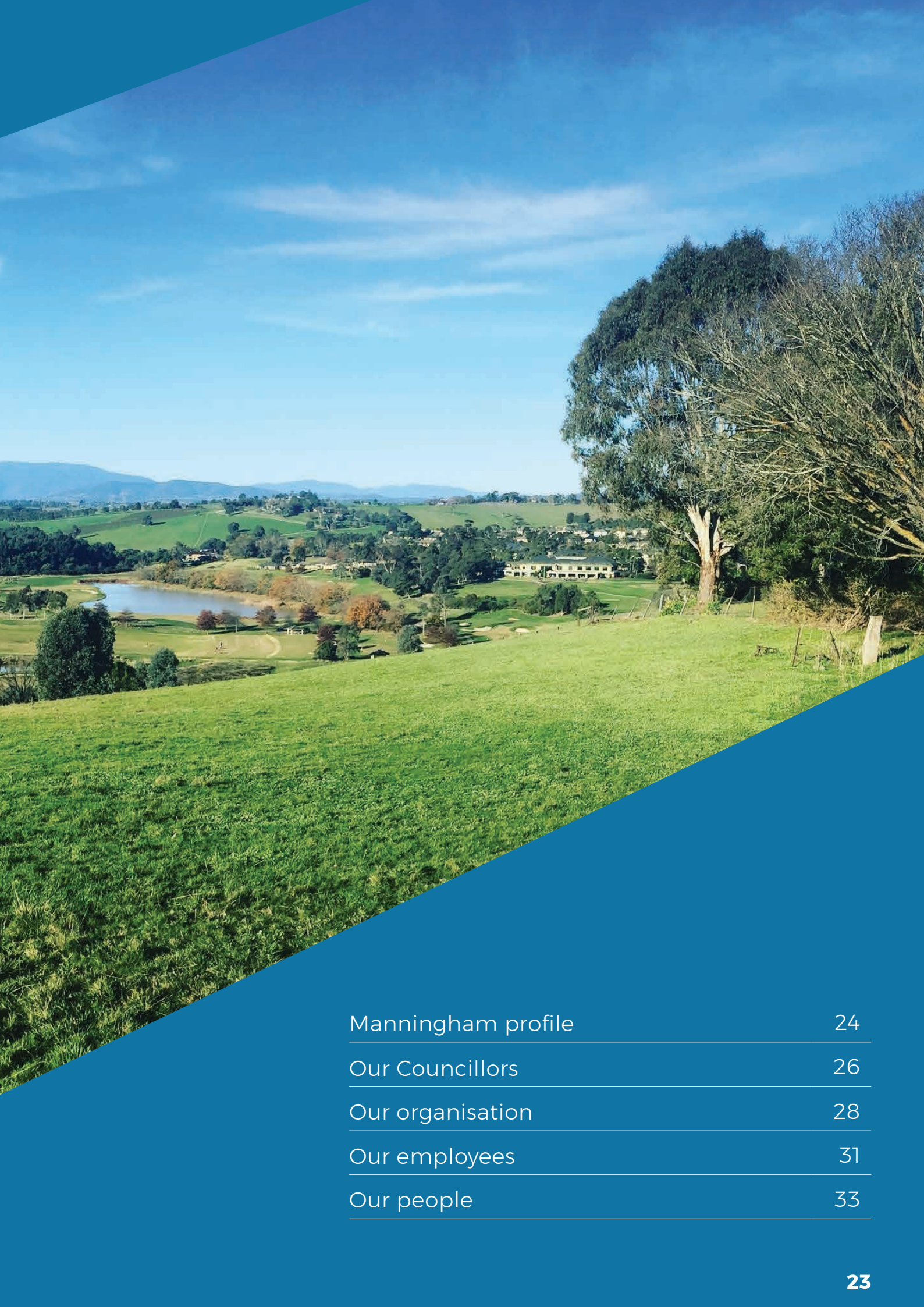
Manningham provides safe, accessible and appropriate infrastructure that meets the changing lifestyles of our community.

We achieved tangible outcomes from our Capital Works Program, delivering just under \$50 million of capital projects to our customers. Below is a summary of key projects we completed in 2019/20:

- \$8.0 million in road resurfacing works
- \$1.9 million on stage one of the Jumping Creek Road upgrade project
- \$0.7 million in sports floodlighting
- \$1.0 million in playspace upgrades including those located at Tasker Reserve, Thea Reserve, Jocelyn Reserve and Lynwood Reserve
- \$2.6 million in footpath works
- \$5.8 million in building renewal works
- \$4.1 million in drainage works
- \$0.9 million at Neighbourhood Activity Centres.

Our Council Our Manningham





Manningham profile	24
Our Councillors	26
Our organisation	28
Our employees	31
Our people	33

Manningham profile

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 114km², 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.

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

In the 2019/20 financial year, Manningham was divided into three wards. The areas our wards cover is shown in Figure 1 and described below. Each ward is home to about 30,000 voters. The ward boundaries were drawn after an independent review in 2007 of Manningham’s electoral representation structure.

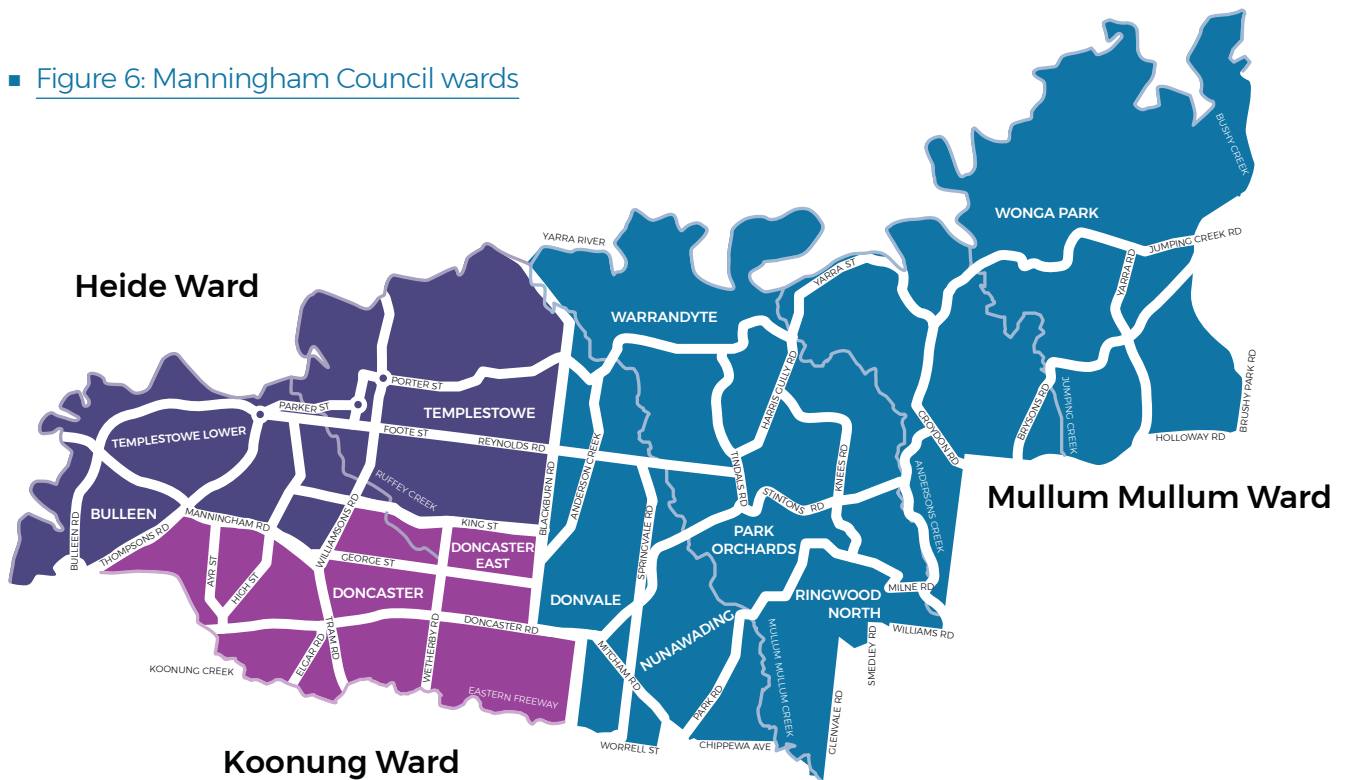
Heide Ward	Part of Bulleen, Templestowe and Templestowe Lower
Koonung Ward	Doncaster, the part of Doncaster East south of Doncaster Road, part of Bulleen and part of Nunawading
Mullum Mullum Ward	Warrandyte, Wonga Park, Warrandyte South, Park Orchards and significant parts of Donvale, the rest of Doncaster 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 6: Manningham Council wards](#)



An independent review of Manningham’s electoral boundaries commenced on 26 June 2019. In July 2020, the Minister for Local Government announced the new electoral structure for Manningham. From the 24 October 2020 election, Manningham will have nine single Councillor wards. The new electoral structure will be reported on in the 2020/21 Annual Report.

Our Councillors

Council elections are held every four years and at the last election in 2016 three Councillors were 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

Elected:

22 October 2016

Term as Mayor:

November 2018 –
November 2019

☎ 0411 483 176

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



Cr Michelle Kleinert

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

Elected:

22 October 2016

☎ 0429 470 051

✉ 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



Cr Mike Zafiropoulos AM (Deputy Mayor)

Elected:

22 October 2016

☎ 0412 260 709

✉ mike.zafiropoulos@manningham.vic.gov.au

Mullum Mullum



Cr Andrew Conlon

Elected to Council:

22 October 2016

☎ 0425 732 238

✉ 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



Cr Paul McLeish (Mayor)

Elected:

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

Elected as Mayor:

November 2019

☎ 0435 806 684

✉ paul.mcleish@manningham.vic.gov.au

Our organisation

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



Rachelle Quattrocchi
Director City Services

March 2020 to present



Philip Lee
Director Shared Services

December 2013 to present



Angelo Kourambas
Director City Planning
and Community

February 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



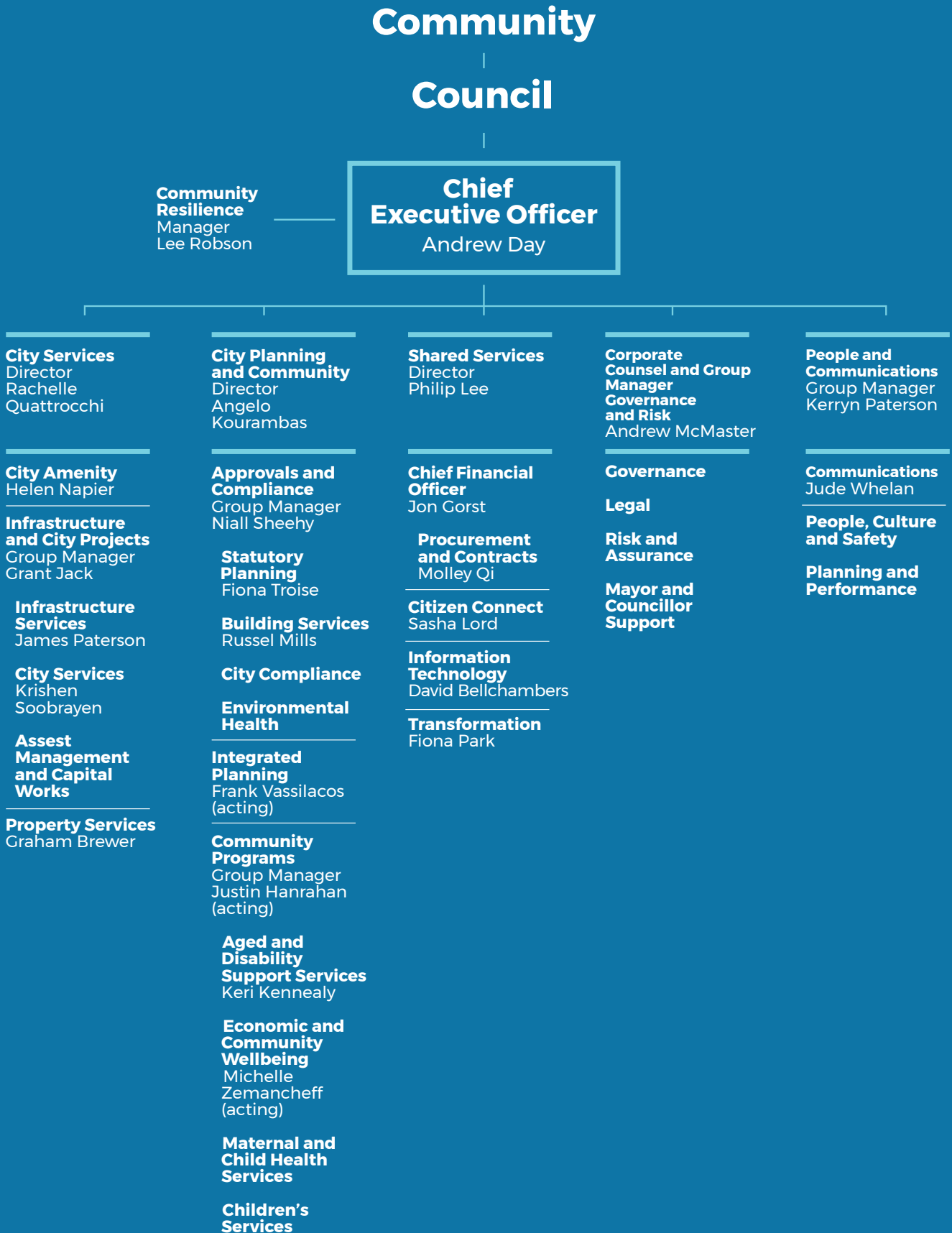
Lee Robson
Manger Community
Resilience

March 2020 to present

Outgoing staff who held senior roles in 2019/20

Leigh Harrison
Director City Services
March 2010 to March 2020

■ Figure 7 – Manningham Council Organisational Chart as at June 2020



Our employees

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

Major achievements with our employees

We implemented our new learning management system for our staff, which improves accessibility to learning opportunities, improves the quality and consistency of learning records and integrates our learning and performance systems.

We commenced negotiations on our next Enterprise Agreement.

We strengthened our work health and safety program through a planned and agile education and communications program.

An internal audit of our work health and safety program highlighted our positive culture when it comes to safe working, reporting and management of incidents.

We initiated our new work health and safety system to better support our staff to report hazards and incidents and access policy, procedures and performance data. We aim to complete this rollout in 2020/21.

We increased the profile of our child safety standards and practice through reviewing our policy, implementing an eLearning module, and developing a dedicated staff intranet page.

We improved our new starter experience with a custom-built online corporate induction.

We improved our workforce reporting capability and data accessibility through the PowerBI system.

We embedded our new Code of Conduct and rolled it out to our staff with a custom-built eLearning module.

We deepened our commitment to diversity and inclusion with the formation of the Diversity & Inclusion Working Group and participation in the Gender Equality Bill Implementation Pilot (including Gender Impact Analysis pilot and Workplace Gender Audit pilot).

We revisited our priorities and refocused our efforts to support our organisation in its response to the COVID-19 pandemic while continuing to deliver much needed services in our community.

- We quickly adapted to ensure business continuity. This included facilitating our staff to work remotely, create our COVID-19 leave policy, rework our procedures and adjust our service delivery.
- We adapted to ensure culture continuity. This included offering health and wellbeing support, support to our leadership team, rolling out online training, reward and recognition, employee engagement and connection initiatives.
- We developed a dedicated plan for ensuring a COVID-19 safe workplace for all Manningham staff, including key organisation-wide controls and local controls.
- We participated in the Working for Victoria Program with 41 new roles established.

Our people

As at 30 June 2020, Manningham employed 666 people in a full-time, part-time or casual capacity, equating to 488.75 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 2020. The tables break down our workforce by directorate, employment type, employment classification and gender.

■ [Table 3: 2019/20 Staff Profile](#)

Employment Type/ Gender	Chief Executive Office	City Services	City Planning and Community	Shared Services	Total
Full Time - Female*	23	31	56	33	143
Full Time - Male*	9	120	46	30	205
Part Time - Female*	6.61	6.86	93.01	10.93	117.43
Part Time - Male*	0.80	2.23	13.93	0.52	17.49
Casual - Female	0.62	0	3.57	0	4.19
Casual - Male	0.42	0.22	0.98	0	1.62
Total	40.46	160.32	213.50	74.46	488.75

* Includes permanent and temporary employees

■ [Table 4: 2019/20 Employment Classification](#)

Employment Classification	Female FTE	Male FTE	Total FTE
Band 1	5.38	3.40	8.78
Band 2	19.68	8.95	28.63
Band 3	27.68	46.82	74.50
Band 4	23.31	24.82	48.13
Band 5	53.92	28.11	82.02
Band 6	60.95	37.66	98.61
Band 7	36.42	30.80	67.22
Band 8	12.56	22	34.56
Nurses	10.75	0.04	10.79
Senior Executive Officer	2	1.53	3.53
Senior officers*	12	20	32
Total	264.64	224.12	488.75

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

At 30 June 2020, the majority of our employees were aged over 35 years (87%). 41% of our employees were aged between 46 and 65 years and 13% 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 2019/20 was 12%, slightly up compared to recent years.

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

■ [Table 5: 2019/20 Staff turnover](#)

Staff turnover	2015/16	2016/17	2017/18	2018/19	2019/20
Staff turnover	12%	14%	10%	10%	12%

Employment level	2015/16	2016/17	2017/18	2018/19	2019/20
Officer Level	96%	95%.0	95%	95%	95%
Senior Officers*	4%	5%	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 \$151,000.

■ [Table 6: 2019/20 Staff age profile](#)

Age profile	2015/16	2016/17	2017/18	2018/19	2018/19
≤25 years	18	19	16	12	14
26-35 years	111	107	87	79	72
36-45 years	139	133	140	128	134
46-55 years	212	221	206	203	210
56-65 years	159	157	160	161	165
> 65 years	65	65	63	74	71
Total	704	702	672	657	666

Conditions of employment

Most employees at Manningham are employed under the conditions of the Manningham City Council Enterprise Agreement 7, 2017 (the Agreement).

- 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 \$2,601.79 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 2019/20, over 5000 development hours were undertaken by staff across 80 learning programs.

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

Diversity and Inclusion in the workplace

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

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

Our policies and practices are specifically designed to meet the diverse needs of our employees and customers, and ensure that our workplace remains free from discrimination and harassment.

■ [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%	84.8%
Target number of contact officers available across the organisation: 4	Result: 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 60 employees with these awards.

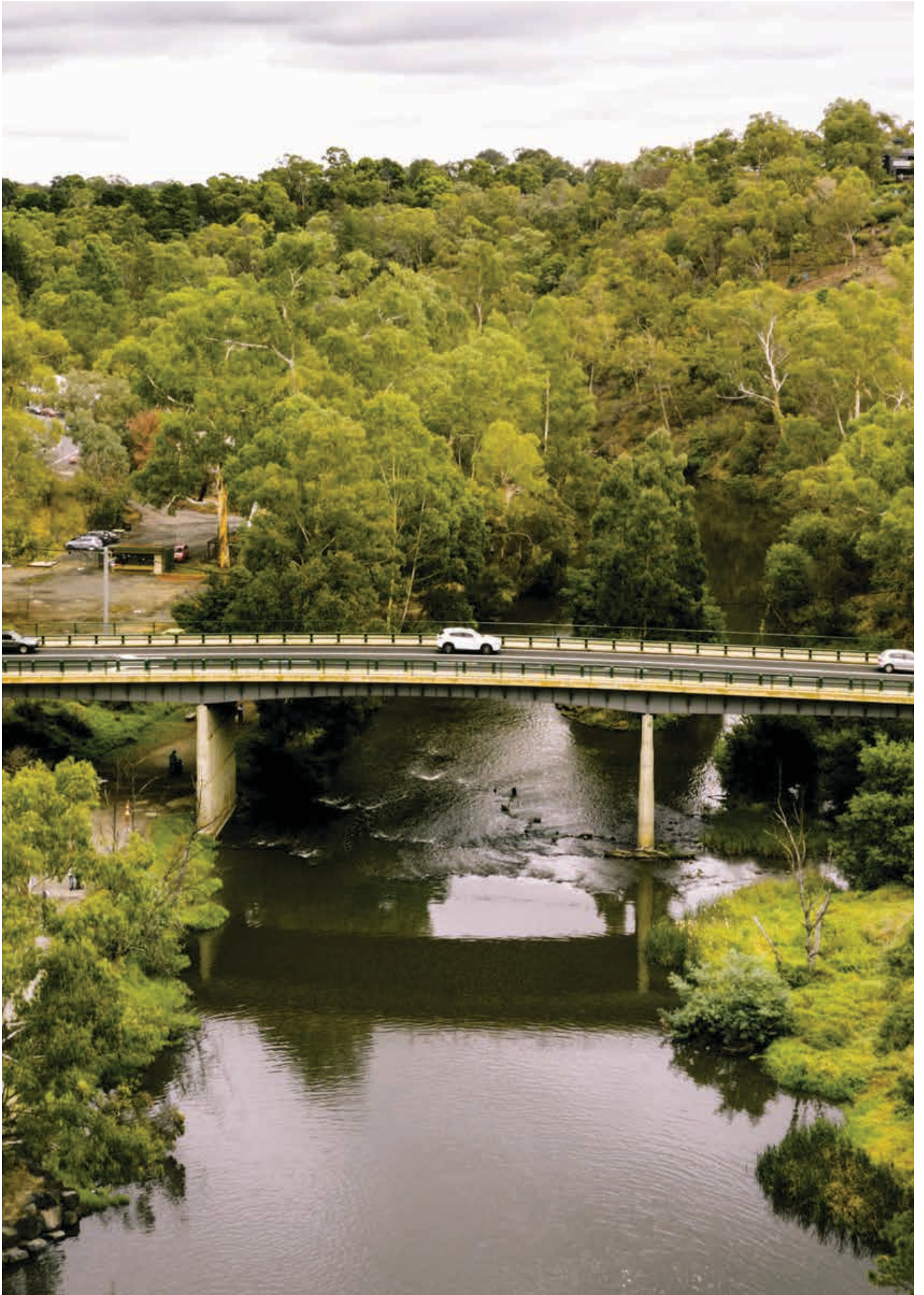
Reward and recognition

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 2019/20, we presented 111 Excellence Awards to staff across 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.



Our COVID-19 response





Our COVID-19 response

The COVID-19 pandemic is the greatest health crisis our community has faced. During the last months of 2019/20, it has placed pressure on individuals, families, community groups and businesses as they face uncertain futures.

We have quickly adapted our service delivery to provide much-needed support to the Manningham community.

In April 2020, Council endorsed a \$3.8 million COVID-19 relief package to provide relief to the community. We have adapted our operations to make sure we keep our community and staff safe and we have transitioned much of our workforce to remote working.

Below are some details of the ways we have adapted our operations to ensure continued support to our community as well as some of the challenges we have faced in responding to the COVID-19 pandemic.

How we have innovated and adapted to support our residents

We moved our weekly rosters to a digital form to enable our 110 Home Support Worker staff members to work remotely and continue our in-home care for vulnerable community members.

We made over 2,200 calls to assess our Aged and Disability Service clients for vulnerability and isolation. From these calls, we determined which clients would benefit from service changes or further contact.

We modified our in-home services to better manage our prioritised response to our Aged and Disability clients.

Council staff took over our Meals on Wheels distribution to support the health of our food services volunteers.

We developed new ways to engage with our older community members in lock-down to reduce the impact of isolation. This included our Community Connection and social support newsletters and Activity Packs, Zoom group meetings and a group project to create a Hibernation Quilt.

Our Pre School Field Officer program continued to build the capacity of Early Childhood Educators in Manningham. The program was quickly adapted to online platforms so our Educators could continue to support Manningham families.

We established two new grants programs to support the community through the pandemic, which included a \$300,000 Urgent Relief program to existing Partnership Grant organisations to support the pandemic response in community.

We delivered art studio programs online after the pandemic prevented face to face classes together with online exhibitions, including When In Lockdown documenting creative responses to COVID-19, and an innovative new Creative Industries Support program.

We provided food and health premises advice on safely re-opening during COVID-19 restrictions.

We changed our environmental health assessments with businesses to mainly telephone assessments and 15-minute on-site validation of process and temperatures.

We continued our management of all front-line staff, including pound operations and school crossing supervisors at full capacity to ensure continued support to our community.

Our Maternal and Child Health staff continued their valuable service to the community, running at almost full capacity with small changes to how we conducted our consultations.

We worked to ensure our business and community groups received the support they needed.

Our Maternal and Child Health services quickly adapted to offer new service types, including Zoom groups and telehealth consultations.

We implemented virtual Council meetings to enable our Councillors to govern despite COVID-19 restrictions.

We adapted to support much of our workforce working from home. The rapid rollout of Zoom video conferencing and other remote working tools enabled over 300 staff per day to be able to login remotely and continue to provide a high level of service to the community under challenging conditions. All corporate applications were accessible and continued to perform to a high standard.

We successfully rolled out 110 new email accounts to Home Support Workers over two weeks in March 2020 to enable improved communication and reduced travel to these vital front-line workers.

We successfully on-boarded 41 Working for Victoria staff, including providing them laptops, remote access and induction training.

We launched a Community Connect service, which was available to residents seven days a week, with dedicated support officers available by phone or email to provide support and connect community members in need to a range of social support groups and resources.

Our Citizen Connect team offered extended customer service hours to our community. At the beginning of the COVID-19 outbreak our contact centre moved to work remotely while the front of house team continued to modify and refine how it did business to meet the State Government guidelines.

Our customer service offering was modified to give customers the option to book appointments online and we offered a drive through service to vulnerable community members, posted masks to vulnerable community members and developed an online financial hardship application.

Our Citizen Connect team created a new concierge role to welcome visitors and record and manage visitor and staff information.

Our organisation quickly adapted to ensure business continuity. This included creating our COVID-19 leave policy, reworking our procedures and adjusting our service delivery.

Our organisation adapted quickly to ensure culture continuity. This included offering health and wellbeing support, support to our leadership team, rolling out online training, reward and recognition, employee engagement and connection initiatives.

We quickly developed a dedicated plan for ensuring a COVID safe workplace for all Manningham staff, including key organisational wide controls and local controls.

We participated in the Working for Victoria Program with 41 new roles established.

We increased the delivery of our Food Services meals from three days to five days a week.

We introduced a new digital version of Manningham Matters to provide regular and timely updates to our community during the rapidly evolving COVID-19 situation.

We distributed \$269,000 in Urgent Relief Funding to community organisations who provide emergency relief and material aid, food packages, counselling services and housing support throughout Manningham.

Many of these initiatives have been in response to some of the challenges the COVID-19 pandemic presented.

The challenges we have faced in response to COVID-19

The pandemic can leave people feeling isolated and experiencing feelings of loneliness and disconnection so we had to find new ways to connect and serve vulnerable people in our community. We have reached out to our aged care and disability service clients by phone and adapted the way we deliver our services to meet their needs.

We have been unable to provide opportunities for our community to use our venues due to government restrictions and physical distancing requirements.

All of our cultural venues, including the Manningham Art Gallery, Manningham Art Studios and Doncaster Playhouse were closed due to restrictions.

Our major recreation facilities including the Aquarena Aquatic and Leisure Centre and Manningham Stadiums were closed due to restrictions in place.

We experienced significant demand on our Environmental Health Service as it assisted our organisation in its response to the pandemic including sourcing personal protective equipment supplies for our staff.

We were only able to undertake 50% of our Tobacco Service Agreement testing.

We experienced an increase in home-based food and health premises applications as businesses closed and find alternative ways to produce products and stay viable.

We experienced some difficulty in obtaining the services and materials we need to upgrade our infrastructure.

Deteriorated market conditions required our Property Services team to adjust their focus and the way they work.

Delays in some projects due to the impact on stakeholder availability, organisational change readiness and tender processes.

Delays to our new Graduate program for a newly qualified Maternal and Child Health nurses due to COVID-19 restrictions. We expect this will be successfully completed in 2020/21.

Delays to the work we have been undertaking towards consolidating our Maternal and Child Health Centres to multi-nurse centres. We expect the works to be completed in 2020/21.

Our Maternal and Child Health service remained flexible, responding quickly to rapidly changing advice from the Victorian Government Department of Health and Human Services. We quickly adapted the way we deliver our Maternal and Child Health services to ensure we were operating in the safest way possible.

Our ability to deliver our Council Plan has been somewhat impacted in the last few months of 2019/20, particularly actions involving community participation and in support of local tourism and businesses. We have proactively worked to adapt our service delivery and support in line with the COVID-19 restrictions and physical distancing protocols from the Victorian Government Department of Health and Human Services.

COVID-19 case study: Supporting our community through COVID-19

The COVID-19 pandemic has put immense pressure on our residents and businesses, and Council has quickly adapted its operations to provide much-needed support to our community.

During the outbreak we reached out to vulnerable members of our community, placing over 2,200 calls to our Aged and Disability Service clients in a three-week period to help us make assessments around risk, social isolation and service priority. Following these calls, we were able to make referrals and adjustments to our services to best support our clients.

During this time, we received increasing demand for our Meals on Wheels service and adapted our operations to ensure continued service to vulnerable members of our community. To reduce risks to the volunteers who usually deliver our meals, we redesigned the program to allow Council staff to take over the delivery of meals five days a week. To do this, we created two teams to further safeguard this essential service to the community.

To provide further support to the community, we launched our Be Kind Manningham initiative to encourage everyone in our community to be creative and to be kind

to themselves, each other, businesses and children as we face the pandemic together. The initiative shares information and ideas with community members around how to look after their physical and mental health, spread kindness within neighbourhoods, support local businesses, share creative projects and engage and support children.

We also launched Community Connect, a dedicated community support hotline for Manningham. Available seven days a week, community members were invited to call the hotline to speak with dedicated support staff who could connect them with a range of social support groups and resources that are appropriate to their specific needs. The hotline received over 700 calls from community members who felt vulnerable, were self-isolating or who needed assistance in completing everyday tasks.



Reporting on our performance





Planning and reporting framework	48
Our Council Plan 2017-2021	50
Our 2019/20 performance	51

Planning and reporting framework

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

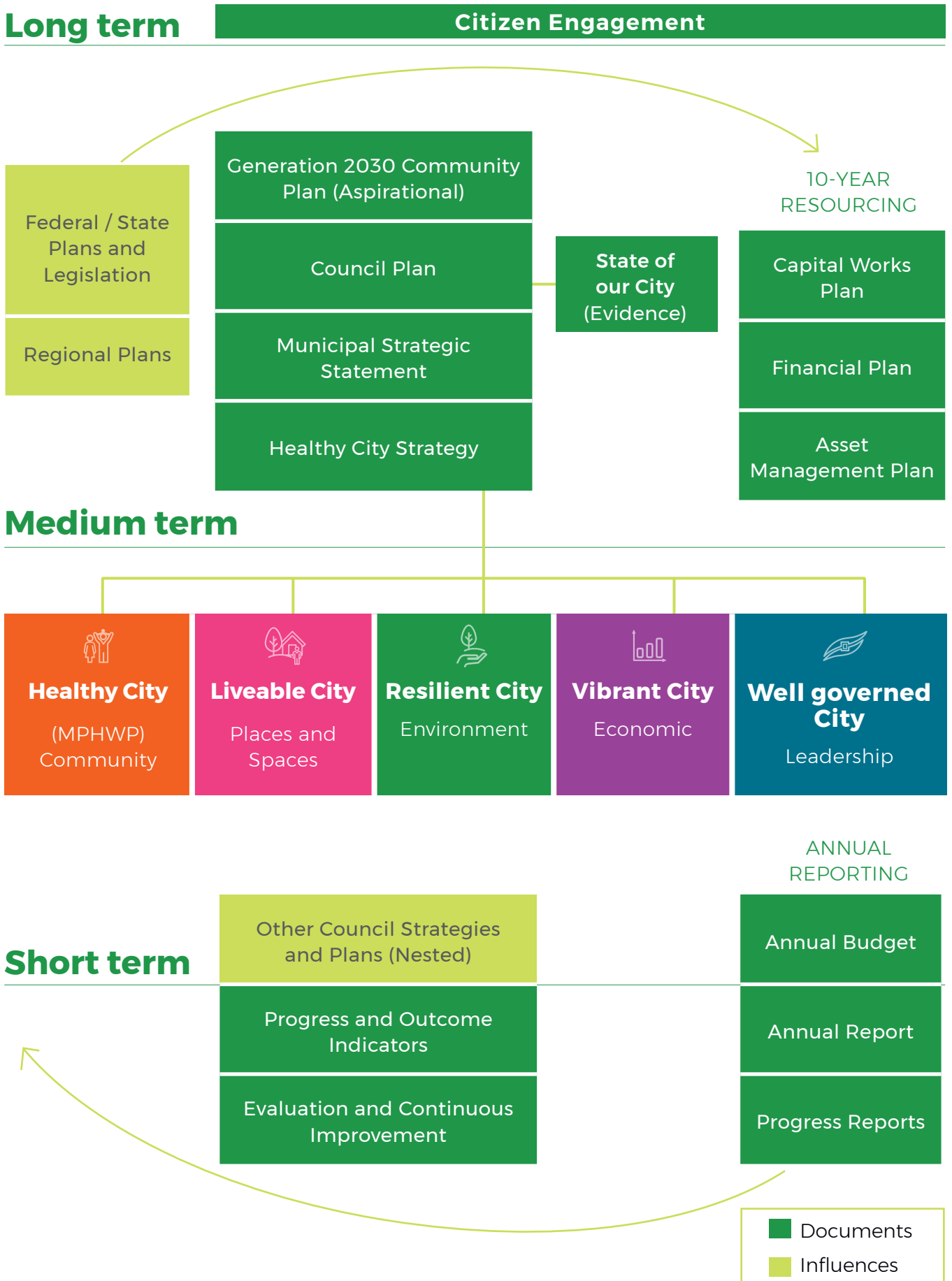
To report on our performance, we prepare:

- 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 8 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 8 is critical to achieving our planned outcomes.

Figure 8: Planning and accountability framework

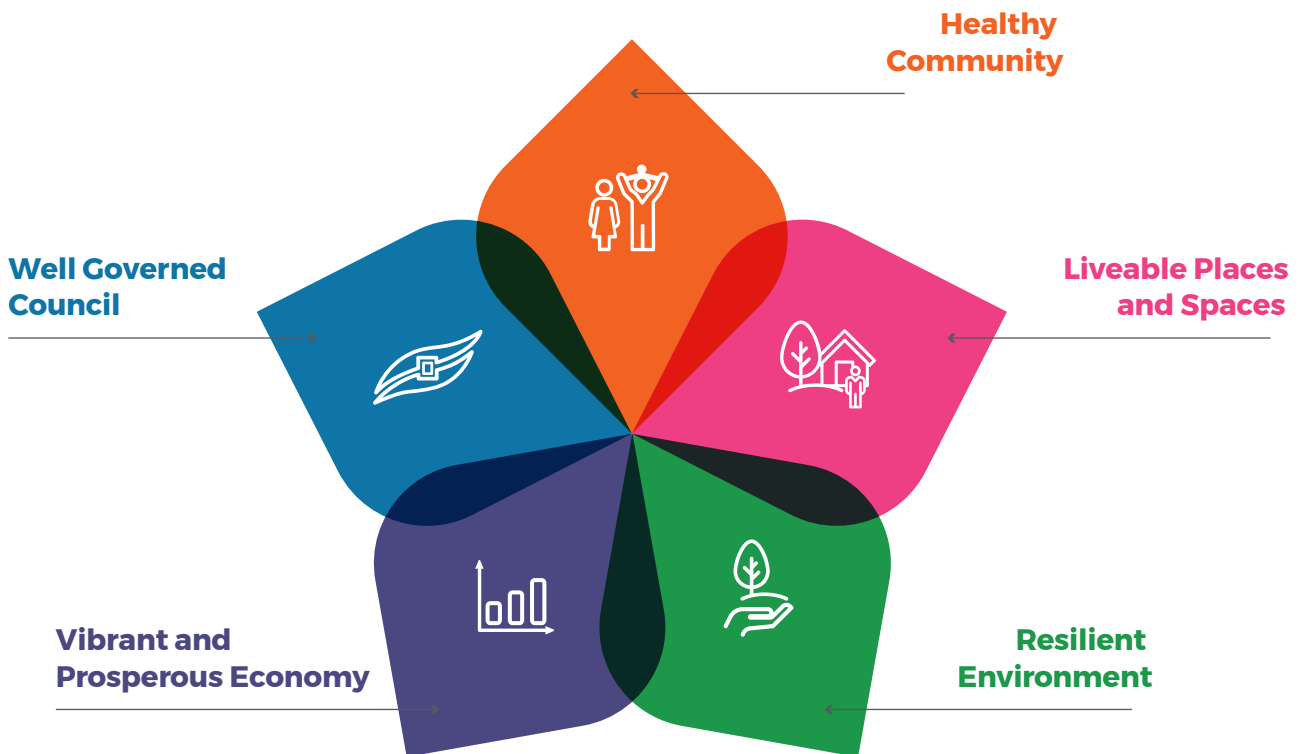


Our Council Plan 2017–2021

In 2017 we introduced our current 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 9: Our 5 strategic themes



Our 2019/20 performance

In this Annual Report, we measure our performance for 2019/20 against:

- the strategic themes and their goals set out in our Council Plan 2017-2021
- our 2019/20 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 service performance, financial and sustainability capacity indicators, and measures introduced 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 2019/20 financial year.

Themes from our Council Plan 2017-2021





Developing our Council Plan	54
Healthy community	56
Liveable places and spaces	83
Resilient environment	105
Vibrant and prosperous economy	119
Well governed council	128





Developing our Council Plan

This year marks the final 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 2019/20.

■ Table 8: Council Plan 2017-2021 themes and goals

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

Goal	1.1 A healthy, resilient and safe community
Action areas	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

Goal	1.2. A connected and inclusive community
Action areas	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

Our inaugural Positive Ageing Alliance group meeting was held on 11 July 2019. The Positive Ageing Action Plan was developed and endorsed in February 2020.

We issued our Aged and Disability Support Service (ADSS) Client Satisfaction Survey to approximately 2000 clients. Of those surveyed, we received 664 responses. The survey respondents told us:

- 98% said the services they received enabled them to live the best life they can most or all of the time
- 99% trust their service provider most or all of the time
- 100% said staff treated them with respect most or all of the time
- 98% found the information provided by ADSS was easy to understand most or all of the time.

We were successful in our application to the Australian Multicultural Community Services Inc. for funding from the Sports Australia Move It AUS Grant Program, funded by the Australian Government Australian Sports Commission. This will be used to expand opportunity for physical activities for seniors.

We refurbished three kindergartens (Doncaster East Preschool, Park Orchards Pre-school and Templestowe Valley Preschool).

We opened a new Maternal and Child Health Centre at the Lower Templestowe Community Centre which includes two consulting rooms and one waiting room.

Approximately 3000 people registered for our free webinars on Raising Resilient Children, Managing Year 11 and 12 and Maintaining our Health and Wellbeing during COVID-19.

We adopted our Active For Life Strategy to ensure our recreation strategy readily adapts to our community's needs and the changing sport and recreation landscape in Manningham.

We continued our program to upgrade our recreational facilities to be female friendly.

We transitioned to new service contracts for our Volunteer Services, Youth Services and Social and Community Support Services.

We successfully delivered our Carols by Candlelight event at Ruffey Lake Park in December 2019.

We successfully delivered a diverse exhibition program for the Manningham Art Gallery, including our biennial *Manningham Victorian Ceramic Award*, with Matt Butterworth the first prize recipient; and the major exhibition funded by Creative Victoria, Far Flung celebrating intergenerational migrant stories; and a satellite exhibition, Sky After Rain in partnership with Midsumma Festival.

We piloted an Arts and Culture evaluation program, with results showing 83% appreciation for diverse arts and cultural expression, 78% sense of belonging and shared cultural heritage, 84% sense of feeling valued and 81% supported with professional development as an artist.

We successfully launched an online Venues booking program, making the process much easier for community.

Our suite of grants programs continues to support diverse community outcomes with over \$880,000 in Partnership, Community and Small Grants.

All immunisation sessions ran as scheduled. We saw a significant increase in demand on immunisation services and influenza vaccine uptake at the commencement of the COVID-19 outbreak.

Our immunisation project work was completed with a grant from the Public Health Network. This included an online booking system to better manage our client numbers and client waiting times at immunisation sessions.

Our food and health premises assessments and sampling were undertaken in accordance with statutory obligations.

We participated in a Department of Environment, Land, Water and Planning and Environment Protection Authority steering committee for a new Environment Protection Authority legislation in relation to on-site domestic wastewater management.

Our City Compliance team significantly increased their support to the community, responding to a steady increase in the number of requests. In 2018, the community made 8430 requests, followed by 8831 in 2019. More than 4500 case requests have been made in the first half of 2020.

Our Local Laws team promoted the value of animal registrations which helped them connect lost animals with their owners. This resulted in a significant reduction in the number of animals impounded in 2019/20.

We successfully refurbished two Maternal and Child Health Centres to be safer and in line with up to date assessment equipment and furniture for the infants and children we assess.

We successfully trialled the use of dedicated fleet cars for our Maternal and Child Health services to ensure our staff can conduct home visits safely.

We conducted a three-month online evaluation of our Maternal and Child Health service between July and September 2019. Participants expressed very high ratings of satisfaction with our service. Our ratings remained very high from 9.5/10 to 9.7/10 over the three-month period. We received 772 responses – 84% were female and 16% male.

We hosted the Age Well in Victoria Consultation with Commissioner for Senior Victorians, Gerard Mansour. Around 150 invited guests comprising mostly of residents and some service.

Introduced an event rebate of up to \$150 to support more neighbourly events within Manningham's local parks as part of the Parks Alive program. Guidelines, process and online application form was published in time for Neighbour Day in March 2020.

Challenges

COVID-19 has presented challenges in our ability to support our older residents. Self-isolation can increase feelings of loneliness and disconnection from our community and it hasn't been possible to continue to deliver all our aged and disability services in our usual manner.

As housing affordability continues to become an issue for our community we experienced an increase in the number of unregistered rooming houses under investigation.

Fast facts

- we provided **85,364** hours of domestic, personal and respite care support services to vulnerable members of our community
- we provided **38,936** meals and meal subsidies
- we provided **20,073** hours of group social support provided (these programs ceased in March 2020 due to the COVID-19 pandemic)
- from 1 July 2019 to 18 March 2020 we ran **619** episodes of our Walk Group, averaging 2.5 km per walk, a total of 1547.5km
- from 1 July 2019 to 18 March 2020 we ran **98** episodes of Walk the Burbs, averaging 6km per walk, totalling 588km
- we managed **1921** animal management requests
- we hosted citizenship ceremonies that saw **873** residents become new Australian Citizens
- **11,731** cats and dogs registered
- we distributed a total of **\$1,105,126** million in grant funding including **\$836,126** provided in community grants and **\$269,000** in funding via the COVID-19 Urgent Relief Fund.
- more than **\$35,000** was raised for Doncare's Resilient Kids - Positive Futures via the 2019 Mayoral Ball
- more than **6000** people attended Carols by Candlelight Ruffey Lake Park
- we had a total of **1098** Birth Notifications in 2019/20
- **427** of Manningham's new births were born to first time parents
- our Maternal and Child Health service has provided **800** referrals to other health providers to further support our families
- our Maternal and Child Health service conducted **9481** key age and stage assessments in 2019/20
- we attended to **568** vision screenings for 3.5 year olds
- we hosted and catered for over **400** Function Centre events
- **355** Venues bookings supported diverse casual and community hirers across the community and commercial sectors
- **33,707** participants in arts and culture programs and projects
- **17** exhibitions held at the Manningham Art Gallery
- **23** community arts projects
- **104** performances at the Doncaster Playhouse
- **981** Arts Studio workshops and classes held
- **\$555,000** Partnership Grants allocated
- **\$250,000** Annual Community Grants allocated
- **\$75,000** Small Grants allocated
- our library branches loaned **579,823** item

Our performance – Council Plan

The following shows our 2019/20 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
Healthy community			
In partnership, support family and young people to build connections and resilience	Maintain or increase opportunities <i>Source: 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"> • Raising more than \$35,000 for Doncare's Resilient Kids - Positive Futures at the 2019 Mayoral Ball. • Ongoing planning for the delivery of the School Focused Youth Service programs. Two programs feature: Doncaster Secondary International Student program and Andersons Creek Martial Arts Program. Programs are being tailored to meet COVID restrictions. • Our Parenting Series presented by Dr Michael Carr-Greg quickly adapted to online webinars to provide events to support families, educators and professionals. We held free webinars on raising resilient children, managing Year 11 and 12 and maintaining our health and wellbeing during COVID-19. Over 2,550 participated and we received positive feedback. • Manningham Youth Providers Network continued to meet quarterly. We facilitated partnership opportunities with Manningham Youth

2017-2021 Actions	Measure	Result	Outcomes
Strengthen youth participation to advise Council on the needs of young people	Maintain or increase opportunities <i>Source: Council data</i>	Achieved	<p>We increased opportunities to strengthen youth participation through engaging EACH as our Youth provider who:</p> <ul style="list-style-type: none"> completed a youth needs analysis are developing a Youth Advisory Group and Action Plan partnered with Council to facilitate a Youth Forum with the intent to understand what service providers see as the most significant issues and challenges facing young people in Manningham facilitated 12 youth focus groups, capturing the voices of over 140 young people to better understand the issues and challenges facing young people who live, work, play or are connected Manningham engaged with service providers and young people to focus on key areas: resilient youth, healthy minds, youth mental health, service access and information, and community connection.
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>*2019-20 data not yet available</i>	<p>We worked on the following local initiatives to support healthy lifestyles:</p> <ul style="list-style-type: none"> life-long learning in partnership with Neighbourhood Houses and Living and Learning centres established partnerships with three not-for-profit organisations to deliver Volunteer Services, Youth Services and Social and Community Support. Due to the risk to volunteers during the COVID-19 pandemic, our Community of Practice and promotion of volunteering to young people continued via online platforms.
Review of the Active for Life Recreation Strategy	Review completed	In progress	We adopted and started implementing a new Active for Life Recreation Strategy and Action Plan.

2017-2021 Actions	Measure	Result	Outcomes
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>*2019/20 data not yet available</i>	To strengthen the perception of safety in Manningham we delivered: <ul style="list-style-type: none"> Seniors Safety Program – a successful program attended by 60 people which included presentations on road safety, internet safety and crime prevention Pram Walk Safety Talk – 40 people attended a successful event that gave parents an opportunity to hear from Kidsafe and Victoria Police Women’s Safety Session - 12 people attended. Social media program delivered a broad range of safety messages and resources across the community Safe Plate Day – Neighbourhood Watch delivered an activity - Emergency Management workshop delivered in Warrandyte and preliminary discussions on the 2020 community safety program have commenced.
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>*2019-20 data not yet available</i>	We worked with our partners on initiatives to address family violence and link to support services including: <ul style="list-style-type: none"> Our Watch training delivered to our executive management team, managers, coordinators and staff. We plan to deliver dedicated Councillor session in December 2020. A total of around 100 staff have attended training to date stage 1 of the Gender Equality Local Government Implementation Pilot is now complete. This included the application of the Victorian Government’s Gender Impact Assessment Guide to Council’s internal Recruitment Policy. Stage 2 will be completed by September 2020 which includes a workplace Gender Equity Audit. Council was awarded \$60,000 to participate in the project community information and resources were promoted via social media and Council’s Be Kind Campaign a community prevention of violence campaign is currently being developed.

2017-2021 Actions	Measure	Result	Outcomes
Liveable places and spaces			
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>*2019-20 membership data not yet available</i>	We worked to encourage participation in community life and liveable neighbourhoods through: <ul style="list-style-type: none"> commencing a place making framework planning for a place-making workshop to build skills, opportunity and capacity across Council a place-making research paper that will be finalised and distributed completing a female-friendly facility upgrades at 11 parks and reserves introducing a Parks Alive event rebate of up to \$150 to support local park activities by neighbours, for neighbours.
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.
Resilient environment			
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>	In progress	We progressed emergency preparedness, response and recovery through: <ul style="list-style-type: none"> Manningham Municipal Fire Management Plan (MFMP) successfully passed an audit by CFA on 24 June 2020 in light of the results from the Bureau of Meteorology flood/severe weather prediction, we undertook an update to the Manningham Municipal Storm and Flood Emergency Plan, which is now near completion a full review and audit of the Manningham Emergency Relief Centre Plans are taking place. We have now added Mullum Mullum to our planning arrangements. Mullum Mullum Stadium will be a leading facility for the use as an Emergency Relief Centre, and it will be included in regional relief plans.

2017-2021 Actions	Measure	Result	Outcomes
Vibrant and prosperous economy			
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"> • a community-led advisory strategic committee advising how we can provide access to healthy food for people experiencing hardship • collaborating to address nutrition and food security for the region with programs • Eat and Greet @ Ajani, a program to support low income, unemployed or disadvantaged families.
Well governed council			
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	We have provided support through: <ul style="list-style-type: none"> • our June Manningham Community Services Forum, was delivered to 28 participants • exploring a partnership to manage the Youth Providers Network between Manningham Youth Services and School Focused Youth Services • holding four Reconciliation Action Plan Working Group meetings as well as cultural consultations with the Wurundjeri Woi wurrung Cultural Heritage Aboriginal Corporation to inform the development of the Reconciliation Action Plan • our ongoing partnership with Doncare to deliver our Social Support Services contract • our participation in a number of social support networks which contribute to the health and wellbeing of the community including: Action on Alcohol Flagship Group, Together for Equality and Respect Strategy, Eastern Affordable Housing Alliance, Manningham Youth Providers Network, Inner East Local Aboriginal Network and Victorian Local Government Disability Planners Network • distributing over \$800,000 in annual and partnership grants and \$75,000 in small grants.

Goal: A connected and inclusive community

2017-2021 Actions	Measure	Result	Outcomes
Healthy community			
Deliver an arts and cultural program that creates opportunities for community participation and development	Maintain or increase residents' participation <i>Source: Council data</i>	Achieved	<p>We delivered our Arts & Culture Program including:</p> <ul style="list-style-type: none"> • We delivered our Arts & Culture Program including: • attracting 33,707 active participants • successful pilot of online evaluation program which reported: <ul style="list-style-type: none"> • 83% appreciation for diverse and cultural expression; • 78% sense of belonging and shared cultural heritage; • 84% sense of feeling valued; and • 81% feeling supported with professional development as an artist • successful delivery of the biennial Manningham Victorian Ceramic Art Award with Matt Butterworth announced as first prize recipient alongside 41 finalists • successful delivery of Creative Victoria funded <i>Far Flung</i>, intergenerational migrant stories, enabling a sense of belonging • successful delivery of Midsumma Festival partnership exhibition, <i>Sky After Rain</i>, valuing and supporting LGBTIQ+ community • successful delivery of <i>See Me</i> exhibition, valuing and supporting artists living with disability • successful delivery of Reconciliation Week exhibition, <i>Reflections: Where Am I In this Community?</i>, valuing and supporting Aboriginal and Torres Strait Islander artists and culture

2017-2021 Actions	Measure	Result	Outcomes
Healthy community continued			
Deliver an arts and cultural program that creates opportunities for community participation and development	Maintain or increase residents' participation <i>Source: Council data</i>	Achieved	<ul style="list-style-type: none"> • successful transition to online programming responsive to COVID-19 pandemic, including online workshops and pre-recorded tutorials for children, and the launch of <i>When In Lockdown</i> inviting artists to share their creative response to COVID-19 • development and launch of a new creative industries support program which has seen high demand, and workshops fully subscribed, including the successful launch of a dynamic new Fellowship program.
Deliver initiatives for the rights, equality and opportunity of all residents	Maintain or increase residents' participation <i>Source: Council data</i>	Achieved	<p>We led or supported initiatives including:</p> <ul style="list-style-type: none"> • delivering National Reconciliation Week online to over 1200 people • undertaking planning to establish a dedicated Disability Advisory Committee • developing a Disability Inclusion e-newsletter • supporting community members with a disability to comment on the Ruffey Lake Park and Council's counter and foyer refurbishment • improving Council's content to be accessible and inclusive, including the COVID-19 Be Kind to Yourself webpage • partnering with Manningham Youth Services to better support International Students • developing an Internal Diversity and Inclusion Working Group Action Plan to strengthen inclusive practices within Manningham Council.
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>	Achieved	A report outlining options to be part of the Welcoming Cities initiative has been finalised.

2017-2021 Actions	Measure	Result	Outcomes
Build our commitment to gender equity practices across the community	Maintain or increase total organisations committed <i>Source: Council data</i>	Achieved	<p>We have strengthened gender equity practices across the community through:</p> <ul style="list-style-type: none"> • supporting nine clubs to sign up to participate in the 2020 Inclusive Club Project across Manningham and Boroondara. Our project lead, Access Health and Community, is assessing if the remaining workshops can be delivered online • providing Our Watch prevention of violence against women and children training to our executive management team, managers and all staff. The final sessions are scheduled to be delivered to our newly elected Council in December 2020 • we participated in a collaboration to support families and individuals who may require family violence support during COVID 19 • a project brief has been drafted for the Manningham Real Estate Agents Respectful and Inclusive Project.
Liveable places and spaces			
Housing diversity options for all residents through advocacy and local planning policies	Maintain or increase housing diversity <i>Source: Council data</i>	In progress	<p>We are advocating and planning for options for short and long-term housing diversity through:</p> <ul style="list-style-type: none"> • the new 2040 Liveable City Strategy and Doncaster Hill Strategy review. These strategies will provide the basis for the Residential Zones review in 2020/21 • a new Affordable Housing Policy is being developed and consideration for affordable housing is also being discussed in relation to the Yarra Valley Country Club redevelopment in Bulleen • we continued our work with the Eastern Affordable Housing Alliance to advocate to peak federal and state bodies for better housing choices for all age groups and income ranges to meet the diverse needs of our community • we continued negotiations for affordable housing to be incorporated into major residential developments and considered in any changes following the 2018 planning scheme review.

2017-2021 Actions	Measure	Result	Outcomes
Resilient environment			
<p>Promote the benefits of our quality recreation, relaxation and active spaces to our diverse community to improve wellbeing</p>	<p>Maintain or increase involvement in community initiatives</p> <p><i>Source: Council data</i></p>	<p>Maintained</p>	<p>We promoted our local facilities and activities to improve wellbeing, including:</p> <ul style="list-style-type: none"> • running the Parks Alive program to support our community to hold events and projects in local parks and celebrate new facilities. Four neighbourhood-run events were held at Tasker Reserve, Walker Reserve and a barbecue and Tai Chi in Jocelyn Reserve with another five planned events being impacted by COVID-19 restrictions or weather • holding five Council-run park opening community events • further planning and facilitated discussions with residents to run their own local events and projects including: <ul style="list-style-type: none"> • a shared edible herb garden in Lynnwood Reserve in Templestowe Lower • a regular working bee at Hanke Reserve in Doncaster • a community art painting on the rebound wall at Daniel Reserve in Donvale • community planting and opening at Allara Reserve in Donvale • stone circle at Iona Reserve in Park Orchards • neighbourhood get together at JW Thomson Reserve • local basketball competition event and planting at Bronte Playspace in Templestowe • supporting and encouraging clubs to participate in the This Girl Can and Active April campaigns • supporting our clubs and facilities to list their events on Council's web page to promote opportunities for community participation.

2017-2021 Actions	Measure	Result	Outcomes
Vibrant and prosperous economy			
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>	In progress	<p>We supported 32 events to benefit our local businesses including:</p> <ul style="list-style-type: none"> • We delivered initiatives to benefit our local businesses including: • working with disability service Onemda who have started using Mullum Mullum as a site for some vocational training and respite services • running the Manningham Business Development Program, including planning and delivering workshops, networking events, promotional campaigns, a monthly connection breakfast series, business advisory service, business planning and marketing series • delivering a 12-week marketing series online and one-on-one mentoring • holding an online connection event using Zoom sessions with relevant guest speakers • moving our business advisory service online with sessions held over Skype and Zoom • expanding our Business Mentoring to include a range of topics about getting back to business, adjusting business operations, marketing and mental health • commencing co-working sessions to support local businesses and start-ups • continuing our Jackson Court Smart City Project - Reinventing Neighbourhoods, with all sensors in place and data collated • implementing phase one of the Better Approvals Project Self-Assessment tool, which is now live on Council's website.

2017-2021 Actions	Measure	Result	Outcomes
Well governed council			
Deliver initiatives to strengthen inclusion, and connection of diverse communities	Maintain or increase initiatives implemented <i>Source: Council data</i>	Achieved	<p>We worked to make Manningham more inclusive through:</p> <ul style="list-style-type: none"> • our Healthy City Advisory and Access and Equity Advisory Committees and the Reconciliation Action Plan Working Group to continue to provide Council with the opportunity to understand the needs of our diverse communities as well as explore ways we can be more responsive to the needs of our community • regular meetings with the Wurundjeri Woi wurrung Cultural Heritage Aboriginal Corporation have been established • member of both the Welcoming Cities Network and Q-East Alliance • enacting an internal Action Plan for our Diverse and Inclusion Working Group to build capacity and better practice.

Our performance – major initiatives and initiatives

The following statement reviews our progress on the major initiatives and initiatives identified in our Annual Budget 2019/20 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.	■	The Delivery of the Healthy City Action Plan 2019-21 continues with over 80% of Actions either completed or on track to deliver across inclusive and harmonious, healthy and well, safe and resilient and connected and vibrant.
Promote a connected and inclusive community through 2017 - 2021 Manningham Inclusive Strategy	■	<p>We partnered to promote and connect our community through activities including:</p> <ul style="list-style-type: none"> • strengthening opportunities for older people to build a Dementia and Age-Friendly community • working with our youth services provider EACH to establish a youth friendly space at MC Square. This space operates as a youth drop in centre where young people have direct access to support • developing our festivals and a new draft Reconciliation Action Plan to recognise Aboriginal and Torres Strait Islander people and people from diverse cultures • partnering with the Community Connectedness Working Group to deliver two events attended by approx. 160 people • contributing to the planning and implementation of the Be Kind Rainbow Chalk project • facilitating an Intergenerational project that involved more than 150 pictures from childcare and early years centres being distributed via our Aged and Disability Support Services (Meals on Wheels) • supporting the Be Kind Manningham campaign through content contribution and management of Be Kind to Yourself webpage.
<p>Promote gender equity with delivery of female friendly facility upgrades in a number of local Pavilions.</p> <p>Complete upgrades in Bulleen Park, Anderson Park, Doncaster Hockey and Stintons Reserve by 30 June 2020</p>	■	We upgraded 11 facilities including Bulleen Park, Anderson Park, Doncaster Hockey and Stintons Reserve by 30 June 2020.

Initiative	Progress	Comment
Manningham Running Marathon Deliver a running festival for all ages and abilities in partnership with the community by 30 June 2020		This has been deferred to 2020/21 due to COVID-19 physical distancing protocols. We plan to run the event from Mullum Mullum Stadium to showcase the stadium and Mullum Mullum Trail.

Services funded in our Annual Budget

We funded the below services in the Annual Budget 2019/20 to support our healthy community goals.

Activity	Description	Budget \$'000	Actual \$'000	Variance \$'000
Arts and Cultural services	Management, coordination and delivery of arts cultural development program including an Art Gallery, Art Studios and Playhouse.	355	423	(68)
Social Planning and Community Development Services	This service supports the community through activities in community inclusion, community safety, metro access, and social planning and community development.	1,305	1,183	122
Library services	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.	4,301	4,176	125
Community Programs	This service provides children and community services, including Maternal and Children's Services (Universal and Enhanced), Child Health, Manningham Early Years@MC ² , Preschool Field Officer Program and Parenting Assessment and Skill Development Service. It also includes Youth and Volunteering and Emergency Counselling grants.	2,613	3,185	(572)
Aged and Disability Services	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.	2,746	2,153	593
Approvals and Compliance Services	This service protects the community's health and wellbeing by coordinating food safety programs, immunisation, animal management, litter, building services, public health, parking and administration and enforcement of local laws.	3,252	2,743	509

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]	2016/17	2017/18	2018/19	2019/20	Material variations and comments
Animal Management					
Timelines <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 continue to triage all requests and place high priority on animal management matters.
Service standard <i>Animals reclaimed</i> [Number of animals reclaimed / number of animals collected] x 100	67%	68%	66%	28%	The number of animals collected was significantly higher due to a number of targeted investigations requiring the seizure of animals. This has contributed to the decrease in animals being reclaimed. A significant number of these animals were unsuitable for rehoming.
Service standard <i>Animals reclaimed</i> [Number of animals reclaimed / number of animals collected] x 100	New in 2020	New in 2020	New in 2020	29%	Animal management investigations resulted in the seizure of a significant number of animals. A large number of these were unsuitable for rehoming.

Service / indicator [measure]	2016/17	2017/18	2018/19	2019/20	Material variations and comments
<p>Service cost</p> <p><i>Cost of animal management service</i></p> <p>[Direct cost of the animal management service / Population]</p>	New in 2020	New in 2020	New in 2020	\$3.27	<p>We understand the importance of animal management and provide appropriate resources to ensure the safety of our community while maintaining animal welfare. A number of proactive programs were unable to be run in the last quarter of the year due to COVID-19 impacting on our resourcing.</p> <p>Note: This measure replaces the previous 'Cost of animal management service', which was based on cost per number of registered animals.</p>
<p>Health and safety</p> <p><i>Animal management prosecutions</i></p> <p>[Number of successful animal management prosecutions]</p>	New in 2020	New in 2020	New in 2020	1	<p>We pursue prosecutions to ensure responsible pet ownership and community safety. This is a new indicator for 2019/20.</p> <p>Note: This measure is replacing previous 'Animal management prosecutions' which was a measure of number, not proportion.</p>
Food Safety					
<p>Timelines</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>	1.18 days	1.40 days	1.31 days	1.65 days	<p>There has been an increase in the average number of days to provide a first response to a complaint in relation to food safety.</p>

Service / indicator [measure]	2016/17	2017/18	2018/19	2019/20	Material variations and comments
<p>Service standard</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%	99%	97%	Manningham has performed 578 assessments on 99% of class 1 and class 2 registered premises in the calendar year. Community safety remains a priority in ensuring that highest standards of food quality are available to the local community.
<p>Service cost</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>	\$573.08	\$583.79	\$493.87	\$437.56	The cost of the food safety service is slightly lower due to vacant staff positions for some of the year.
<p>Health and safety</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>	100%	99%	98%	97%	After a major or critical non-compliance has been observed, we are vigilant in ensuring food premises are followed up. Seven premises were followed up outside of the reporting period. This is a slight decline from last year where five premises were followed up outside of the reporting period.

Service / indicator [measure]	2016/17	2017/18	2018/19	2019/20	Material variations and comments
Maternal and Child Health (MCH)					
<p>Service standard</p> <p><i>Infants enrolled in the MCH service</i></p> <p>[Number of infants enrolled in the MCH service (from birth notifications received) / number of birth notifications received] x 100</p>	102%	102%	103%	102%	There was limited variance when comparing to the previous year. There were more enrolments than birth notices due to infants being released from hospital but born within last data collection period and families moving to Manningham with a newborn from interstate or overseas.
<p>Service cost</p> <p><i>Cost of the MCH service</i></p> <p>[Cost of the MCH service / hours worked by MCH nurses]</p>	\$79.64	\$82.23	\$67.93	\$74.47	The total hours worked by our MCH nurses excludes km allowance, uniform allowances, long service leave taken, 70% administration staff and 80% Coordinator hours. This amount is higher due to new clarity around the workbook definitions for the formula calculations to be used and also the higher temporary staff used last year that were not counted in payroll hours.
<p>Participation</p> <p><i>Participation in the MCH service</i></p> <p>[Number of children who attend the MCH service at least once in the year / number of children enrolled in the MCH service] x 100</p>	76%	74%	80%	76%	We continue to have strong participation in first home visits. While every effort is taken to engage new families, it is a voluntary service and a very small percentage of families request not to have a home visit or do not enrol in our service at all. Since March 2020, participation rates have decreased due to COVID-19 with limited appointments and staggered appointments to comply with social distancing protocols. We have experienced some delays to appointments due to the changes we have made to our service delivery.

Service / indicator [measure]	2016/17	2017/18	2018/19	2019/20	Material variations and comments
<p>Participation</p> <p><i>Participation in the MCH service by Aboriginal service</i></p> <p>[Number of Aboriginal children who attend the MCH service at least once in the year / number of Aboriginal children enrolled in the MCH service] x 100</p>	95%	85%	71%	82%	We experienced an increase in participation based on the previous year. This indicator has a very low number of participants so a small increase in participation will significantly increase the participation result.
<p>Participation</p> <p><i>Participation in 4-week Key Age and Stage visit</i></p> <p>[Number of 4-week key age and stage visits / Number of birth notifications received] x100</p>	New in 2020	New in 2020	New in 2020	98%	Participation in the four-week appointment is a new indicator. Reasons for non-participation in the service could include families moving away from the municipality and a number of infant deaths.
Libraries					
<p>Utilisation</p> <p><i>Library collection usage</i></p> <p>[Number of library collection item loans / number of library collection items]</p>	7.61	7.61	7.34	5.32	<p>The calculation measure has been changed this year to exclude electronic item loans, with total loans only including physical items. Physical loans were impacted severely by COVID-19, with the library being closed from 21 March 2020 until 9 June 2020 and restricted access from 9 June until 30 June.</p> <p>Note: From 2019/20, this indicator measures the performance of physical library items as a subset of the wider library collection.</p>

Service / indicator [measure]	2016/17	2017/18	2018/19	2019/20	Material variations and comments
<p>Resource standard</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%	78%	74%	The percentage of stock less than 5 years old has decreased this year. COVID-19 restrictions significantly impacted the normal collection management schedules and process.
<p>Service cost</p> <p><i>Cost of library service</i></p> <p>[Direct cost of the library service / Population]</p>	New in 2020	New in 2020	New in 2020	\$25.49	<p>The method of calculation has changed from previous years, with the divisor now being municipal population rather than visits to the library.</p> <p>Note: This measure is replacing the previous 'Cost of library service' indicator that measured based on number of visits.</p>
<p>Participation</p> <p><i>Active library borrowers in municipality</i></p> <p>[Number of active library borrowers in the last three years / The sum of the population for the last three years] x 100</p>	16%	15%	15%	14%	<p>Library participation was impacted by the COVID-19 restrictions, with the libraries closed from late March and reopened with reduced services from mid-June. The method of calculation has changed this year and excludes electronic collections.</p> <p>Note: The method of calculation has changed from previous years, with the divisor now being municipal population rather than visits to the library.</p>

Our year ahead

Major Initiatives

We will plan for the health and wellbeing of the municipality through the delivery of the Healthy City Action Plan 2019/2021.

We will promote a connected and inclusive community through the delivery of at least four activities by 30 June 2021, including the endorsement and commencement of Council's new Reconciliation Action Plan.

Other Initiatives

We will review the Community Local Law to provide a safe and healthy environment for the community through a community consultation process and preparation of the draft Local Law by 30 June 2020.

We will deliver local initiatives to support healthy lifestyles through life-long learning, volunteering, and recreation and safe choices including preparing and implementing activities to support healthy lifestyles for young people with Manningham's Youth Services Provider, EACH.

Healthy Community case study: 2019 Senior's Festival a run-away success

The 2019 Seniors Festival celebrated our connected and inclusive community and the valuable contribution older people make to Manningham.

Kicking off with a Wine and Cheese Seniors Music Evening at Manningham Civic Centre, the month-long festival included Council and community run-events, ranging from workshops to health and fitness classes and celebration activities across Manningham.

The program incorporated over 39 free or low-cost events attended by over 2,200 people. All Council-run events were booked to capacity.

Council hosted the popular Seniors Morning Tea in partnership with Victoria Police to present a Senior Safety and Wellbeing Café Chat where seniors discussed the importance of safety and wellbeing in our community.

Other events included a Banksia Park walk, show tunes sing-along, senior carers afternoon tea, art exhibition walk, informative sessions on technology and presentations on My Aged Care and money, ageing and family.

The Senior's Festival also provided an opportunity to celebrate the 2019 Manningham Citizen of the Year, Hardy Shum. In May, Hardy was awarded Citizen of the Year in recognition for his highly-valued involvement with the Chinese Senior Citizens Club in Manningham. Hardy has been part of the club for 23 years, and President for the past 15.

Hardy was recognised for his tireless work helping new migrants in an unfamiliar country find peace of mind, a sense of belonging and cultural identity and the feeling of care and support.

The Manningham Seniors Festival is supported by the Victorian Government as part of Victorian Seniors Festival.

Find out more at manningham.vic.gov.au/seniors-festival



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.

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 continue to 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.

Goal	2.1. Inviting places and spaces
Action areas	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

Goal	2.2. Enhanced parks, open space and streetscapes
Action areas	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

Goal	2.3. Well connected, safe and accessible travel
Action areas	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.

Goal	2.4. Well utilised and maintained community infrastructure
Action areas	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

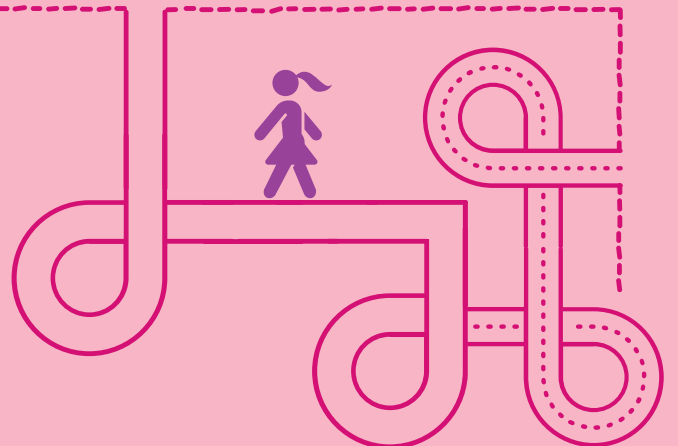


20.35 km² open space
330 parks and reserves
158 playspaces



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

We successfully responded to all Victorian Building Authority requests to resolve combustible cladding issues within Manningham in support of the Victorian Cladding Taskforce recommendations.

We developed a digital swimming pool registration process to allow property owners to efficiently and remotely register their swimming pools and spas.

We undertook a review of our standard permit conditions for our Planning Permits.

Our Statutory Planning team continued to work on digital system processes to improve the way we work and the services we provide to the community.

We continued to improve our planning applications processes to keep processing times within 60 statutory days.

We completed our capital works program, meeting our 90% target with our adjusted budget fully expended.

We resurfaced over 50km of our local roads (around 8% of the network), ensuring roads meet our community's needs and expectations.

We have undertaken a feasibility study to confirm that new industrial land can be developed at Websters Road in Templestowe.

We participated and represented the community's views in the North East Link Environment Effects Statement panel hearings, resulting in significant wins for our community.

We provided \$35,000 in community grants to residents to improve and preserve elements of heritage in buildings and places.

We secured a new soccer facility including three soccer pitches, pavilion and community infrastructure on Templestowe Road in Bulleen.

We completed a multi-million dollar program of upgrades at various parks and reserves that included new playspaces, pathways and park furniture at:

- Mandella Reserve, Templestowe
- Lynnwood and Ironbark Reserves, Templestowe Lower
- Allara, Denhart and Barrata/Thea Reserves, Doncaster East
- Anthony, Walker and Somerville Reserves, Doncaster.

We completed a streetscape upgrade at Tunstall Square with new pavements, landscaping and seating.

We commenced work on stage one of our Jumping Creek Road upgrade project, which will improve travel between Wonga Park and Warrandyte.

We started work on a major upgrade of soccer facilities at Templestowe's Pettys Reserve.

Challenges

We have experienced delays to a number of our high-value capital works projects, which led to a major reshuffling of our priorities and resulted in a backlog of projects that needed to be completed in the last few weeks of the financial year.

Our strong emphasis on managing our Capital Works Program resulted in slower than expected progress on implementing our Asset Management Action Plan.

Additional systems, processes and resources were required to implement the Victorian Government's new swimming pool compliance program and legislation.

We experienced a continued demand on our resources as we provided ongoing support to the Victorian Building Authority in addressing the state-wide combustible cladding issues within Manningham.

We faced challenges managing infrastructure projects with significant historical issues.

Fast facts

- we issued **1269** building permits
- **561** new dwellings/apartments were approved
- **\$48.44** million in capital works project delivered
- **50.2kms** of roads resurfaced (this is **353,600m²**, and around 8% of the Manningham road network)
- the building works we approved were valued at **\$548,795,893**
- **506,201** visits to Aquarena Aquatic and Leisure Centre
- **17.25km** of footpaths were renewed – we replaced **13.65km** of footpaths and built **3.6km** of new footpaths

in 2019/20 Council was responsible for:

- **3.80million** m² of road pavements;
- **884** km of Kerb and Channel;
- **1.29** million m² of footpaths;
- **71** bridges;
- **0.28** million m² of car parks;
- **46,799** stormwater pits;
- **1,025** km of stormwater pipes;
- **242** buildings

Our performance – Council Plan

The following shows our 2019/20 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
Healthy community			
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 our Liveable City Strategy.
Liveable places and spaces			
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 annual 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 objectives.

2017-2021 Actions	Measure	Result	Outcomes
Resilient environment			
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 / Victorian Government</i>	Not achieved	We experienced a slight decrease of 2% in the number of decisions upheld at the Victorian Civil and Administrative Tribunal (VCAT) from the previous year. In 2019/20, 12 of 18 decisions set aside were successfully negotiated at compulsory conference or through outside negotiations with the permit applicant.
Vibrant and prosperous economy			
Deliver initiatives to optimise the return on Council owned land and building holdings	Revenue secured <i>Source: Council data</i>	In progress	\$1.7M revenue raised from Council-owned land and buildings.
Well governed council			
Ensure planning decisions are timely and appropriate	Maintain or increase planning decisions made within time <i>Source: PPARS / Victorian Government</i>	Achieved	We have continued to improve planning decisions made within time following a number of process improvements over recent 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	We worked with the Victorian Government, community groups, health, business and not for profit organisations to work towards the best outcomes for Manningham. This year, key partnership projects were: <ul style="list-style-type: none"> • advocating for affordable housing (neighbouring Councils) • resilient Melbourne (metro Councils) • Working for Victoria (Victorian Government) • North East Link (North East Link Authority and Victorian Government) • Melbourne Urban Forest Partnership.

Goal: Enhanced parks, open space and streetscapes

2017-2021 Actions	Measure	Result	Outcomes
Healthy community			
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>*2019-20 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 including within our streetscape upgrade at Tunstall Square with new pavements, landscaping and seating.
Liveable places and spaces			
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>*2019-20 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. Our maintenance programs are complete.
Resilient environment			
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.

2017-2021 Actions	Measure	Result	Outcomes
Vibrant and prosperous economy			
Development of open space that contributes to the value of the area	Maintain or increase projects completed <i>Source: Council data</i>	Achieved	We spent \$4.3 million on upgrading our parks, open space and neighbourhood activity centres including: <ul style="list-style-type: none"> • Mandella Reserve, Templestowe • Lynnwood and Ironbark Reserves in Templestowe Lower • Allara, Denhart and Barrata/Thea Reserves in Doncaster East • Anthony, Walker and Somerville Reserves in Doncaster.
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 \$9.6 million from developers for strategic land use, open space, and recreation planning for the future.

Goal: Well-connected, safe and accessible travel

Healthy community			
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>*2019-20 data not yet available</i>	57.2% of our residents use public and active transport. Our strategic projects included: implementing the Bus Action Plan, successful ongoing collaboration and negotiation with key transport projects including the North East Link Authority.

2017-2021 Actions	Measure	Result	Outcomes
Liveable places and spaces			
Deliver parking needs assessment and implement transport infrastructure to address changing demands	Maintain or improve assessment implementation	Deferred	As the North East Link (NEL) will significantly impact our parking needs, we have deferred this action until further information is available.
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	99.6% 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 <i>Source: Council data / ABS</i>	In Progress*	40.3% of our residents use sustainable transport options. We are implementing safe pedestrian crossings works, a new Bus Strategy and Transport Action Plan as well as advocating for sustainable transport options and maintaining bike trails.
Vibrant and prosperous economy			
Advocate for improved transport investment into the local network	Maintain or increase funding secured for transport initiatives <i>Source: Council data</i>	Achieved	We are strongly advocating for improved transport investment in Manningham through the Bus Network and North East Link Authority. Funding into network includes Local Roads and Roads to Recovery at \$1.3m

2017-2021 Actions	Measure	Result	Outcomes
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 <i>Source: Council data</i>	Achieved	A Transport Action Plan has been developed.

Goal: Well utilised and maintained community infrastructure

Healthy community			
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>	Not available	This data is not available due to COVID-19 restrictions.
Liveable places and spaces			
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	We have ensured that Council building assets are well maintained with 96.2% of the 1490 building maintenance requests resolved in 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	Our Better Building Guide is in place and has been implemented into standardised briefs and documents of construction projects.

2017-2021 Actions	Measure	Result	Outcomes
Resilient environment			
Support the environmentally sustainable design (ESD) and use of buildings, facilities and infrastructure	<p>Maintain or increase total facilities ESD compliance</p> <p>Maintain or increase plans and initiatives to ensure efficient and effective use</p> <p><i>Source: Council data</i></p>	Achieved	<p>Work has included:</p> <ul style="list-style-type: none"> establishing the Building Solar & ESD project control group to manage a five-year program of building roof-top solar installations which is currently being developed and will incorporate the Pines and Ajani solar projects implementing funding for Jackson Court environmental and parking sensors through a Commonwealth Government Smart Cities and Suburbs Program grant.
Vibrant and prosperous economy			
Work closely with local and regional partners to secure financial support for existing and future infrastructure projects	<p>Maintain or increase secured opportunities</p> <p><i>Source: Council data</i></p>	Achieved	<p>We have secured state and federal grants, developers and community club contributions in external funding for infrastructure projects including:</p> <ul style="list-style-type: none"> \$1.4m capital grants \$9.6m Developers contribution (for open space) \$0.5m Community Clubs contribution.
Well-governed Council			
Deliver the annual Capital Works Program to maintain, upgrade and develop Council's assets to address existing and future needs	<p>Completion of Capital Works Program</p> <p><i>Source: Council data</i></p>	Not achieved	<p>We completed 94% of our Capital Work Program. The 2019/20 carry forward is \$4.2 million which is scheduled for delivery in the 2020/21 financial year.</p>

Our performance – major initiatives and initiatives

■ On target
 ■ Some progress
 ■ Not on target

Major initiative	Progress	Comment
<p>Ensure local planning is responsive to community need and aligned with local planning laws by completing four major panel recommendations from the Planning Scheme review by June 2020</p>		<p>We continued our work on the four Panel Planning Scheme Review (2018) recommendations:</p> <ol style="list-style-type: none"> 1. Doncaster Hill Strategy review (drafting following community consultation). 2. Translation of the Local Planning Policy Framework (peer review completed and finalising a draft for new Council). 3. Municipal Developer Contributions Plan (deferred until 2021) - this will allow for the Plan to be informed by the Community Infrastructure Needs Analysis and Plan which is currently in progress. 4. Bushfire Planning (continues to be undertaken).
<p>Improve connectivity through delivery of the Road Improvement Program</p> <p>Staged works completed as programmed, including Jumping Creek Road by 30 June 2021</p>		<p>The Road Improvement Program has delivered:</p> <ul style="list-style-type: none"> • King/Church Rd, Doncaster pedestrian refuge; Colman Road, Wonga Park and McLachlan St, Templestowe • Oban Rd, Donvale works are now complete, preventing this section of the road being blocked by floodwaters. <p>Jumping Creek Road remains on track for completion in 2021 with a stage under construction with about 80% of work completed so far. Detailed design and investigation work regarding drainage and pavement have been completed allowing the design to tender released for the future Jumping Creek Road stage. The demolition of houses on Hepburn Road has been completed allowing the road to be constructed next financial year.</p>
<p>North East Link Planning. Achieve a positive project planning outcome for Council and the community by contributing to ongoing planning for the North East Link (NEL) including managing the Environmental Effects Statement (EES)</p> <p>Successfully facilitate Council's response and contribution to the NEL EES process, including legal representation and to prepare a submission report in response to the EES</p>		<p>Council commenced legal proceedings in February, following a lack of clarity around reference designs and the impact of North East Link on Manningham. After significant advocacy and discussion, Council has now reached an agreement with the Victorian Government and the North East Link Project that negates the legal action by allowing Council greater input into the process and designs in pursuit of minimising impact on the Manningham community and municipality.</p>

<p>Implementation of Parks Improvement Program works as scheduled:</p> <p>Pettys Reserve, Ruffey Lake Park Management Plan, Lawford Reserve Management Plan (Stage 2) and Completion of the Main Yarra River Trail to Warrandyte</p>	<p>Our Parks Improvement Program is on schedule with:</p> <ul style="list-style-type: none"> • A draft of the Ruffey Lake Park Landscape Masterplan was prepared and is ready for Council endorsement to begin the consultation phase. • A draft alignment for the extension of the Main Yarra Trail to Warrandyte has been identified and an initial consultation on this alignment with local residents has been conducted. We are now ready to engage design consultants to progress the project. • Lawford Reserve Management Plan is nearing completion. Construction has commenced on the public toilets with anticipated completion in the late 2020. • The contract has been awarded for modular change rooms in the Pettys Reserve Pavilion. • We are finalising architectural plans for an insitu build of the social rooms and sign off on the contract award for the synthetic pitches and floodlights at Pettys Reserve.
<p>Develop and deliver a new Integrated Transport Strategy for private and public transport in the region by delivering actions in the Transport Action Plan</p>	<p>Council has commenced advocacy for a new bus service along Templestowe Road to connect to the Heidelberg Train station and LaTrobe Employment cluster. This advocacy has included liaising with the Victorian Government.</p>
<p>Other initiatives</p>	
<p>Develop a long-term Community Infrastructure Plan. Neighbourhood analysis completed and planning commenced by 30 June 2020</p>	<p>The long-term Community Infrastructure Plan is in progress with the Neighbourhood analysis is almost complete. Planning will proceed in alignment with Council's upcoming Asset Plan.</p>
<p>Enhanced parks, open space and streetscapes. Complete footpath priority programs for 2019/20</p>	<p>Our Footpath Priority Program was completed for 2019/20.</p>
<p>Liveable City Strategy</p> <p>Community Consultation undertaken and draft Liveable City Strategy commenced by 30 June 2020.</p>	<p>We conducted extensive community consultation through the Imagine Manningham 2040 engagement. A draft 2040 Liveable City Strategy is now being prepared.</p>
<p>Buildings Renewal Modelling</p> <p>Quantitative analysis of all buildings</p>	<p>Analysis is underway and reconciliation of all Council property is proceeding as expected. This involves a review of the remaining life of our facilities, together with the potential capital cost of major renovation and/or replacement.</p>
<p>Develop a Municipal Development Contributions Plan (DCP) including a review the Doncaster Hill DCP</p> <p>DCP framework completed June 2020</p>	<p>This Plan will be developed on the outcomes of the Community Infrastructure Plan and Doncaster Hill Strategy review.</p>

Services funded in our Annual Budget

We funded the below services in the Annual Budget 2019/20 to support our liveable places and spaces goals.

Activity	Description	Budget \$'000	Actual \$'000	Variance \$'000
City Amenity, Parks and Recreation Services	This service provides the management, administration and maintenance activities for parks and recreation; sports reserves, aquatic facilities, reserves, sportsground maintenance, landscaping, tree maintenance, grass cutting, bushland management, open space, parks and playground maintenance and supervision of capital works projects.	10,175	12,833	(2,658)
Roads and Infrastructure Services	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, resheeting and minor works.	4,666	4,657	9
Integrated Planning and Urban Design	These services include city planning, landscape architecture, strategic land use and development planning and urban design, recreation planning and open space planning.	(3,563)	(5,358)	1,795
Building Maintenance Services	Keeping Council-owned buildings and community facilities (including public toilets, heritage buildings, libraries, and sporting facilities) clean and well maintained.	2,802	3,132	(330)
Civil Project Services	This area provides the capital works program, construction and design of civil projects and strategic projects relating to Council buildings, community facilities, recreation facilities and sustainability projects.	1,689	1,586	103
Traffic and Development Services	This service provides the day to day maintenance to support the road network including driver safety education programs, street lighting, traffic management, traffic engineering, bus shelters and road safety.	1,356	1,718	(362)

Activity	Description	Budget \$'000	Actual \$'000	Variance \$'000
Statutory Planning Services	This service is responsible for the administration and enforcement of the Manningham Planning Scheme and coordination of statutory planning permits, including pre-application and application services.	1,459	1,435	24
Maintenance services for signs and street furniture	This service maintains and repairs all traffic signals and roadside signs and furniture including guard rails on Council roads.	398	288	110

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]	2016/17	2017/18	2018/19	2019/20	Material variations and comments
Aquatic Facilities					
<p>Service standard</p> <p><i>Health inspections of aquatic facilities</i></p> <p>[Number of authorised officer inspections of Manningham aquatic facilities / number of Manningham aquatic facilities]</p>	4	4	4	2	Quarterly health inspections are undertaken by an Environmental Health Officer in accordance with the <i>Public Health and Wellbeing Act 2008</i> . Due to COVID-19, the facility was closed between mid-March and June (with a restricted re-opening for a small portion of May/June). Inspections were not undertaken while the pool was closed, resulting in two fewer inspections than the previous year.
<p>Service cost</p> <p><i>Cost of indoor aquatic facilities per visit</i></p> <p>[Direct cost of aquatic facilities less income received / Number of visits to aquatic facilities]</p>	New in 2020	New in 2020	New in 2020	0.25	Manningham's Aquatic facility provides great value with a variety of programs and activities. Due to COVID-19 the facility was closed between mid-March and June (with a restricted re-opening for a small portion of May/June). This closure significantly reduced the income for the contractor which in turn impacted on the cost per visit for Manningham.

Service / indicator [measure]	2016/17	2017/18	2018/19	2019/20	Material variations and comments
<p>Utilisation</p> <p><i>Utilisation of aquatic facilities</i></p> <p>[Number of visits to aquatic facilities / municipal population]</p>	4.56%	5.68%	5.27%	3.97%	Utilisation of the aquatic facility significantly decreased compared to 2018/19 with the facility closed between mid-March to June due to COVID-19. There was a restricted reopening for a small portion of May/ June, however utilisation during this time was minimal.
Statutory planning					
<p>Timelines</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>	153 days	77 days	74 days	53 days	Statutory Planning has continued to reduce the median days to process applications reducing from 74 median days in 2018/19 to 56 median days in 2019/20.
<p>Service standard</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>	51%	71%	81%	96%	We have continued to achieve an increase in the number of planning applications decided in time from previous years due to the ongoing system improvements in processing applications.
<p>Service cost</p> <p><i>Cost of statutory planning service</i></p> <p>[Direct cost of the statutory planning service / number of planning applications received]</p>	\$2,699	\$2,238	\$2,007	\$2,733	We have worked hard to ensure that the planning process is efficient, with a marginal increase in application costs

Service / indicator [measure]	2016/17	2017/18	2018/19	2019/20	Material variations and comments
<p>Decision making</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>	71%	65%	52%	51%	We have experienced a decrease in the number of decisions upheld at the Victorian Civil and Administrative Tribunal (VCAT) from the previous year. In 2019/20, 12 of 18 decisions set aside were successfully negotiated at compulsory conference or through outside negotiations with the permit applicant.
Roads					
<p>Satisfaction of use</p> <p><i>Sealed local road requests</i></p> <p>[Number of sealed local road requests / kilometres of sealed local roads] x 100</p>	73%	63%	56%	81%	We strive to provide well maintained roads for the community. Requests are dealt with as efficiently as possible to achieve a high quality and cost-efficient outcome. The number of requests has increased to 482 from 337 the previous year. This indicates a more active and observant community, with a greater desire to walk and commute through the COVID-19 pandemic.
<p>Condition</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%	100%	Our local roads are maintained according to Council's Road Management Plan. The intervention level is the condition standard set to determine whether a sealed local road requires renewal. The high standard remains consistent with previous results.

Service / indicator [measure]	2016/17	2017/18	2018/19	2019/20	Material variations and comments
<p>Service cost</p> <p><i>Cost of sealed local road reconstruction per m²</i></p> <p>[Direct cost of sealed local road reconstruction / m² of sealed local roads reconstructed]</p>	\$163.70	\$130.79	\$91.63	\$55.20	The significant cost reduction is largely due to the innovative and cost-effective construction methods, together with lower complexity of projects and an increase in recycled materials and products being used. This has led to greater efficiencies when compared with the previous year.
<p>Service cost</p> <p><i>Cost of sealed local road resealing per m²</i></p> <p>[Direct cost of sealed local road resealing / m² of sealed local roads resealed]</p>	\$25.54	\$23.07	\$23	\$23.72	There has been a slight increase in the cost of resealing due to the different combination of roads requiring resealing and much larger scale of works undertaken across the municipality (8% of local road network). We typically use asphalt for the road resealing program with the type of asphalt used dependant on the individual road.
<p>Satisfaction</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>	66	64	66	66	We have maintained a consistent rate of community satisfaction with sealed roads across the last two years. This data is collected annually in a Community Satisfaction Survey conducted by an independent research company on behalf of the Victorian Government.

Our year ahead

Major Initiatives

We will ensure local planning is responsive to community need and aligned with local planning laws by facilitating planning scheme amendments that are considered a high priority of the 2018 Planning Scheme Review recommendations. We will progress two additional major recommendations by June 2021.

We will implement our Parks Improvement Program works as scheduled, including Pettys Reserve, the design of Hepburn Road Park and complete the designs for the Main Yarra River Trail to Warrandyte by 30 June 2021.

We will continue to advocate for positive community outcomes in the North East Link(NEL) Planning. We will successfully collaborate with the NEL project and proponent to pursue environmental, recreation, open space and construction outcomes for Manningham.

We will improve connectivity through the delivery of the Road Improvement Program, including:

- Designing the Jumping Creek Road reconstruction from Ringwood-Warrandyte Road to Homestead Road.
- Improving safety with the installation of traffic signals on Tram Road and Merlin Street.
- Designing and constructing the new Hepburn Road extension to provide new road and pedestrian connections.

We will adopt an integrated transport approach to private and public transport in the region. We will deliver short-term actions in the Transport Action Plan and the Bus Action Plan including contributing to planning for the Suburban Rail Loop and Doncaster Busway.

We will develop a long-term Community Infrastructure Plan, and complete a draft by 30 June 2021.

Other Initiatives

We will enhance our parks, open space and streetscapes, including completing our Footpath Priority Program for 2020/21.

Liveable places and spaces case study: Upgrading our parks and playgrounds

We understand that well-designed and maintained local parks play a critical role in creating well connected and safe neighbourhoods. We remain committed to creating inviting spaces by enhancing our parks, open spaces and streetscapes.

In 2019/20, we undertook significant upgrades to local parks and reserves to encourage our residents to lead healthy, active and resilient lives.

Upgrades across Manningham included four key play areas to help keep children and families active.

Lynwood Reserve, Templestowe Lower

We completed a major upgrade to Lynwood Reserve to create a playspace that caters to all ages and abilities. A new 20 metre-long, glow in the dark snake sculpture features as the distinctive centrepiece of the playspace.

The play equipment includes a six-way swing set – the first of its kind in Manningham – as well as a multi climbing and slide unit, basket swing, spinning pole.

We also upgraded the concrete paths which now provide a 500-metre circuit for bikes, scooters and walkers, and links to a new round multi-purpose court.

Allara Reserve, Donvale

We made significant improvements at Allara Reserve including colourful and adventurous play equipment complete with a high rope climbing cube, tunnel slide, triple swing set, junior slide and a cubby house with activity panels.

We also completed landscaping and installed new seating and drinking fountain and planted new trees to make it an appealing space for the whole community.

Thea Reserve, Doncaster East

We have created a new fairy-themed playspace for the young and young at heart at Thea Reserve with a rock circle under the wonderful oak trees, new play equipment, balancing logs, a dry creek bed and new trees and shrubs.

A new path, drinking fountain, seats and picnic tables make this a great space to enjoy at any time of the year.

Dehnert Reserve, Doncaster East

The popular park, close to Doncaster Gardens Primary School, received a landscape makeover with a new concrete path, bridge, a rock sitting circle under shady trees as well as more trees and plants.

A new triple swing set and rope climbing unit were added to the existing play equipment and new seating and picnic area installed for the community to enjoy.



Lynwood Reserve



Allara Reserve

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.

Goal	3.1. Protect and enhance our environment and biodiversity
Action areas	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

Goal	3.2. Reduce our environmental impact and adapt to climate change
Action areas	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 km²)

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 ran our Emergency Aware program to provide materials from multiple emergency services together to assist residents in planning for emergency events. We partnered with multiple emergency services and the Australian Red Cross to offer free sixty-minute emergency planning sessions across Manningham in October and November 2019.

We were successful in achieving our 20% reduction in greenhouse emissions target.

We continued our partnership with Resilient Melbourne, The Nature Conservancy, the Victorian Government and other local councils to develop a metropolitan-wide urban forest strategy for Melbourne called Living Melbourne: our metropolitan urban forest.

We continued to add to our environmentally friendly car fleet with over 20 hybrid passenger vehicles now in use.

We changed the way we manage our fleet vehicles to better report on the use of our vehicles.

We installed parking, environmental and pedestrian sensors at Jackson Court as part of the federally funded Smart Technologies – Reinventing Neighbourhoods project. The resulting data will inform a more socially connected neighbourhood including community led initiatives and a transition from car use to walking, cycling and public transport.

We improved our Fire Prevention Inspection Program by implementing new system processes to facilitate accurate and timely property inspections in the field.

We provided additional clean up support to residents following the January 2020 storm event, which included:

- extended hours and free disposal opportunities at the Garden Waste Centre
- free drop off skip bins located in Warrandyte and Doncaster for residents to dispose of green waste created by the storm
- an additional garden waste kerbside collection for residents who requested this assistance.

Challenges

We experienced some capital project delays due to design and concept changes needed to meet requirements. To support our sporting clubs during this time, we kept them updated on the progress and adjustments to our capital works program.

The Gippsland bushfires and local storm events placed additional load for our Parks and Emergency Management staff and caused some delays and additional works.

Our City Amenity team experienced shortages in resources and high vacancies rates which caused some service inefficiencies. The vacancies have now been addressed and a service efficiency review is underway.

We face ongoing reinsurance challenges due to increasing severe weather events causing damage.

Fast facts

- we achieved a **20%** reduction in greenhouse emissions
- **56%** of Manningham's waste was diverted from landfill
- **19,000** plants planted, including **2000** advanced trees
- we achieved a **20%** reduction in greenhouse emissions

Our performance – Council Plan

The following shows our 2019/20 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
Healthy community			
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>	Achieved	Community programs and activities included: <ul style="list-style-type: none"> ongoing Local Environment Assistance Fund (LEAF) grants to support private landholders to undertake weed and pest animal control including pest deer control. Over 50 properties participated in 2019/20 continuation of our Parks Alive initiative to encourage community volunteers to get involved in enhancing and managing local parks community tree and shrub planting as part of National Tree Day at Ruffey Lake Park.
Liveable places and spaces			
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	Initiatives delivered included: <ul style="list-style-type: none"> Managing Council bushland reserves including sweet vernal, woody weed and other weed control, rabbit warren destruction, seed collection for future revegetation. Implementing projects funded by Melbourne Water Corridors of Green program. Providing a total of \$35,000 in community grants to residents to improve or preserve elements of heritage in buildings and places.

2017-2021 Actions	Measure	Result	Outcomes
Resilient environment			
Initiatives to advocate and protect Manningham's natural spaces, rivers, creeks and Green Wedge	Plan implementation <i>Source: Council data</i>	In progress	We have advocated to protect our environment through: <ul style="list-style-type: none"> establishing the Biodiversity Impact Assessment Committee to reduce vegetation removal and biodiversity impacts from capital works projects. This group's expertise has been given to over 20 projects Council has worked closely with the North East Link authority to advocate to protect and minimise vegetation loss resulting from the project.
Vibrant and prosperous economy			
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	At June 30 2020, the local GDP was \$4.95 billion, which increased slightly from the same period last year.
Well-governed Council			
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"> Education Days and WaterWatch events for the community we partnered with Outdoors Victoria to deliver program with State 'Caring for Our Local Environments' funding support. the Autumn Nature Stewards program commenced with approx. 20 participants but is on hold due to the COVID-19 situation 15 'Backyard Biodiversity' videos have been produced and published to our website.

Goal: Reduce our environmental impact and adapt to climate change

2017–2021 Actions	Measure	Result	Outcomes
Healthy community			
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 over 130 environmental and community engagement events for 2019/20.
Liveable places and spaces			
Activities and programs that support sustainable use of energy, water and waste	Initiatives implemented <i>Source: Council data</i>	In progress	An initial draft of a new Environment Strategy has been developed with key priority areas covering energy, water, waste, biodiversity and community engagement.
Improved litter collection and disposal programs along roadsides	<i>LGPRF Data</i> <i>Source: Council data</i>	Achieved	Our litter collection programs continue to run on schedule with the number of missed bins continuing to decrease. Only 2.8 bins were missed in every 10,000 in 2019/20.
Resilient environment			
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 our plans are in place and reviewed regularly. The Municipal Fire Management Plan also successfully passed a recent audit.

2017-2021 Actions	Measure	Result	Outcomes
Vibrant and prosperous economy			
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	This initiative is deferred until a suitable activity can be identified.
Well-governed council			
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 demonstrated leadership through: <ul style="list-style-type: none"> • Council's declaration of a Climate Emergency in Manningham. An Action Plan is being developed to drive environmental practices and outcomes for Manningham • working towards replacement and rectification of the 99kW depot solar system after hailstorm damage earlier in the year • establishing the Building Solar and Environmentally Sustainable Development Project Control Group to manage a five-year program to install roof-top solar. This is currently being developed and will incorporate prioritising energy efficient solar projects including installing decorative LED streetlights for the Pines and Ajani Community Centre.
Sustainable waste collection	Maintain or improve LGPRF waste indicators <i>Source: Council data</i>	Achieved	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
<p>Deliver education and awareness program on environmental sustainability, biodiversity protection and smarter living.</p> <p>Deliver a minimum of 35 environmental education programs/initiatives for the community by 30 June 2020.</p>	On target	<p>We delivered over 130 environmental and community engagement events for 2019/20.</p>
<p>Continue to upgrade our drainage infrastructure to protect habitable floor levels and improve community safety.</p> <p>Develop a Municipal Drainage Plan that encompasses a response to flood mitigation by June 2020.</p>	On target	<p>A Municipal Drainage Strategy has been developed for consideration and further work with the next elected Council.</p>
Initiative	Progress	Comment
<p>Foster partnerships to enable the delivery of climate action and Smart City initiatives including exploring sites for electric vehicle charging, developing a five-year plan for solar upgrades, and developing other environmentally sustainable development programs by June 2020.</p>	Some progress	<p>We are establishing the Building Solar and Environmentally Sustainable Design Project Control Group to manage a five-year program of building roof-top solar installations which is currently being developed and will incorporate the Pines and Ajani solar projects.</p>

Services funded in our Annual Budget

We funded the below services in the Annual Budget 2019/20 to support our resilient environment goals.

Activity	Description	Budget \$'000	Actual \$'000	Variance \$'000
Waste Services	Providing kerbside rubbish collections of garbage, hard waste and green waste from all households and some commercial properties in Manningham. Services also include a waste call centre, education services and the strategic planning of waste services.	(1,609)	(2,021)	412
Assets and Environment	Services designed to protect the environment including underground drain and pit maintenance, street cleaning and sweeping, roadside litter pickup, tipping costs.	3,576	3,879	(303)
Environmental	This service provides environmental education, public land management, stewardship and fosters biodiversity as well as protecting the land through pest control.	2,647	1,827	820
Drains and Technical Services	This service performs the inspection, maintenance and cleaning of underground drains to ensure correct operation.	482	515	(33)

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]	2016/17	2017/18	2018/19	2019/20	Material variations and comments
Waste collection					
Satisfaction <i>Kerbside bin collection requests</i> [Number of kerbside garbage and recycling bin collection requests / Number of kerbside bin collection households] x 1000	111.31 requests	82.92 requests	94.02 requests	100.52 requests	We continue to monitor our services and improve practices and systems with contractors where possible. The increase in requests is related to an issue with old bin supplier and the quality of some of the bins. The bin supplier has now been changed.
Service standard <i>Kerbside collection bins missed</i> [Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection bin lifts] x 10,000	8.10	4.22	3.67	2.76	Manningham achieved its lowest missed bin result since the commencement of a new contract in July 2016 with only 2.76 bins missed in every 10,000.
Service cost <i>Cost of kerbside garbage bin collection service</i> [Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins]	\$103.60	\$104.47	\$105.96	\$108.38	The cost of the kerbside bin collection is slightly higher than 2018-19 and reflects the annual direct cost of the kerbside garbage collection.

Service / indicator [measure]	2016/17	2017/18	2018/19	2019/20	Material variations and comments
<p>Service cost</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>	\$10.57	\$12.11	\$45.47	\$42.10	The cost of the kerbside bin collection is lower than 2018-19 and reflects the annual direct cost of the kerbside recycling collection.
<p>Waste diversion</p> <p><i>Kerbside collection waste diverted from landfill</i></p> <p>[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x 100</p>	54%	54%	53%	56%	Manningham has seen an increase in tonnages when compared to 2018/19. Garden waste tonnages were significantly higher due to higher than average rainfall resulting in increased foliage growth.

Our year ahead

Major Initiatives

We will deliver education and awareness program on environmental sustainability, biodiversity protection and smarter living. We will deliver a minimum of 50 environmental education programs/initiatives for the community, reaching at least 3000 participants.

We will continue to upgrade Council drainage infrastructure to protect habitable floor levels and improve community safety. We will implement several priority actions listed in the Municipal Drainage Plan.

We will demonstrate leadership in sustainable and innovative environmental practices in waste management and climate change, including the development and implementation of a Council Environment Strategy and a Climate Emergency Response Plan.

Other Initiatives

We will deliver biodiversity protection programs for Council and private land.

By 20 June 2021, we will:

- develop and implement a pest management strategy and continue our bushland management
 - deliver LEAF and Hotspots programs
 - provide biodiversity impact advice on Council capital works, North East Link and other projects
 - map Manningham vegetation loss and develop initiatives that address this issue.
-

We will Improve energy and carbon efficiency in Council owned assets.

By 30 June 2021, we will:

- build a solar and environmentally sustainable design program
 - develop and implement sustainable Council fleet initiatives
 - investigate and develop LED public lighting projects
 - maintain Council's annual greenhouse gas emissions below 2020 levels of about 7000 tonnes.
-

We will foster partnerships to enable the delivery of climate action and Smart City initiatives for Manningham. We will collaborate in regional partnerships to switch some of Council's energy supply to renewables.

Resilient environment case study: Using smart technology at Jackson Court Neighbourhood Centre

Manningham Council partnered with the Australian Government to implement new smart technologies at the Jackson Court Neighbourhood Centre in Doncaster East as part of the Smart Cities – Reinventing Neighbourhoods program.

The program uses a range of smart sensors to gather data to enable us to better understand the community's use of the Jackson Court Neighbourhood Centre, with the aim of improving the community's experience of the centre.

Sensors were installed across the Jackson Court neighbourhood centre to gather real-time data on vehicle use, pedestrian movements and environmental conditions like Co2 levels, temperature and noise. The data from the sensors helps us to understand how visitors move through the centre, their modes of transport and how long they stay.

This data will be used to help us better plan for the right mix of physical space such as parking, pavements and infrastructure, making it more attractive for residents and visitors in the future. It will also provide us with usage trends that local business and community groups can use to help them plan their local activities.

The sensors record non-identifiable data in accordance with our privacy policy. No cameras have been installed and no personal information is collected.

Smart Cities is an Australian Government initiative to transform cities, suburbs and regional areas using infrastructure and technology to deliver a more sustainable, prosperous and inclusive future.

For more information see manningham.vic.gov.au/jackson-court



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.

Goal	4.1. Grow our local business, tourism and economy
Action areas	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



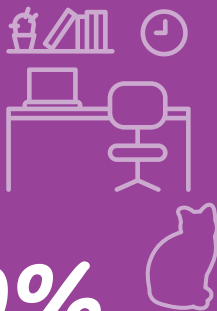
9
neighbourhood
activity centres

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 established a new business support program and transitioned to online business mentoring.

We continued to deliver a comprehensive business development program including:

- delivering a 12-week Marketing series as online program
- facilitating online connection events featuring guest speakers
- our Business Advisory moved online with sessions held over Skype and Zoom
- business mentoring across a range of topics to support business during COVID-19 lockdown.

We delivered important information to our business community through our Manningham Business website and eNewsletter.

We funded improvements to local activity centres including:

- \$811,000 at Tunstall Square
- \$27,000 at Macedon Square
- \$36,000 for the Tunstall Square art project
- \$23,000 for the Templestowe Activity Centre Neighbourhood Activity

We have worked with Yarra Ranges Tourism to help support tourism related business during the COVID-19 pandemic.

We have continued our partnership with Melbourne East Regional Economic Development Group on economic development initiatives to deliver and advocate to the Victorian and Australian Governments.

We supported the local creative industry through the successful biennial Manningham Victorian Ceramic Art Award, a dynamic exhibition program at Manningham Art Gallery, and the launch of a dedicated Creative Industries Support Program.

We launched a new Creative Industries Support program in response to COVID-19, with over 10,000 participants.

We supported 87 small businesses through our venues.

Challenges

It is expected that there will be a medium-term negative effect on tourism due to the pandemic and further work on this initiative is likely to be delayed. We are working closely with Yarra Ranges Tourism to provide advice and support to Tourism businesses during COVID-19.

We have needed to quickly adapt our business support offering to meet the needs of Manningham businesses facing the COVID-19 pandemic.

Fast facts

- we recognised **41** finalists as part of the 2019 Manningham Victorian Ceramic Art Award
- over **10,000** people participated in Arts and Culture's new creative industry program
- Manningham was home to **14,331** businesses as of 30 June 2020
- there were **23,503** visits to the Manningham Business website manninghambusiness.com.au
- **26** issues of Manningham Business eNewsletter were distributed
- our tourism industry grew from **\$230 million** in December 2016 to **\$326 million** in December 2019
- the number of jobs in our tourism industry has grown from **1,319** in 2016 to **1,791** in 2019
- employment has grown from **27,468** in 2016 to **30,572** in 2019
- venues bookings support **87** regular commercial hirers

Our performance – Council Plan

The following shows our 2019/20 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
Healthy community			
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	We continued to deliver a comprehensive business development program. While some changes have been made due to COVID-19, the program is still being delivered across a number of areas including: <ul style="list-style-type: none"> • Delivering a 12-week Marketing series as online program. • Facilitating online connection events featuring guest speakers. • Our Business Advisory Service, which has move online with sessions held over Skype and Zoom. • Business mentoring across a range of topics to support business during COVID-19 restrictions. • Planning our Business Excellence Awards to be relaunched in 2021.
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	The Arts and Cultural program attracts 55% participants from outside the municipality, of which, around three-quarters either go on to support the local economy by purchasing an artwork, booking another Arts Manningham program, attend another cultural venue in Manningham or support Manningham’s cafes and/or retail.

2017-2021 Actions	Measure	Result	Outcomes
Liveable places and spaces			
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"> • \$811,000 - Tunstall Square • \$27,000 - Macedon Square • \$36,000 - Tunstall square art project • \$23,000 - Templestowe Activity Centre Neighbourhood Activity.
Vibrant and prosperous economy			
Develop tourism investment opportunities	Maintain or increase key destination visitor numbers <i>Source: Destination Melbourne and Remplan</i>	Data not available	Work continues: <ul style="list-style-type: none"> • with Yarra Range Tourism to help support tourism related business during the COVID-19 pandemic • with Melbourne East Regional Economic Development Group on economic development initiatives to deliver and advocate to the Victorian and Australian Governments.
Well-governed council			
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>	78.9% of revenue from rates	We had a slight increase from 76% to 78.9% reliance of revenue from rates

Our performance – major initiatives and initiatives

■ On target
 ■ Some progress
 ■ Not on target

Major initiative	Progress	Comment
<p>Grow the visitor economy and create opportunities for visitor destinations and events within Manningham that engage both residents and external visitors</p> <p>Deliver five tourism activities from the Tourism Action Plan</p>		<p>We are working closely with Yarra Ranges Tourism to provide advice and support to Tourism businesses during COVID-19. It is expected that there will be a medium-term negative effect on tourism due to the pandemic and further work on this initiative is likely to be delayed.</p>
<p>Smart Cities: Reinventing Neighbourhoods Program. Jackson Court Pilot site</p> <p>Develop comprehensive, data-driven approach to planning future development of key activity centres</p> <p>Develop near real time monitoring capability of parking, pedestrian and environmental sensors</p>		<p>Smart City project at Jackson Court - Reinventing neighbourhoods has been completed - some minor works have been deferred to 2020/2021 due to ordering delays from contractor.</p> <p>All sensors are in place and final training on use of reporting has commenced.</p> <p>Discovery Group are meeting virtually and all contracts on track to be delivered.</p>
<p>Doncaster Hill Strategy (2002) Review</p> <p>Review complete by 30 December 2019</p>		<p>The purpose of the review of Doncaster Hill Strategy (2002, revised 2004) is to reflect on the successes, as well as identify gaps and opportunities that need to be addressed in continuing to provide guidance for use and development within Doncaster Hill.</p> <p>We engaged with our community as part of the Imagine Manningham 2040 consultation in 2019. Feedback from this has informed the key directions identified in the new draft Doncaster Hill Framework Plan. These key directions will be tested with the community and other key stakeholder before finalising the Draft Doncaster Hill Framework Plan.</p>

Services funded in our Annual Budget

We funded the below services in the Annual Budget 2019/20 to support our vibrant and prosperous economy goals.

Activity	Description	Budget \$'000	Actual \$'000	Variance \$'000
Business, Events and Grants	This service develops programs, events and support services to support the local economy in relation to business, sponsorship, commercial investment, business support, employment and tourism.	2,363	1,908	455
Community Venues and Functions	This service provides for the management and hire of the Manningham Function Centre and hire of halls and other venues to community and commercial hirers.	494	1,052	(558)

Our year ahead

Major Initiatives

We will deliver five tourism activities from the Tourism Action Plan.

We will grow the visitor economy and create opportunities for visitor destinations and events within Manningham that engage both residents and external visitors. We will partner with regional tourism on events and activities to promote Manningham as a visitor destination.

Other Initiatives

The Smart Cities Reinventing Neighbourhoods project (Jackson Court Neighbourhood Centre pilot site) provides near real-time monitoring capability of parking, pedestrian and environmental sensors. We will use this information to 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 support vibrant local activity centres and local employment through the 'Buy Local' campaign. We will facilitate events and activities to support local small businesses and traders in Manningham.

Vibrant and prosperous economy case study: Supporting Manningham's business community

The Manningham Business Development Program supports local businesses through workshops, networking events, a monthly connection breakfast series, business advisory service, and a business planning and marketing series.

This year the program partnered with the Federal Government's Australian Small Business Advisory Service (ASBAS) Digital program, Australian Taxation Office, and regional partners in the Melbourne East.

The Manningham Co-working Space was also launched this year, commencing bi-monthly co-working sessions at MC Square. This program has been gathering intelligence around the demand and need for co-working in Manningham.

The Business Development Program can be accessed by any business that operates within Manningham. Throughout 2019/20, Manningham Business provided 43 business events that were attended by more than 1149 people.

From March 2020, in response to the Coronavirus (COVID-19) pandemic, many of these business events and development opportunities moved online and were provided in different ways.

We also expanded the Business Development Program to provide additional support to local businesses for the short and medium-term. The expanded program provided activities to support local businesses adapt to the challenges of the COVID-19 crisis. The focus of the program has been on creating opportunities for hands on learning with high impact.

These included:

- business advisory services and mentoring for heavily affected businesses
- one-on-one technical support and transition for businesses
- marketing support and business planning sessions
- adaptation to the new business environment.

As well as business support, Manningham Business has provided regular e-news to local businesses with information on the latest local, state and federal business news. This regular newsletter moved to a weekly distribution in response to the evolving COVID-19 situation, providing regular information on the latest information on Victorian restrictions and support available to businesses during this time.

The Manningham Business Development Program will continue in 2020/21 with a focus on business resilience and recovery and activation support for our shopping centres.

For more information on Manningham's Business Development Program see manninghambusiness.com.au



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.

Goal	5.1. A financially sustainable Council that manages resources effectively and efficiently
Action areas	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

Goal	5.2. A Council that values citizens in all that we do
Action areas	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 fulfilled our statutory responsibilities in accordance with the Building Act and Council Municipal Building Surveyor delegations.

We prepared a life cycle review of Council's building infrastructure to give us a clear picture of our building assets. We also developed a strategy to maximise the returns from these assets.

We successfully completed and adopted the 2020 General Valuation of the municipality.

We developed and endorsed our Access to Information Policy.

We updated our Freedom of Information applications to allow electronic payment of associated fees and charges.

We conducted regular training sessions for our staff on Information Privacy and Freedom of Information.

We refreshed our Fraud and Corruption Policy and Control Plan.

We undertook an extensive community engagement program for our Imagine Manningham 2040 project, which saw community members contribute ideas, suggestions and have their say on the future of Manningham.

We digitised our incident and claims lodgement process to make it easier for community members to lodge their information.

We had the Victorian Auditor-General present the Victorian Auditor General's Office strategic direction in the context of local government to our Audit and Risk Committee and Executive Management Team in November 2019.

In preparation for the 2020 Council Elections, our Election Period Policy was reviewed and updated.

We successfully facilitated a business continuity test in December 2019.

We updated our Public Interest Disclosure regime in response to legislative changes.

We implemented our new learning management system for staff, which improves accessibility to learning opportunities, improves the quality and consistency of learning records and integrates our learning and performance systems.

We rolled out a customer service training program for our staff to support improved customer experience and embed our customer promise.

Council endorsed our Community Engagement and Public Participation Policy, which guides our community engagement practices in Manningham

We commenced negotiating our next Enterprise Agreement.

We strengthened our work health and safety program through a planned and agile education and communications program.

We conducted an internal audit of our work health and safety program which highlighted our positive culture towards safe working, reporting and management of incidents.

We initiated our new work health and safety system to better support our staff to report hazards and incidents and access policy, procedures and performance data. We aim to complete this rollout in 2020/21.

We increased the profile of our child safety standards and practice through reviewing our policy, implementing an eLearning module, and developing a dedicated intranet page.

We improved our new starter experience with a custombuilt online corporate induction.

We improved our workforce reporting capability and data accessibility through the PowerBI system.

We embedded our new Code of Conduct and rolled it out to our staff with a custom-built eLearning module

We deepened our commitment to diversity and inclusion with the formation of the Diversity and Inclusion Working Group and participation in Gender Equality Bill Implementation Pilot (including Gender Impact Analysis pilot and Workplace Gender Audit pilot).

A 10-year Transformation and IT Plan has been developed and endorsed by Council. This will support our organisation and community's evolving needs into the future.

We processed online venue bookings to make it faster and easier to book Council facilities.

We awarded a tender for our Data Strategy, including a data warehouse and master data management solution and implementing a business analytics tools to better analyse our data.

We conducted training for our staff to improve project management practices across the organisation.

We implemented our new Learning Management System (LMS), called MY Success. This will help us to improve access to learning opportunities, improve the quality and consistency of learning records, improve the utilisation of eLearning, and integrate our learning and performance systems.

We delivered new online services for our residents and businesses to facilitate them to manage their Council activity online.

We successfully implemented the new Swimming Pool Registration system to allow residents to register their pools and spas online in line with new Victorian Government legislation. Since its launch, over 2,862 registrations have been lodged through this service.

We launched a new Geographic Information System (similar to Google Maps) to facilitate the community to find Council services near their home. The program also allows access to current and historical aerial photography of Manningham going back to 1956.

A new Cyber Security training package was launched across the organisation to over 500 staff and Councillors. This package has now been embedded in our compliance training program.

Our Customer Experience team developed the organisation's Complaint Policy in line with *Local Government Act 2020*. The policy details our commitment to delivering quality customer service by addressing our customers' concerns and complaints promptly and fairly. The policy provides a framework for how we manage complaints and how we measure our performance.

We established standard customer response times to help us improve our customers' experience and deliver a high standard of service that is timely, responsive, accurate and accountable. Our response times include in person – we aim to resolve the issue immediately; email and social media – two working days; phone calls – to be returned within the next working day; and mail – 10 working days.

Our Workplace Health and Safety team developed a planned and agile communications program to ensure consistent health and safety messaging across the organisation. We worked on a Workplace Health and Safety systems solution that is on target to enter its testing phase in September 2020. We achieved a good result from a Workplace Health and Safety Internal Audit, demonstrating our compliance and a clear plan for an improved and contemporary Workplace Health and Safety system.

Our City Projects team implemented project delivery improvement measures and developed a Strategic Procurement Plan.

Our Workplace Health and Safety Strategy 2019/20 was integrated as part of our People, Culture & Safety Business Plan. Delivery of the strategy is on target and includes planning for a new Workplace Health and Safety management system and delivery of Workplace Health and Safety indicators bi-monthly and bi-annually to Workplace Health and Safety Committees.

We received a commendation for our Annual Report and audited Performance Statement.

We achieved 90% of our Council Plan initiatives.

We integrated the delivery of public value into our business planning.

We reviewed our assessment criteria for our budget and business planning.

We delivered our business planning workshops across the organisation.

We continued our work to align our short, medium and long-term key strategic documents.

We rolled out a new initiative, 'Share Fair' to support our teams across the organisation to work together to optimise value to our community.

We consulted with our community to name our nine new Council wards which will come into effect after the October 2020 Council election.

We distributed seven printed editions of Manningham Matters community magazine and between April and June 2020 distributed six digital editions of *Manningham Matters*.

Challenges

We improved the efficiency of how we manage our four and 10-year Capital Works Program development by transitioning our project management from Excel to a new software system.

We have transitioned to providing further details on the allocation of our capital works budget for greater openness and transparency.

We have expanded our monthly Capital Works Status Report to better chart the progress of our expenditure.

Our Property Services team has adapted to significant changes in their operating environment by developing a renewed focus on achieving sustainable community and financial outcomes by assessing their operations and project implementation.

We needed to bring our staff up to speed after transitioning to a new software to manage our capital works program.

We processed a significant increase of Freedom of Information requests.

Part of our assurance compliance plan was interrupted for four months from March 2020, however our internal audit remained in place.

Delays to the commencement of the *Local Government Act 2020* have created a number of challenges including tight timeframes for the completion of key projects, policy deliverables, uncertainty regarding Council's electoral structure in the lead up to Council elections and complex transition provisions.

We supported our staff with significant and unprecedented health and safety concerns including air quality issues from bushfires and the COVID-19 pandemic. We became active in managing and minimising associated risks to our staff.

Our City Infrastructure team's ability to procure works was restricted for the first five months of the year. The team has now developed a strategic procurement plan to improve procurement of goods and services into the future.

There has been a delay in starting our customer experience action plan which details a 12-month program of works to deliver meaningful change for our customers.

Fast facts

- we administered the 2020 General Valuation of **50,347** rateable properties that were returned by the Valuer General
- **927** property assessments were added as supplementary valuations
- **75%** of community members surveyed as part of the 2020 Community Satisfaction Survey scored our customer service as 'good' or 'very good'
- our Citizen Connect team received **114,894** calls
- our Citizen Connect team handled **74%** of calls without having to transfer to another team
- **77%** of our calls to customer service were answered within 30 seconds
- **534,379** visitors to manningham.vic.gov.au
- **21,300** visitors to our Your Say Manningham engagement platform, yoursay.manningham.vic.gov.au
- our IT Systems uptime was **99%** (target 98.5%)
- our Information Technology team responded to **9,122** Helpdesk calls
- **92%** of our Information Technology Helpdesk calls were resolved on time (target 90%)
- **95%** of our Information Technology New User Creation were completed within two business days
- **100%** of our Freedom of Information requests were processed on time
- **94%** of our Information Management requests completed were on time (target 90%)
- we processed **234,815** outbound mail items.
- we delivered **72** community engagement opportunities

Our performance – Council Plan

The following shows our 2019/20 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
Healthy community			
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.
Liveable places and spaces			
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 in accordance with the Access and Concession Policy and lease or licence renewals.
Resilient environment			
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
Vibrant and prosperous economy			
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>	Carried over	Our work on the preparation of a DCP for the whole municipality is dependent on the completion of a Community Infrastructure Plan to assist long-term planning for the municipality. The DCP will identify municipal benefits, identify charge areas and charge rates for the contributions.
Well-governed council			
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
Healthy community			
Communication and engagement that encourages community participation in decision making	Maintain or increase engagement opportunities <i>Source: Council data</i>	72 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.
Liveable places and spaces			
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
Resilient environment			
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>	Achieved	We continue to collaborate in regional and state-level partnerships with government bodies to deliver an all-hazard approach to planning, training and awareness in relation to the risks and consequences inherent in emergency management.
Vibrant and prosperous economy			
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>	Achieved	Almost all actions were completed and key performance indicators met.
Well-governed council			
Deliver valued, consistent and improved service experiences for our citizens	Maintain or improve community satisfaction with engagement and communications <i>Source: Council data</i>	In Progress	We have strived to meet our customer's changing needs this year. This included offering customers the option to make appointments, capturing customer and staff detail when accessing Council buildings and creating a drive-through service for our vulnerable community members.
Deliver sound governance and leadership in transparency, accountability and decision making	Maintain or increase on Governance indicators <i>Source: Council data LGPRF</i>	Achieved	Out of 137 decisions made in Council meetings, only 11 were made in meetings closed to the public (as they related to matters required by law to remain confidential). 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
<p>Prepare a 10 Year Long-Term Financial Plan incorporating key strategies to address the long-term sustainability of Council.</p> <p>Adopt Long-term Financial Plan and Annual Budget by 30 June 2020</p>		<p>The COVID-19 crisis has impacted Council's 2019/20 surplus with service closures, reduced income flows and additional costs. The 2020/21 Budget (and long-term financial plan) have also taken into account the potential financial impacts of COVID-19. Despite the impacts of COVID-19, Council will continue to be in a financially sustainable position in the long-term by continuing to focus on the key budget principles.</p>
<p>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.</p> <p>Implement a suite of customer focused improvements to increase Contact Centre First Contact Resolution (FCR) and improve Customer Satisfaction by 30 June 2020.</p>		<p>A new Complaints Policy will be introduced with our new Customer Relationship Management system to provide an easier user experience and improved customer experience. Feedback from a recent pulse survey to 2000 customers who had a recent transaction with Council will drive our next suite of continuous improvement initiatives so we can continue to make it easier for customers to interact with Council.</p>
Initiative	Progress	Comment
<p>Support residents and business to manage their Council activity online (including planning, parking, environmental health services, building)</p> <p>Deliver increased online capacity by 30 June 2020.</p>		<p>The public-facing Geographic Information System has been launched to the public. We have offered improved online functions including the Venue and Events Management System and online permit amendments. Online swimming pool registrations has been launched successfully.</p>

Services funded in our Annual Budget

We funded the below services in the Annual Budget 2019/20 to support our Well-governed Council goals.

Activity	Description	Budget \$'000	Actual \$'000	Variance \$'000
Governance, legal and risk	This service supports the organisation to meet its regulatory requirements through strong governance and risk management.	2,274	2,201	73
Councillors and Executives	This area includes the Mayor, Councillors, Executive Management Team and associated support.	2,812	2,574	238
Communications	This service leads the delivery of clear, consistent and inclusive communication and engagement with the community.	2,168	1,977	191
Citizen Connect	This service leads as the primary customer interface to create and maintain systems and processes to connect with our citizens.	1,915	1,867	48
Transformation and Information Technology	This service includes maintaining information systems as well as advancing new solutions for the organisation and community interaction.	7,261	7,109	152
Emergency Management	Services to support the preparedness, response and recovery in an emergency.	406	966	(560)
Organisational Development	Provides organisation development and human resource management services including staff recruitment, corporate training and development, employee and industrial relations and workplace health and safety. Also includes business planning services.	1,475	1,353	122
Property Services	This service manages Council properties and conducts supplementary property valuations.	881	350	531
Finance and Corporate Performance	This service strategically manages Council's financial management, payroll, procurement tendering and contract administration and Council's corporate planning, performance and continuous improvement functions.	4,666	4,555	111

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]	2016/17	2017/18	2018/19	2019/20	Material variations and comments
Governance					
<p>Transparency</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%	9%	8%	The number of resolutions made at closed Council meetings was similar to the previous year with a slight reduction in the overall number of items presented to Council. The confidential items related predominantly to personnel, legal and contractual matters.
<p>Consultation and engagement</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>	54	57	59	56	This indicator result is collected through a Community Satisfaction Survey managed by the Victorian Government. This slight decrease is on trend and remains above state average in this area.

Service / indicator [measure]	2016/17	2017/18	2018/19	2019/20	Material variations and comments
<p>Attendance</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>	96%	98%	95%	95%	Councillors' attendance at Ordinary and Special Council meetings remained high but was slightly less than the previous year.
<p>Service cost</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>	\$ 39,176.11	\$ 40,447	\$ 42,612.22	\$ 40,436.11	The costs were slightly lower due to Councillors not attending the annual Australian Local Government Association Conference held in Canberra (not held this year) and CEO recruitment expenses not being incurred this year.
<p>Satisfaction</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>	58	57	57	57	This indicator result is collected through a Community Satisfaction Survey managed by the Victorian Government. Community satisfaction with Council decisions was maintained.

Our year ahead

Major Initiatives

We will prepare a 10-Year Long-Term Financial Plan that incorporates key strategies to address the long-term sustainability of Council. We will adopt our Long-Term Financial Plan and Annual Budget by 30 June 2021.

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 will implement a suite of customer focused improvements to increase Contact Centre First Contact Resolution (FCR) and improve Customer Satisfaction by 30 June 2021.

Other Initiatives

We will pursue excellence in our customers' experience and digital capability by increasing online capacity for residents and businesses to manage their Council activity online (including planning, parking, environmental health services, building).

We will finalise our community-informed, long-term vision for Manningham, including our Community Vision 2040, Liveable City Strategy 2040 and Doncaster Hill Strategy.

Well-governed Council case study: Creating a vision for our future with Imagine Manningham 2040

In 2019, we rolled out Imagine Manningham 2040, a project that reached out to people who live, work and play in Manningham, encouraging them to share their ideas on how we can shape the future of our municipality.

The project included a series of community workshops held at Doncaster, Templestowe Lower and Warrandyte in October 2019. Participants discussed the opportunities and challenges for the future, including population growth, congestion and climate change.

As part of the community visioning project, we asked people their thoughts on our parks and open spaces, transport, streetscapes and urban design, development, community services, local neighbourhoods and business activity. We made sure translators were available at all our consultation events.

As part of the project, over 200 people attended a Community Fun Day held at MC Square, which was held in partnership with local Chinese community-based organisations. The event provided an opportunity for younger residents and families to come together and have their say. The event included children's storytime sessions and family activities to enjoy while imagining ways to help design the place to play and live in the future.

A forum for developers and a planning workshop for seniors also informed the plan for Manningham's future.

The event and workshops were complemented by a survey where 281 people representing a

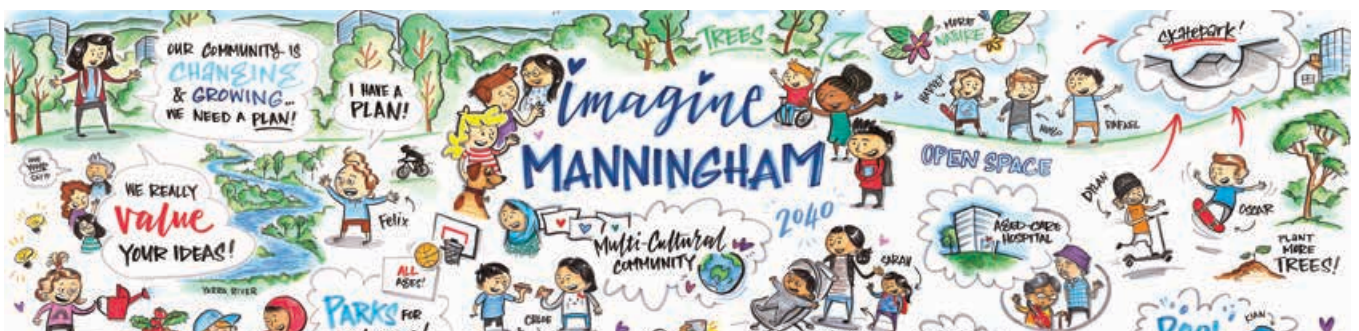
mix of cultural backgrounds and ages expressed their thoughts on what works well now and how we can support them in the future.

The consultation also included a comprehensive social media strategy, with 67 posts across Facebook, Twitter and Instagram reaching over 100,000 people and attracting almost 2000 clicks. The community also posted their creative ideas about the future of their community on the Your Say Manningham website.

The major themes identified included a desire to keep Manningham green, support a connection to community and place, deliver Council's core services efficiently and effectively and build our social capital.

This wealth of input from Manningham's people will help shape our community vision for the future of Manningham and will be presented in a video-story format to accompany an emerging Community Vision statement. The feedback from Imagine Manningham 2040 has also informed Council's Draft Liveable City Strategy and Draft Doncaster Hill Strategy and is being used to continue the engagement for our next Council Plan and Healthy City Strategy (Plan Manningham 2021+).

For more information, visit yoursay.manningham.vic.gov.au/imagine-manningham-2040



Artist: Alice Edy

Our governance system





How we govern	146
Democratic governance	147
CEO expenditure 2019/20	153
Corporate governance	154
Senior officers	155
Employee code of conduct	156
Management	157
Workplace health and safety	163
Governance and management checklist	169
Statutory information	172

How we govern

Manningham Council is a public statutory body constituted under the *Local Government Act 2020* (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 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

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.

Changes were made to the *Local Government Act 2020* to allow Councils to conduct their meetings remotely for a limited time. This change was made in response to the physical distancing restrictions imposed to combat the spread of COVID-19 to ensure the safety of Councillors, staff and the community. Meetings are live-streamed on the internet and the community can participate in the meetings during the public question time.

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

In 2019/20, there were 12 Ordinary Meetings of Council and two Special Meetings. The table below provides a summary of Councillor attendance at these meetings.

■ Table 9: Council meetings held 1 July 2019 – 30 June 2020

Councillor	Ordinary	Special
Cr Anna Chen	12 out of 12	2 out of 2
Cr Andrew Conlon	11 out of 12	2 out of 2
Cr Sophy Galbally	9 out of 12	1 out of 2
Cr Geoff Gough	11 out of 12	2 out of 2
Cr Dot Haynes	12 out of 12	2 out of 2
Cr Michelle Kleinert (Deputy Mayor 1 July – 7 Nov 2019)	11 out of 12	2 out of 2
Cr Paul McLeish (Mayor from 7 Nov 2019)	12 out of 12	2 out of 2
Cr Paula Piccinini (Mayor 1 July 2019 – 7 Nov 2019)	12 out of 12	2 out of 2
Cr Mike Zafiroopoulos AM (Deputy Mayor from 7 Nov 2019)	12 out of 12	2 out of 2

Strategic briefing sessions (SBS)

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

Committees

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

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

The table below shows the committee appointments that were made by the Council on 7 November 2019. These appointments are reviewed on an annual basis.

■ Table 10: 2019/20 Councillor Internal Committee Appointees

Committee	Appointees
Access and Equity Advisory Committee	Cr Galbally
Audit and Risk Committee	Cr Gough Cr Piccinini
CEO Performance Review Committee	All Councillors
Healthy City Advisory Committee	Mayor
Heritage Advisory Committee	Cr Zafiropoulos AM
Liveability, Innovation and Technology Committee (Established 23 April 2019)	Cr Mike Zafiropoulos AM Cr Andrew Conlon Cr Michelle Kleinert
Manningham Arts Advisory Committee	Cr Paula Piccinini
Manningham Charitable Fund Grants Assessment Panel	Mayor Cr Anna Chen
Municipal Emergency Management Planning Committee	Cr Paul McLeish
Municipal Fire Management Planning Committee	Cr Paul McLeish
Open Space and Streetscape Advisory Committee	Cr Anna Chen Cr Geoff Gough Cr Andrew Conlon
Sustainable Design Taskforce (Committee sunset January 2020)	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 11: 2019/20 Councillor External Committee Appointees**

External Committee	Appointees
Australian Local Government Women's Association (ALGWA)	Cr Michelle Kleinert
Eastern Affordable Housing Alliance	Cr Paula Piccinini
Eastern Region Group of Councils (ERG)	Mayor Deputy Mayor
Eastern Transport Coalition	Cr Paul McLeish
Metropolitan Transport Forum	Cr Anna Chen
Metropolitan Waste and Resource Recovery Group	Cr Dot Haynes
Municipal Association of Victoria	Cr Mike Zafiropoulos AM Cr Paul McLeish – Substitute
Northern Alliance for Greenhouse Action Executive Committee	Cr Mike Zafiropoulos AM
Victorian Local Governance Association	Cr Sophy Galbally Cr Mike Zafiropoulos AM – Substitute
Whitehorse Manningham Regional Library Corporation	Cr Dot Haynes Cr Sophy Galbally

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 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 2019/20, two conflicts of interest were declared at Council meetings. These are listed below.

- 26 November 2019: Cr Andrew Conlon for Item 9.1 concerning Planning Application PLN19/0086 at 58-64 Hall Road, Warrandyte South for demolition works and the use and development of the land (including buildings and works) for a secondary college (Year 9 campus of Donvale Christian College) and vegetation removal, the interest being an indirect interest due to financial matters.
- 25 February 2020: Cr Paula Piccinini for Item 9.1 concerning Application for Review P1938/2019 of Planning Application PLN18/0598 at 21 Glendale Avenue, Templestowe (Amended Plans for VCAT), the interest being an indirect interest due to close association.

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. In December 2019, we were advised by the Minister for Local Government following his annual review of allowance categories that Manningham had moved from a Category 2 Council to a Category 3 Council.

This change prompted a review in Mayoral and Councillor allowances which commenced in February 2020. Following a period of consultation with our community, Council resolved at its meeting on 28 April to defer consideration of allowances until December 2020 noting the significant change in circumstances that had arisen with the escalation of the COVID-19 health crisis.

Current allowances for Mayors and Councillors across Victoria increased on 1 December 2019 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 2019/20, the allowances, including 9.5% superannuation, were set at:

- Mayor – \$88,918
- Councillors – \$28,738

Councillor expenses

There is an annual Councillor expenses budget of \$12,770 per Councillor and \$14,505 for the Mayor. This budget is all inclusive and covers conferences, training, travel, carer responsibilities and telephones.

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

Table 12 shows the actual expenses for 2019/20. Council also publishes its travel register on its website in July each year showing interstate and overseas travel by Councillors and Council officers.

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

■ [Table 12: 2019/20 Councillor Expenses](#)

Cr	Travel	Car mileage	Childcare	Information and communication	Conferences and training	Formal attendance	Meeting expenses	Other	Total
Cr Anna Chen	\$478.46	\$1,310.97	\$0	\$30.14	\$0	\$289.26	\$0	\$0	\$2,108.83
Cr Andrew Conlon	\$0	\$1,933.76	\$0	\$751.49	\$0	\$145	\$0	\$77.27	\$2,907.52
Cr Sophy Galbally	\$650.76	\$1,191.85	\$0	\$0	\$0	\$180	\$0	\$0	\$2,022.61
Cr Geoff Gough	\$50.44	\$772.77	\$0	\$1,512.71	\$1,046	\$65	\$0	\$147.71	\$3,594.63
Cr Dot Haynes	\$429.96	\$2,974.28	\$0	\$1,101.41	\$0	\$1,520.94	\$31.82	\$869.64	\$6,928.05
Cr Michelle Kleinert	\$951.60	\$290.60	\$0	\$972.44	\$100	\$322.72	\$324.90	\$0	\$2,962.26
Cr Paul McLeish	\$180.39	\$593.36	\$0	\$436.34	\$0	\$668.91	\$0	\$0	\$1,879
Cr Paula Piccinini	\$8.18	\$278.27	\$0	\$534.54	\$1,500	\$220.91	\$0	\$56.36	\$2,598.26
Cr Mike Zafiroopoulos AM	\$467.13	\$1,467.35	\$0	\$1,181.83	\$218.08	\$15.45	\$0	\$396.65	\$3,746.49

CEO expenditure 2019/20

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

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

Chief Executive	Travel	Food and Beverage	Conferences and Training	Gifts declared	Miscellaneous	Total Expenses 2019/20
Andrew Day	\$330.40	\$163.45	\$140	*\$225	\$0	\$633

Note: All costs are GST exclusive

Expense categories

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

Corporate governance

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

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

Our CEO's delegations are broad and enabling. They have further delegated powers to officers who carry out various functions daily.

These powers are reviewed regularly, including by each newly elected Council.

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

Senior officers

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 \$151,000.

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*.

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 and salary package.

■ **Table 13: Remuneration of our highest remunerated senior officers**

Name and Position	Date commenced position	Current contract expires	Total remuneration
Andrew Day CEO	17 September 2018	16 September 2023	\$320,000
Angelo Kourambas Director City Planning and Community	19 February 2018	19 February 2023	\$285,600
Philip Lee Director Shared Services	16 December 2013	16 December 2023	\$276,382
Rachelle Quattrocchi Director City Services	30 March 2020	29 March 2025	\$270,000
Andrew McMaster Corporate Counsel and Group Manager Governance and Risk	25 February 2019	10 June 2022	\$215,250
Kerryn Paterson Group Manager People and Communications	25 February 2019	15 August 2021	\$215,250

Employee code of conduct

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

Our employee Code of Conduct contains 31 elements structured around our values and aligned to the requirements of section 95 of the *Local Government Act 1989*.

Following a refresh of our Code of Conduct, active embedding activities have a key focus throughout 2019/20 to ensure organisational wide awareness and understanding of the Code. Operational embedding measures have included:

- leadership and team training
- behavioural objective alignment within our Performance and Development Plan templates (through our values)
- development and implementation of a custom-built eLearning module (rolled out to all staff and assigned as part of our ongoing induction and on-boarding framework).

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

Management

We have put into action some statutory and better practice elements to strengthen our management framework and foster 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 172.

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

Audit and Risk Committee

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, regulatory compliance and corporate governance.

Assurance activities primarily encompass monitoring external audit and internal audit. In 2020, the Committee also monitored the implementation of the Business Continuity Crisis Response to COVID-19.

The committee operates under the Audit and Risk Committee Charter and the Chairperson reports to Councillors twice per year. Committee membership consists of five people, three external members and two Councillors.

The office of Chairperson is held by an independent member who is elected annually by the committee members. The committee chair receives \$10,500 each year in remuneration for their role and general committee members receive \$7,250.

The committee meets five times per year, with the fifth meeting dedicated to reviewing the annual financial and performance statements. The Victorian Auditor-General's agent attends several of the meetings to report on any matters of significance in relation to the financial and performance statements, progress and observations of external audits and accounting standard changes.

The internal auditors attend every meeting and regular management attendees include; the CEO, Corporate Counsel and Group Manager Governance and Risk, Director Shared Services, CFO and Strategic Risk and Assurance Advisor.

We record a comprehensive compliance attestation process involving a series of questions directed to the CEO, Internal and External Auditors at every meeting.

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

In January 2020, the committee mourned the loss of independent member, Alan Fotheringham who had served on the committee for a period of nine years including several years as Chairperson.

■ **Table 14: Audit and Risk Committee members**

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

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. Pitcher Partners 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 2019/20, we reviewed:

- procurement (including data analysis)
- developer contributions
- budgeting and forecasting
- stakeholder and community engagement
- occupational health and safety management
- business continuity management and disaster recovery.

External audit

Each year we are externally audited by the Victorian Auditor-General’s Office (VAGO). For the 2019/20 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 on page 188 and page 246.

Fraud and corruption control

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

Our integrity framework includes elements of risk management, management and commitment, deterrent, prevention and detection measures, and staff education and training.

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

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

The plan documents our approach to controlling fraud and corruption at both strategic and operational levels. Our policy and plan were reviewed and updated in 2019.

Business Continuity Management - COVID-19 crisis response and recovery

On 13 March 2020 the Chief Executive Officer activated the Crisis Management Team (CMT) in response to the imminent disruption to Council operations emerging with the Coronavirus COVID-19.

This process followed the established Business Management Plan - Crisis Response and Recovery Plan, which had been practised with scenario incidents and training as recently as December 2019.

To maintain delivery of critical services and implementation of operational sub plans, the Committee operates under a formal protocol for response and recovery including agendas and minutes, definition of objectives, coordination of internal and external communication and regular analysis of situational assessments. The Committee also oversees the delivery of the Manningham Pandemic Plan and Regional Pandemic Plan.

All decision making by the Committee has been informed by the Commonwealth and State Government emergency directives, regulation, guidelines and communications. This partnership with all levels of government aims to protect community and staff, respond to the provision of essential services and support the wellbeing of the Manningham community.

The CEO and CMT Leader regularly report to Councillors and the Audit and Risk Committee. In April 2020, Council's Internal Auditor proceeded with a scheduled internal audit of the Business Continuity Management Plan and IT Disaster Response Plan, resulting in some valuable independent observations and continuous improvement recommendations.

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.

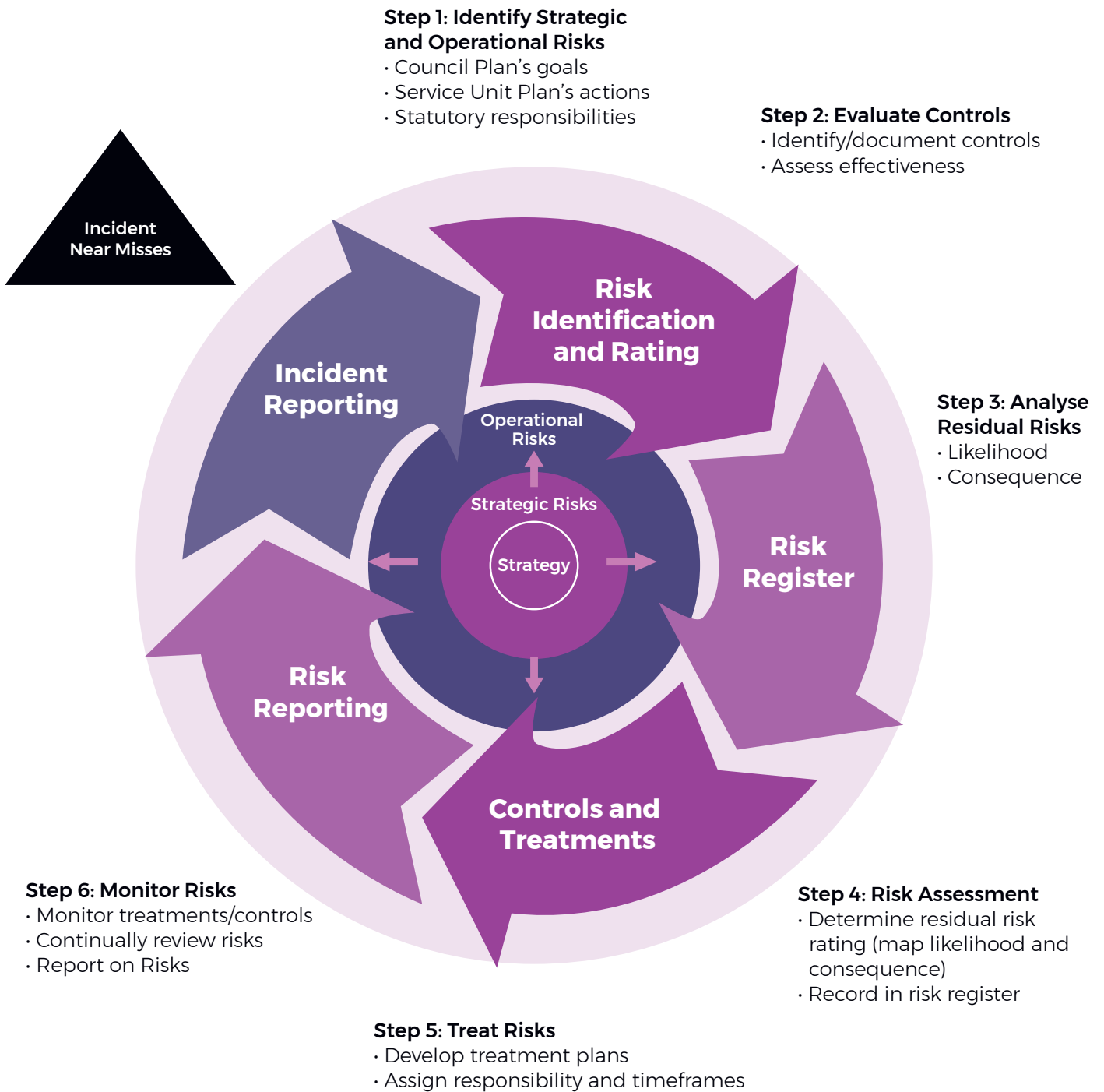
The key elements of our risk management and assurance framework are:

- 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
- fraud and corruption control plan
- risk management committee
- audit and risk committee; and
- assurance map – strategic risks.

The role of the Executive Risk Committee is vital to advance our cultural maturity to reach a risk organisation. The CEO chairs this executive committee with discussion and outcomes of the committee minuted and formally included in the Audit and Risk Committee agenda as a standing item.

Some of the activities of the Executive 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 being reviewed and made consistent with AS/NZS ISO 31000:2018 and is illustrated in Figure 10.

■ Figure 10: Manningham’s risk management process



Compliance and assurance

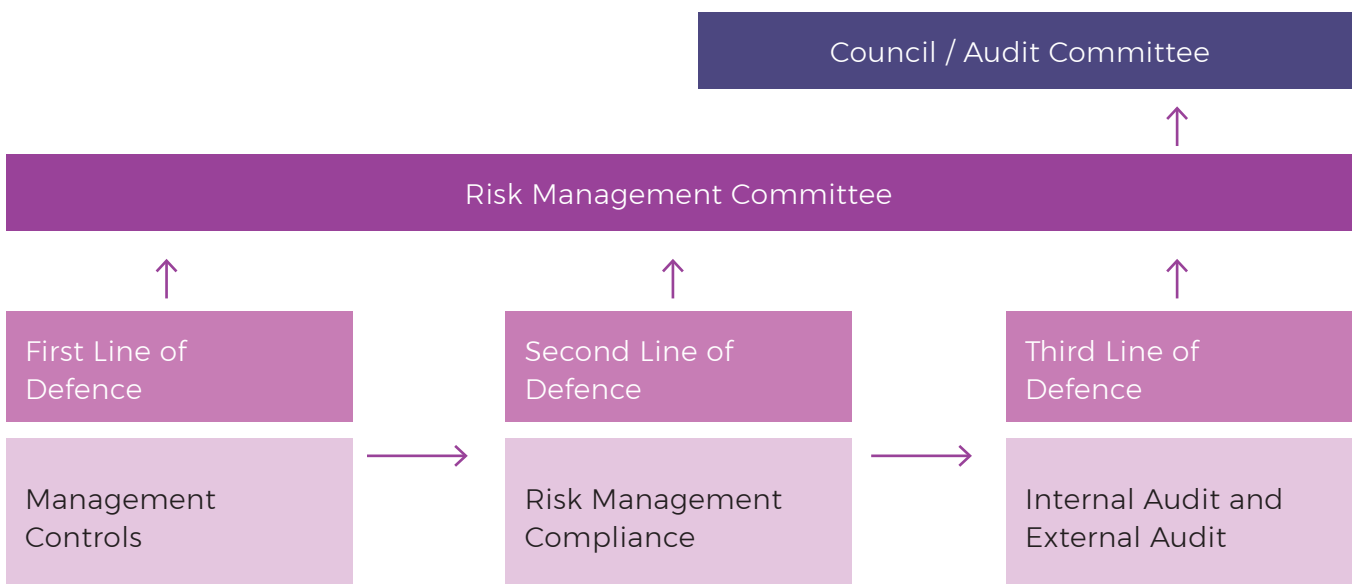
Our compliance program tests and continuously improves Manningham’s system controls. In 2019/20, six reviews were conducted.

Quarterly monitoring of the plan and recommendations arising from reviews is the responsibility of the Executive 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 the 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 11: Assurance: Three Lines of Defence



Workplace health and safety

We are coming to the last year of our four-year Workplace Health and Safety (WHS) strategy 2017 – 2021 and actions integrated into the PCS business plan. The following shows achievements of year 3, against the key 3 strategic elements.

Strategy element 1	<p>Skilled Leaders and Teams:</p> <p>We strengthened our workplace health and safety program through a planned and agile education and communications program.</p> <p>Online WHS eLearning was reviewed for roll out to all staff and managers before end of 2020.</p>
Strategy element 2	<p>A Contemporary and Embedded WHS Management System</p> <p>We initiated our new workplace health and safety system to better support our staff to report hazards and incidents and access policy, procedures and performance data. We aim to complete this rollout in 2020/21.</p> <p>An internal audit of our workplace health and safety program highlighted our positive culture when it comes to safe working, reporting and management</p>
Strategy element 3	<p>WHS Indicators - Driving Continuous Improvement</p> <p>Via our strategic and operational WHS committees bi monthly and biannual performance reporting was reviewed including corrective action plans, audits and inspection result.</p>

WHS performance

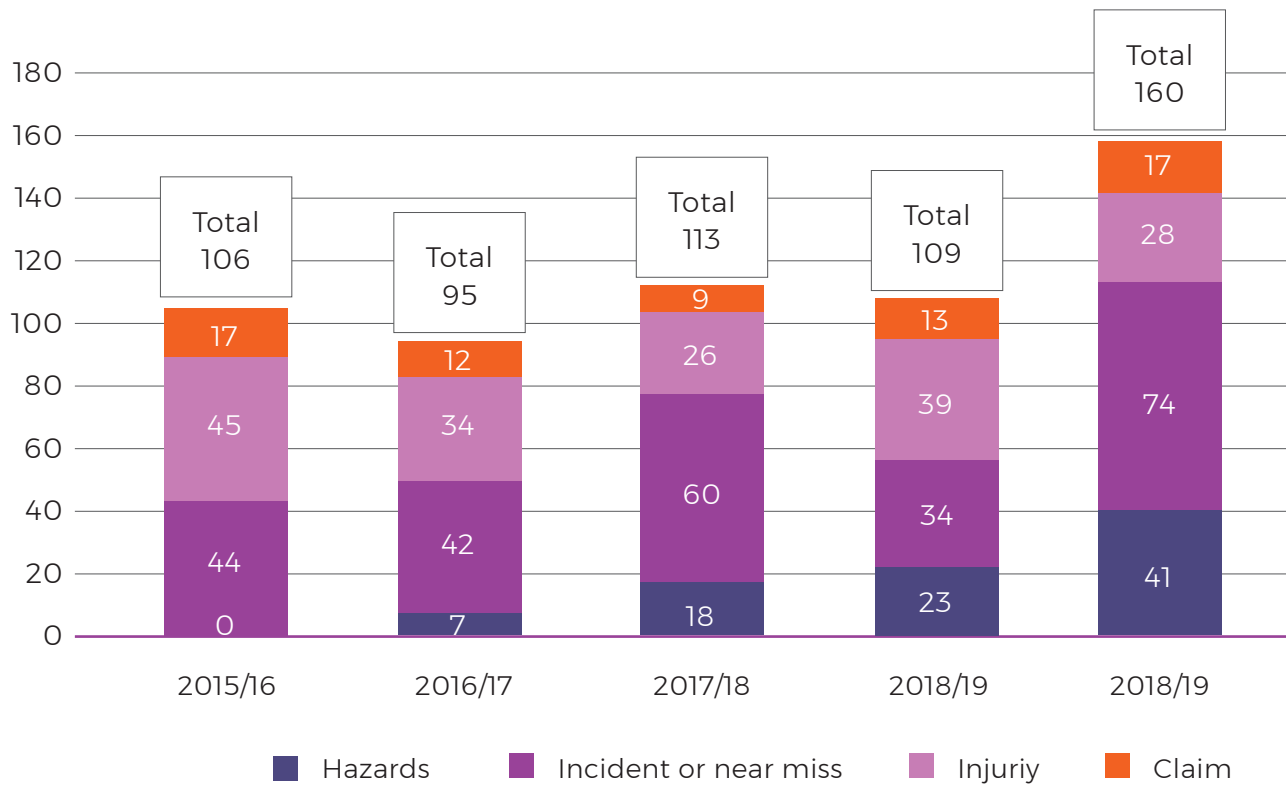
Over the past years our strategy has driven a steady increase in proactive reporting hazards, incidents and injuries.

This increase when considered with the reduction in injuries, this is a positive indicator of a developed safety culture and proactive safety management.

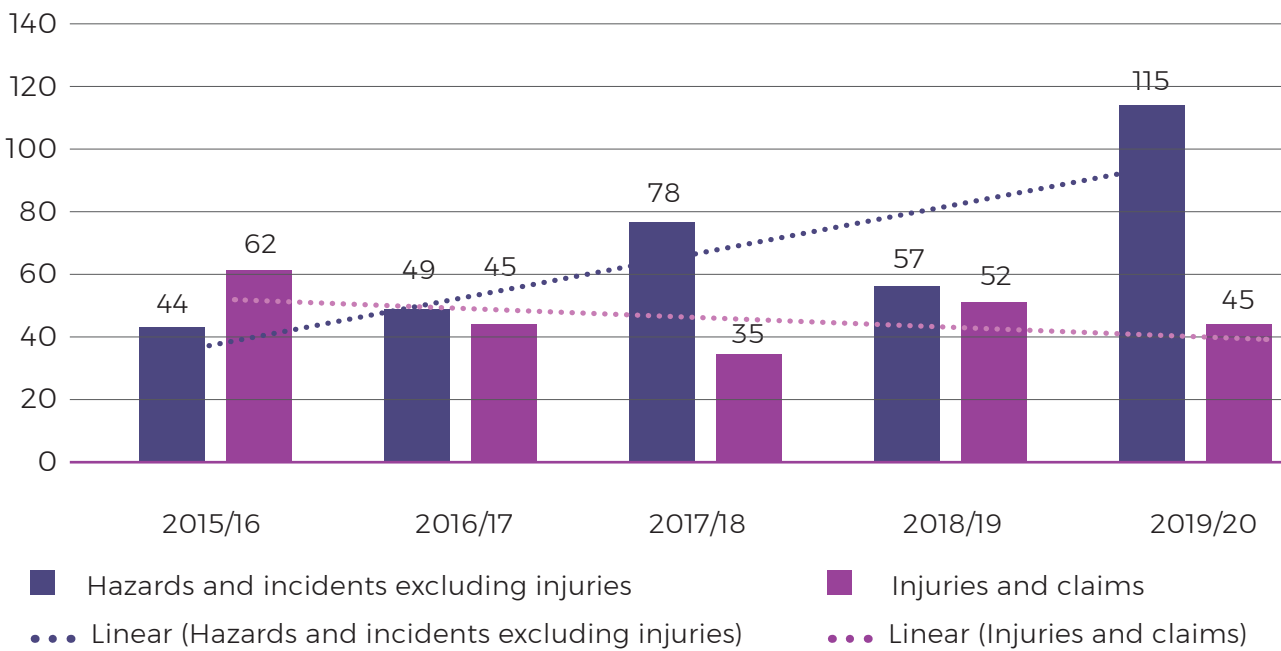
WorkCover claims have increased again this financial year. This includes two claims where liability is in dispute. However there continues to be a downward trend for injuries and claims when combined.

Figure 12 shows our proactive reporting of incidents and hazards over the past 4 years.

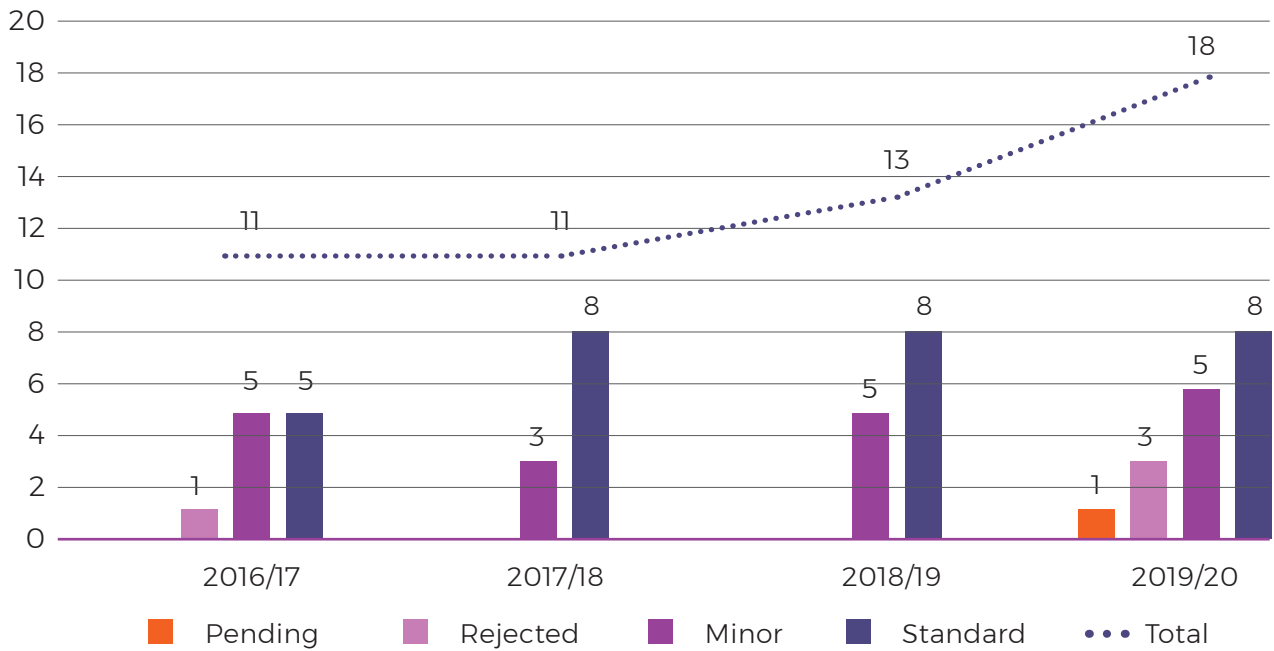
■ Figure 12: Total Reports of Hazard, Incidents, Injuries and Lost Time Injuries



■ Figure 13: Incidents and hazards vs injuries and claims

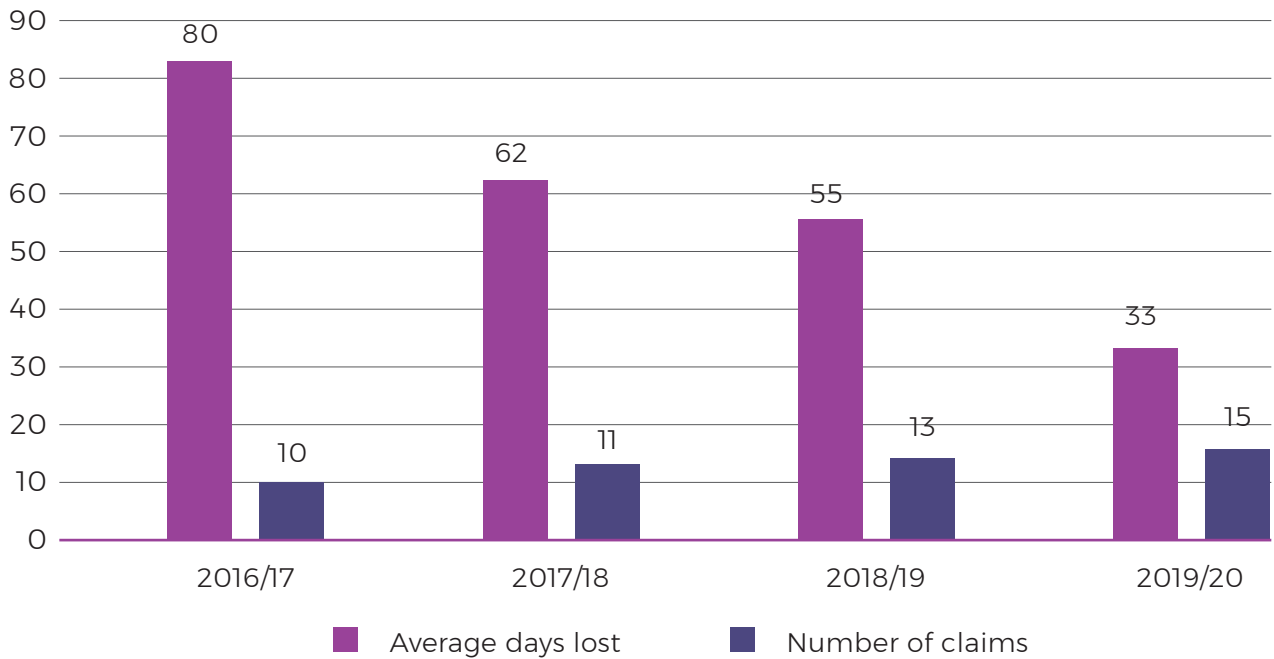


■ Figure 14 Number of WorkCover claims



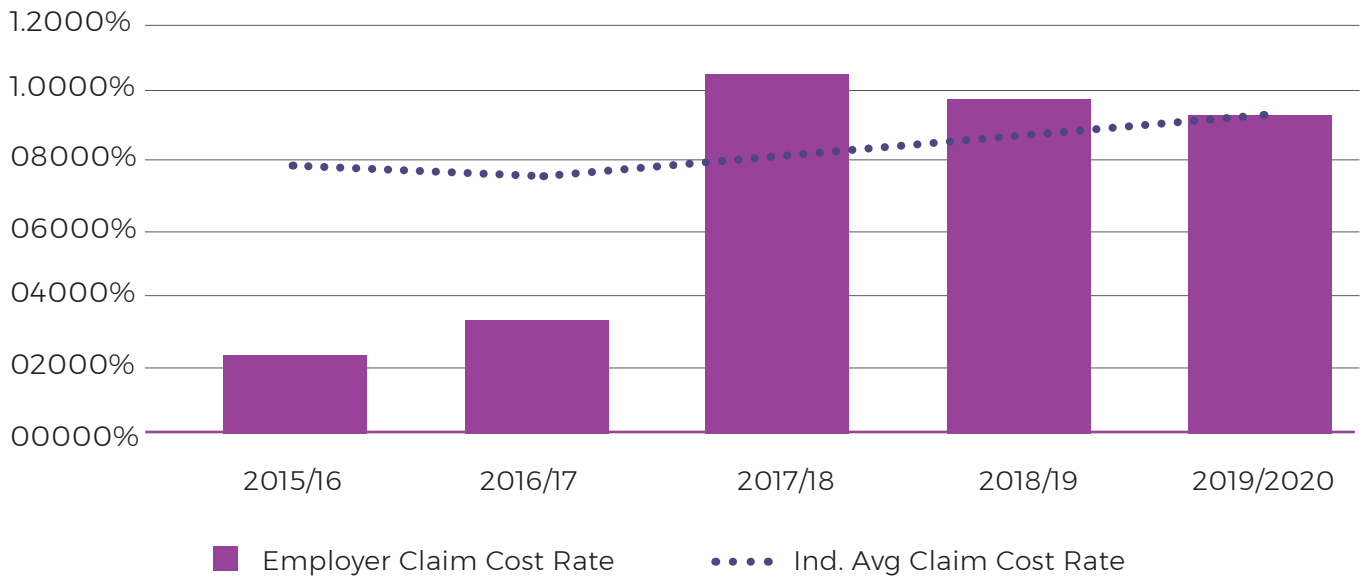
The number of standard claims has remained consistent for the last few years. These are the claims that contribute the most towards the cost of Councils WorkCover Premium.

■ Figure 15 - Lost day per claim



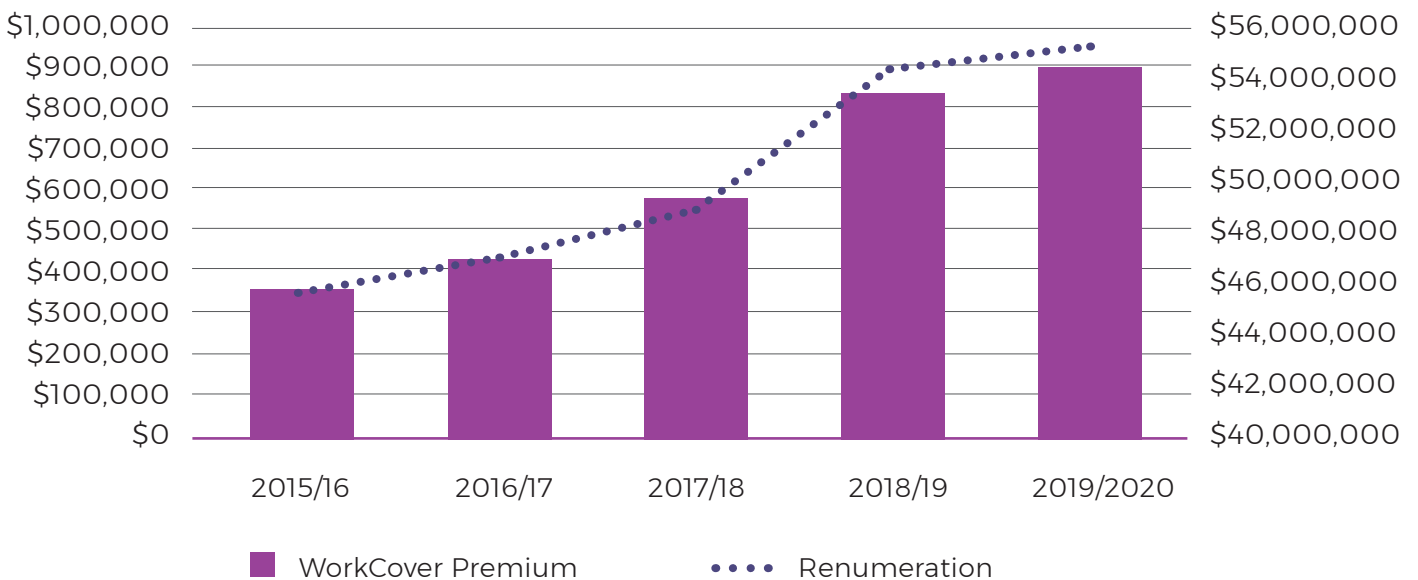
This chart shows the average number of days lost per claim. NOTE: Rejected claims currently in dispute are not included in this chart.

■ Figure 16: Average cost per WorkCover claim



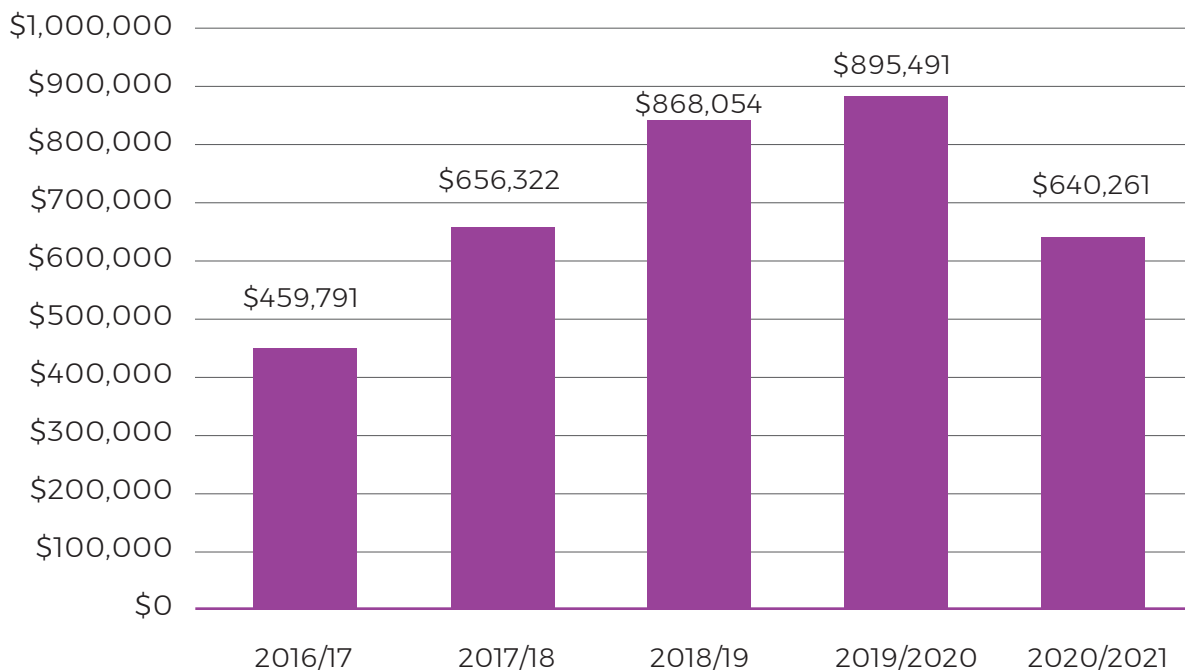
Our WorkCover premium performance is better than last year when compared to remuneration.

■ Figure 17: 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 18: Average cost per WorkCover claim



Our WorkCover premium performance is better than last year. The average impact of a claim is currently \$34,600. Actual costs are an average of \$10,400 per claim. Both are less than this time last year (\$35,029 & \$12,101 respectively).

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 \$2.1 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.

Our Capital Works Program prioritises funding for the renewal and refurbishment of existing assets, over the creation of new assets. This approach ensures that Manningham's existing infrastructure facilitates 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)

The National Asset Management Assessment Framework (NAMAF) is a methodology that Councils can use to assess how they are performing with respect to the management of their assets.

The framework 11 key assessment elements to evaluate asset management performance.

Manningham's score has been consistently high over the past 7 years. A summary of our performance against the NAMAF scorecard is outlined in the table below.

■ [Table 15: 2019/20 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 2020/21.

Grants and Funding

We thank 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
Community engagement policy (policy outlining Council's commitment to engaging with the community on matters of public interest)	Operational: Date of operation for policy: 4 June 2019.
Community engagement guidelines (guidelines to assist staff to determine when and how to engage with the community)	Operational: Date of operation for guidelines: 4 June 2019.
Procurement policy (policy under section 186A of the <i>Local Government Act 1989</i> outlining the matters, practices and procedures that will apply to all purchases of goods, services and works)	Approved: Prepared and approved in accordance with section 186A of the <i>Local Government Act</i> . Date of approval: 28 July 2020.
Business continuity plan (plan setting out the actions that will be taken to ensure that key services continue to operate in the event of a disaster)	Operational: Date of operation of current plan 13 March 2020.
Disaster recovery plan (plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)	Operational: Date of operation of current plan 16 March 2020.
Strategic Resource Plan (plan under section 126 of the Act outlining the financial and non-financial resources required for at least the next four financial years)	Adopted: Plan adopted in accordance with section 126 of the Act. Date of Adoption: 25 June 2019.
Annual budget (plan under section 130 of the Act setting out the services to be provided and initiatives to be undertaken over the next 12 months and the funding and other resources required)	Adopted: Budget adopted in accordance with section 130 of the Act. Date of Adoption: 25 June 2019.
Asset management plans (plans that set out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)	Operational: Drainage Management Plan 31 July 2007, Roads Management 28 August 2012, Building Management Plan 28 August 2012, Parks Management Plan 28 August 2012.

<p>Rating strategy (strategy setting out the rating structure of Council to levy rates and charges)</p>	<p>Operational: Date of operation of current strategy: 25 June 2019.</p>
<p>Risk policy (policy outlining Council's commitment and approach to minimising the risks to Council's operations)</p>	<p>Operational: Date of operation of policy: 25 July 2017.</p>
<p>Fraud policy (policy outlining Council's commitment and approach to minimising the risk of fraud)</p>	<p>Operational: Date of operation of current policy: 10 December 2019.</p>
<p>Municipal Emergency Management Plan (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>. Date of preparation: 15 March 2016.</p>
<p>Risk management framework (framework outlining Council's approach to managing risks to the Council's operations)</p>	<p>Operational: Date of operation of current framework 25 July 2017.</p>
<p>Audit Committee (advisory committee of Council under section 139 of the Act whose role is to oversee the integrity of Council's financial reporting, processes to manage risks to the Council's operations and for compliance with applicable legal, ethical and regulatory requirements)</p>	<p>Established: Established in accordance with 139 of the Act. Date of establishment 13 January 1998.</p>
<p>Internal audit (independent accounting professionals engaged by the Council to provide analysis and recommendations aimed at improving Council's governance, risk and management controls)</p>	<p>Internal Audit date of engagement of current provider: 20 September 2019.</p>
<p>Performance reporting framework (a set of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 131 of the Act)</p>	<p>Operational: Date of operation of current framework 27 June 2017.</p>
<p>Council Plan reporting (report reviewing the performance of the Council against the Council Plan, including the results in relation to the strategic indicators, for the first six months of the financial year)</p>	<p>Reported: Current report provided 13 March 2020.</p>
<p>Financial reporting (quarterly statements to Council under section 138 of the Act comparing budgeted revenue and expenditure with actual revenue and expenditure)</p>	<p>Presented: Quarterly statements presented to Council in accordance with section 138(1) of the Act:</p> <ul style="list-style-type: none"> • Q1 26 November 2019 • Q2 25 February 2020 • Q3 26 May 2020 • Q4 25 August 2020.

<p>Risk reporting (six-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies)</p>	<p>Reported: Report prepared and presented on 26 November 2019 and 13 March 2020.</p>
<p>Performance reporting (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>Reported: Reports prepared and presented on 13 March and the 4 September 2020.</p>
<p>Annual Report (Annual Report under sections 131, 132 and 133 of the Act to the community containing a report of operations and audited financial performance statements)</p>	<p>Considered: Annual report considered at a meeting of Council in accordance with section 134 of the Act. Date of consideration 17 September 2019.</p>
<p>Councillor Code of Conduct (Code under section 76C of the Act setting out the conduct principles and the dispute resolution processes to be followed by Councillors)</p>	<p>Reviewed: Reviewed in accordance with section 76C of the Act. Date reviewed: 21 February 2017.</p>
<p>Delegations (a document setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff)</p>	<p>Reviewed: Reviewed in accordance with section 98 (6) of the Act on the 8 April, 17 September 2019 and 24 March 2020. CEO delegations to staff: 8 April 2019 Council delegations to staff: 17 September 2019 Council delegations to CEO: 24 March 2020.</p>
<p>Meeting procedures (a local law governing the conduct of meetings of Council and special committees)</p>	<p>Enacted: 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

15 September 2020



Paul McLeish

Mayor

15 September 2020

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 8.00am to 5.00pm, 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 at manningham.vic.gov.au/public-registers-and-information

Best value

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

- 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 2019/20 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.

Public Interest Disclosures (formerly Protected Disclosure Procedures)

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

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

In 2019/20, Manningham did not refer any public interest disclosures to the Independent Broad-Based Anti-Corruption Commission (IBAC).

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

Carers recognition

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

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

- displaying posters in our customer service reception at our Aged and Disability Support Services unit at Manningham Civic Centre
- providing information on our website for carers, including information about support groups for carers manningham.vic.gov.au/ageing-well-carers
- recognising carers in our Community Care Program guidelines for Commonwealth Home Support Programme
- providing respite care support, including in-home and community based, regular and occasional
- providing free attendance for carers accompanying care recipients to selected seniors events.

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:

- 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. We have provided services and resources that recognise and support the care relationship include:

- regular and occasional respite care support: in home and community based
- the Aquarena Aquatic and Leisure Centre continued to accept the Carer Card, giving carers concession aquatics entry and membership rates. The Companion Card gives carers free entry while working in their role as a carer.

Contracts

During 2019/20 there were no contracts issued in contravention of section 186 of the *Local Government Act 1989*.

Disability Action Plan

In 2019, we integrated our Disability Action Plan into our Healthy City Action Plan.

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

- In June 2020, Council endorsed the development of a stand-alone Disability Advisory Committee. This committee will be made up of people with lived experience of disability. The committee's purpose is to provide advice to Council on how to understand and respond to the needs of people with disability. By providing advice pertaining to Council policies and practices, the Disability Advisory Committee will strengthen the voice of people with disability, build their capacity, and support the community to be accessible and inclusive for all Manningham residents.

- We held 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.
- In February 2020, Council held a State Disability Plan community consultation. This provided an opportunity for our community to give input on how they wanted the Victorian Government to better support and include people with disability.
- The Building Equitable Employment (BEE) Network continues to meet regularly, bringing together individuals and organisations working towards inclusive employment for people with disability. In May 2020, Council held a strategic planning meeting to determine the direction of the BEE network. The outcomes from that session were focused on the representative organisations partnering to create meaningful outcomes for the community and to listen more closely to the voices of job seekers with disability themselves.
- 20 accessibility audits were conducted of Council-owned facilities and individual building reports prepared.
- Accessibility and inclusion tools were applied to a number of Council activities including: consultation with members of the Access and Equity Advisory Committee to inform the redevelopment of Council's customer service area and development of key municipal parks including Ruffey Lake and Hepburn Park; provision of a Marveloo Toilet at Council's annual Christmas Carols event; and establishment of an Inclusive Manningham e-bulletin.

Freedom of Information

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

Under the legislation Council must decide within 30 days 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 2019/20, we received 36 valid FOI requests. The outcomes for those requests were as follows:

- full access was granted for eleven requests
- partial access was granted for six requests
- access was refused in full for three requests
- no documents were found or did not exist for four requests
- documents were provided outside the FOI Act for four requests
- one request was withdrawn by the applicant.
- three requests were not yet finalised as of 30 June 2020.

An additional 13 FOI applications were received in 2019/20, 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 external review of access decisions we made in 2019/20. Both reviews were withdrawn by the applicant.

There were no applications for review lodged with VCAT relating to requests we processed in 2019/20.

All enquiries relating to accessing documents under the FOI Act should be direct to our FOI Officer on 03 9840 9333 or FOI@manningham.vic.gov.au.

Find out more at 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 2019/20 are outlined below.

- *Privacy and Data Protection Act 2014*: one complaint was received.
- *Health Records Act 2001*: no complaints were received.

The one privacy complaint received in 2019/20 was referred to the Office of Victorian Information for external review and was resolved by agreement between all parties involved.

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

Our Healthy City Strategy 2017-2021

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

- state health priorities outlined within the Victorian Public Health and Wellbeing Plan;
- local health status and determinants; and
- partnership opportunities with the community and agencies.

We developed our MPHWP, known as the Healthy City Strategy in Manningham, using an integrated planning approach with the Council Plan 2017-2021. We implement the strategy using our annual Healthy City Action Plan. Our key achievements in 2019/2020 were:

- delivery of Our Watch training to over 100 staff to explore how gender inequality drives violence against women, the role workplaces have in preventing violence and how promoting gender equality is good for our organisation
- we were one of 10 Victorian Councils selected to participate in the Gender Equality Pilot Implementation Project
- we established a Reconciliation Action Plan Working Group, with representatives from Aboriginal and Torres Strait Islander communities, community organisations and our staff
- we developed our Manningham Positive Ageing Alliance Action Plan
- we partnered with the Community Connectedness Working Group to deliver two community-led events with approximately 160 attendees

- we delivered the Far Flung: Connecting Intergenerational Families project. Following the project, 73% of participants said they felt more connected to their community and family. Over 1100 people visited the Far Flung exhibition
- we conducted our Doncaster Hill Occupancy Survey involving six apartments to better understand community experiences and inform Council strategies
- we facilitated our Youth Forum and 12 youth focus groups to capture the voices of over 140 young people. This helps us better understand the issues and challenges facing young people who live, work, play or are connected to Manningham
- 13 Manningham schools participated in the Walk to School program in 2019.
- we supported our early year's centres to implement the Free to Be Me project, focussed on reducing gender stereotypes in the early years. Two early years centres in Manningham have signed up to the Free to be Me project

- we held 10 community emergency planning sessions
- we ran two staff workshops to inform the development of a response to loneliness in our community.

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 16 shows our performance this year against the plan.

■ Table 16: 2019/20 performance against the Domestic Animal Management Plan

Topic	Actions in plan		
	Total	Complete	To be completed
Registration/Identification	23	21	2
Nuisance complaints	29	24	5
Dog Attacks	13	13	0
Declared Dogs	10	9	1
Overpopulation Euthanasia rates	15	7	8
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.

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 2019/20 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 2019/20.

Tables 17 to 19 outline infrastructure and development contributions for 2019/20.

Development Contributions Plan (DCP)

■ [Table 17: Total DCP levies received in 2019/20](#)

DCP name (year approved)	Levies received in 2019/20 financial year \$
Doncaster Hill Development Contributions Plan 2005	\$955,322.35
Total	\$955,322.35

■ [Table 18: DCP land, works, services or facilities accepted in-kind in 2019/20](#)

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

■ Table 19: Land, works, services or facilities delivered in 2019/20 from DCP levies collected

Project description	Project ID	DCP name (year approved)	DCP fund expended \$	Works in kind accepted \$	Our contribution \$	Other contributions \$	Total project expenditure \$	Percentage of item delivered
Hepburn Road Extension	DI_T005	2005	-	-	40,630	-	40,630	In progress
Tram Road/ Merlin Street traffic improvements	DI_T008	2005	-	-	195,373	-	195,373	In progress

Financial report





Guide to our Financial Report	182
Financial Statements	186
Notes to Financial Report	195

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 2020.

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 2020

Table of Contents

Certification of the Financial Statements	187	3.6 Net gain/(loss) on disposal of property, infrastructure, plant and equipment	206	Note 6: Assets we manage	
Victorian Auditor-General's Office Report	188	3.7 Other income	206	6.1 Property, infrastructure, plant, equipment and other fixed assets	219
Financial Statements		Note 4: The cost of delivering services		6.2 Investments in associates	226
Comprehensive Income Statement	190	4.1 Employee costs	206	Note 7: People and relationships	
Balance Sheet	191	4.2 Materials, services and contracts	207	7.1 Council and key management remuneration	227
Statement of Changes in Equity	192	4.3 Depreciation	207	7.2 Related party disclosure	228
Statement of Cash Flows	193	4.4 Amortisation - Intangible assets	207	Note 8: Managing uncertainties	
Statement of Capital Works	194	4.5 Amortisation - Right of use assets	207	8.1 Contingent assets and liabilities	229
Overview	195	4.6 Bad and doubtful debts	207	8.2 Change in accounting standards	230
Notes to Financial Statements		4.7 Borrowing costs	208	8.3 Financial instruments	230
Note 1 : Performance against budget		4.8 Finance costs - Leases	208	8.4 Fair value measurement	232
1.1 Income and expenditure	197	4.9 Other expenses	208	8.5 Events occurring after balance date	233
1.2 Capital works	200	Note 5: Our financial position		Note 9 Other matters	
Note 2 Analysis of Council results by program	202	5.1 Financial assets	209	9.1 Reserves	234
Note 3 Funding for the delivery of our services		5.2 Non-Financial assets	211	9.2 Reconciliation of cash	236
3.1 Rates and charges	203	5.3 Payables	211	9.3 Superannuation	236
3.2 Statutory fees and fines	203	5.4 Interest bearing liabilities	212	Note 10 Change in accounting policy	239
3.3 User fees and charges	204	5.5 Provisions	213	Note 11 Impact of COVID-19 pandemic on Council operations and the 2019/20 Financial Report	241
3.4 Grants	204	5.6 Financing arrangements	214		
3.5 Contributions	205	5.7 Commitments	215		
		5.8 Leases	216		

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.



Jon Gorst (BCom, CPA)

Principal Accounting Officer

15 September 2020

Doncaster

In our opinion, the accompanying financial statements present fairly the financial transactions of Manningham City Council for the year ended 30 June 2020 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 their final form.



Paul McLeish

Mayor

15 September 2020

Doncaster



Mike Zafiroopoulos AM

Deputy Mayor

15 September 2020

Doncaster



Andrew Day

Chief Executive Officer

15 September 2020

Doncaster

Auditor General's report



Independent Auditor's Report

To the Councillors of Manningham City Council

Opinion

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

- balance sheet as at 30 June 2020
- comprehensive income statement for the year then ended
- statement of changes in equity for the year then ended
- statement of cash flows for the year then ended
- statement of capital works for the year then ended
- notes to the financial statements, including significant accounting policies
- certification of the financial report.

In my opinion the financial report presents fairly, in all material respects, the financial position of the council as at 30 June 2020 and their financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 6 of the *Local Government Act 1989* and applicable Australian Accounting Standards.

Basis for Opinion

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

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

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

Councillors's responsibilities for the financial report

The Councillors of the council are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards and the *Local Government Act 1989*, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial report

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

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

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

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

MELBOURNE
23 September 2020



Sahchu Chummar

as delegate for the Auditor-General of Victoria

Comprehensive Income Statement

For the year ended 30 June 2020

	Note	2020 \$'000	2019 \$'000
Income			
Rates and charges	3.1	105,953	101,979
Statutory fees and fines	3.2	3,389	3,649
User fees and charges	3.3	8,919	10,921
Grants - operating	3.4 (a)	12,257	12,129
Grants - capital	3.4 (b)	1,661	2,043
Contributions - monetary	3.5	10,152	7,037
Contributions - non-monetary	3.5	8,324	7,585
Other income	3.7	2,573	3,083
Share of gain/(loss) from investment in associate	6.2	221	78
Total income		153,449	148,504
Expenses			
Employee costs	4.1	54,120	53,326
Materials, services and contracts	4.2	28,469	23,446
Depreciation	4.3	22,175	20,598
Amortisation - Intangible assets	4.4	1,243	1,042
Amortisation - Right of use assets	4.5	528	-
Bad and doubtful debts	4.6	190	407
Borrowing costs	4.7	109	309
Finance costs - Leases	4.8	73	-
Net (gain)/loss on disposal of property, infrastructure, plant and equipment	3.6	1,595	(96)
Other expenses	4.9	18,619	20,320
Total expenses		127,121	119,352
Surplus for the year		26,328	29,152
Other comprehensive income			
Item that will not be reclassified to surplus or deficit in future periods			
Net asset revaluation decrement	9.1 (a)	(61,217)	(80,187)
Total comprehensive result		(34,889)	(51,035)

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

Balance Sheet

For the year ended 30 June 2020

	Note	2020 \$'000	2019 \$'000
Assets			
Current assets			
Cash and cash equivalents	5.1 (a)	65,358	64,342
Trade and other receivables	5.1 (c)	13,463	11,098
Other financial assets	5.1 (b)	21,163	23,700
Other assets	5.2 (a)	1,410	2,803
Total current assets		101,394	101,943
Non-current assets			
Trade and other receivables	5.1 (c)	55	31
Investments in associates	6.2	2,526	2,305
Property, infrastructure, plant, equipment and other fixed assets	6.1	2,078,289	2,109,650
Right-of-use assets	5.8	2,653	-
Intangible assets	5.2 (b)	4,947	3,487
Total non-current assets		2,088,470	2,115,473
Total assets		2,189,864	2,217,416
Liabilities			
Current liabilities			
Trade and other payables	5.3 (a)	21,997	12,621
Trust funds and deposits	5.3 (b)	13,385	12,574
Unearned income	5.3 (c)	2,361	958
Provisions	5.5	12,974	12,279
Interest bearing liabilities	5.4	-	7,279
Lease liabilities	5.8	403	-
Total current liabilities		51,120	45,711
Non-current liabilities			
Provisions	5.5	1,402	1,356
Lease liabilities	5.8	2,283	-
Total non-current liabilities		3,685	1,356
Total liabilities		54,805	47,067
Net Assets		2,135,059	2,170,349
Equity			
Accumulated surplus		759,511	738,643
Reserves	9.1	1,375,548	1,431,706
Total Equity		2,135,059	2,170,349

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

Statement of Changes in Equity

For the year ended 30 June 2020

2020	Note	Accumulated surplus \$'000	Asset revaluation reserves \$'000	Other reserves \$'000	Total \$'000
Balance at beginning of the financial year		738,643	1,422,479	9,227	2,170,349
Impact of change in accounting policy - AASB 15 Revenue from Contracts with Customers	10	-	-	-	-
Impact of change in accounting policy - AASB 1058 Income of Not-for-Profit Entities	10	(697)	-	-	(697)
Impact of change in accounting policy - AASB 16 Leases	5.8	-	-	-	-
Adjusted opening balance		737,946	1,422,479	9,227	2,169,652
Surplus for the year		26,328	-	-	26,328
Net asset revaluation increment/(decrement)	9.1 (a)	-	(61,217)	-	(61,217)
Transfer to accumulated surplus on realisation of assets	9.1 (a)	296	-	-	296
Transfers from other reserves	9.1 (b)	4,511	-	(4,511)	-
Transfers to other reserves	9.1 (b)	(9,570)	-	9,570	-
Balance at end of the financial year		759,511	1,361,262	14,286	2,135,059

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	-
Balance at end of the financial year		738,643	1,422,479	9,227	2,170,349

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 2020

	Note	2020 Inflows/(Outflows) \$'000	2019 Inflows/(Outflows) \$'000
Cash flows from operating activities			
Rates and waste charges		103,955	100,836
Statutory fees, fines and user charges		13,171	14,564
Grants - operating		12,614	12,173
Grants - capital		2,142	2,672
Contributions - monetary		10,152	6,387
Interest received		1,554	1,949
Net increase in trust funds and deposits		811	280
Other receipts		1,120	1,138
Total cash inflows from operating activities		145,519	139,999
Net GST refund/(payment)		(357)	(130)
Materials, services and contracts		(45,748)	(46,749)
Short-term, low value and variable lease payments		(379)	-
Employee costs		(52,861)	(53,089)
Total cash outflows from operating activities		(99,345)	(99,968)
Net cash provided by/(used in) operating activities	9.2	46,174	40,031
Cash flows from investing activities			
Payments for property, plant and equipment, infrastructure, and other fixed assets		(39,898)	(24,664)
Proceeds from disposal of property, infrastructure, plant, equipment and other fixed assets	3.6	655	4,584
Receipts/(payments) for other financial assets		2,537	(5,900)
Net cash provided by/(used in) investing activities		(36,706)	(25,980)
Cash flows from financing activities			
Finance costs		(109)	(309)
Repayment of borrowings		(7,279)	-
Interest paid - lease liability		(73)	-
Repayment of lease liabilities		(991)	-
Net cash provided by/(used in) financing activities		(8,452)	(309)
Net increase/(decrease) in cash and cash equivalents		1,016	13,742
Cash and cash equivalents at the beginning of the financial year		64,342	50,600
Cash and cash equivalents at the end of the financial year	5.1 (a)	65,358	64,342
Financing arrangements	5.6		
Restrictions on cash assets	5.1		

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

Statement of Capital Works

For the year ended 30 June 2020

	2020 \$'000	2019 \$'000
Property		
Land under roads	212	166
Buildings	8,438	3,527
Total property	<u>8,650</u>	<u>3,693</u>
Plant, equipment and other assets		
Plant, machinery and equipment	2,078	1,763
Fixtures, fittings and furniture	153	99
Computers and telecommunications	237	285
Artworks	13	-
Total plant, equipment and other assets	<u>2,481</u>	<u>2,147</u>
Infrastructure		
Roads	15,641	9,091
Bridges	10	192
Footpaths and cycleways	5,506	3,372
Off street car parks	78	98
Drainage	4,652	2,728
Recreational, leisure and community facilities	3,360	876
Parks, open space and streetscapes	4,317	1,573
Total infrastructure	<u>33,564</u>	<u>17,930</u>
Intangible assets		
Software	3,748	3,199
Total intangible assets	<u>3,748</u>	<u>3,199</u>
Total capital works expenditure	<u>48,443</u>	<u>26,969</u>
Represented by:		
New asset expenditure	11,583	4,768
Asset renewal expenditure	31,502	18,016
Asset expansion expenditure	1,097	1,255
Asset upgrade expenditure	4,261	2,930
Total capital works expenditure	<u>48,443</u>	<u>26,969</u>

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

Overview

For the year ended 30 June 2020

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 6.1);
- the determination of depreciation for buildings, infrastructure, plant and equipment (refer to Note 6.1);
- the determination of employee provisions (refer to Note 5.5);
- the determination of whether performance obligations are sufficiently specific so as to determine whether an arrangement is within the scope of *AASB 15 Revenue from Contracts with Customers* or *AASB 1058 Income of Not-for-Profit Entities* (refer to Note 3)
- the determination, in accordance with *AASB 16 Leases*, of the lease term, the estimation of the discount rate when not implicit in the lease and whether an arrangement is in substance short-term or low value (refer to Note 5.8)
- 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 (except where transitional requirements of *AASB 15 Revenue from Contracts with Customers*, *AASB 16 Leases* and *AASB 1058 Income of Not-for-Profit Entities* do not require restatement of comparatives under the modified retrospective approach adopted by the Council).

Note 1: Performance against budget

Significant accounting policies (cont.)

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

On 30 January 2020, COVID-19 was declared to be a global pandemic by the World Health Organisation. Since then, various measures have been implemented by all three levels of Government in Australia to reduce the spread of COVID-19. This crisis and measures taken to mitigate it has impacted council operations in a number of areas during the financial year ended 30 June 2020.

In response to a decrease in demand and government directives amidst the COVID-19 outbreak, a number of Council services were reduced or temporarily closed. Council also provided a range of COVID-19 community financial relief measures (Note 11).

In immediate response to the pandemic event Council provided relief for rate payers. The fourth quarter rate instalment payment due date was extended to 30 June 2020, without incurring any penalty interest. Council continued to offer the ability for rate payers to apply for special rate repayment arrangements for those qualifying on financial hardship grounds. Deferral of the due date and the financial impact of COVID-19 on rate payers has resulted in the rates debtor balance at 30 June 2020 being \$2.07 million higher compared to last year (Note 5.1(c)).

Council suspended all debt follow up and recovery activities after the Victorian Government declared a State of Emergency in March 2020. Council has increased the provision for doubtful debts (Note 5.1(c)).

Council has provided rent and lease relief for sporting clubs, community groups and commercial tenants who use Council facilities. Council also introduced a COVID-19 Community relief fund to provide funding to sectors of the community in need (Note 11).

Council has maintained cash balances at a financially sustainable level during this time, however is aware of the decreased rate of collection for the fourth quarterly rates instalment (Note 5.1(a), (b) and (c)).

Suppliers continue to be paid within Council terms, with weekly accounts payable payment runs undertaken during this period to ensure that Council is enabling timely cash flows to suppliers during this crises (Note 5.3(a)).

Council's property assets have been valued as at 30 June 2020. At the time of valuation, available market data, including any impact of the COVID-19 pandemic, were considered (Note 6.1).

Council's infrastructure assets have been valued as at 30 June 2020. The market that the infrastructure assets are transacted in is being impacted by the uncertainty that the COVID-19 pandemic has caused (Note 6.1).

Management has reviewed budgets, cash-flows and forecasts in-line with expectations about the future and believes the going concern assumption remains appropriate.

Council has not identified any subsequent events that may impact the organisations ability to continue as a going concern and has determined that the going concern assumption remains the appropriate basis to prepare Council's financial report (Note 8.5).

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

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

1.1 Income and expenditure

	Budget	Actual	Variance	Variance	
	2020	2020	2020	2020	
	\$'000	\$'000	\$'000	%	Ref
Income					
Rates and charges	105,813	105,953	140	0.13	
Statutory fees and fines	3,783	3,389	(394)	(10.42)	1
User fees and charges	10,145	8,919	(1,226)	(12.08)	2
Contributions - monetary	7,982	10,152	2,170	27.19	3
Contributions - non-monetary	1,000	8,324	7,324	732.40	4
Grants - operating	9,768	12,257	2,489	25.48	5
Grants - capital	1,892	1,661	(231)	(12.21)	6
Other income	2,762	2,573	(189)	(6.84)	7
Share of gain/(loss) from investment in associate	-	221	221	-	8
Total income	143,145	153,449	10,304		
Expenses					
Employee costs	55,114	54,120	994	1.80	9
Materials, services and contracts	27,470	28,469	(999)	(3.64)	10
Depreciation	21,988	22,175	(187)	(0.85)	
Amortisation - Intangible assets	1,694	1,243	451	26.62	11
Amortisation - Right of use assets	-	528	(528)	-	12
Bad and Doubtful debts	-	190	(190)	-	
Borrowing costs	129	109	20	15.50	
Finance costs - Leases	-	73	(73)	-	
Net (gain)/loss on disposal of property, infrastructure, plant and equipment	(95)	1,595	(1,690)	1,778.95	13
Other expenses	20,047	18,619	1,428	7.12	14
Total expenses	126,347	127,121	(774)		
Surplus for the year	16,798	26,328	9,530	56.73	

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

Ref.	Item	Explanation
1	Statutory fees and fines	<p>Outcome: Less than budget \$394,000 or 10.42 %</p> <p>Statutory fees were lower than budget by \$0.39 million mainly due to a reduction in planning permit income (\$0.27 million) as a result of the softening of the development market and a decline in high value applications and lower than expected asset protection permit income (\$0.1 million).</p>
2	User fees and charges	<p>Outcome: Less than budget \$1,226,000 or 12.08 %</p> <p>User fees and charges were lower than budget due to the impact of the COVID-19 pandemic on a number of Council's services. The major contributors were:</p> <ul style="list-style-type: none"> * Hire income for Community Venues and the Function Centre were unfavourable by \$0.92 million due to the COVID-19 shutdown restrictions; * A loss of \$0.23 million of revenue from Council's Aquatic and Leisure facility (Aquarena) affected by the COVID-19 forced shutdown; and * The Art Studios and Child Care Services income were also affected by the COVID-19 pandemic by \$0.22 million.
3	Contributions - monetary	<p>Outcome: Greater than budget \$2,170,000 or 27.19 %</p> <p>Developers' cash contributions in lieu of public open space and infrastructure requirements were \$1.59 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>
4	Contributions - non-monetary	<p>Outcome: Greater than budget \$7,324,000 or 732.40 %</p> <p>The value of land under roads, land, building, drainage pipes and pits and other infrastructure assets transferred to Manningham by developers was \$7.25 million higher than originally budgeted. The major contributor relates to the Tullamore Estate residential development and upgrade of the MannaCare accommodation (residential aged care in Manningham).</p>
5	Grants - operating	<p>Outcome: Greater than budget \$2,489,000 or 25.48 %</p> <p>A change in the timing of Financial Assistance Grants resulted in the bringing forward of \$1.39 million of the 2020/21 grant revenue into the 2019/20 year. In addition, Council received \$0.62 million of higher than budgeted grants during the year for Aged & Disability Support Services, Immunisation and School Crossing Supervisor programs.</p>
6	Grants - capital	<p>Outcome: Less than budget \$231,000 or 12.21 %</p> <p>Capital grants from State and Federal for the purpose of funding the Capital Works Program were lower than budgeted by \$1.0 million for works to be undertaken in 2019/20. This is partly offset by earlier than budgeted receipt of half of the 2020/21 Financial Assistance Grant allocation of \$0.45 million and higher than budgeted Roads to Recovery grant of \$0.13 million.</p>
7	Other income	<p>Outcome: Less than budget \$189,000 or 6.84 %</p> <p>Other income is less than budget mainly due to declining interest revenues resulting from lower term deposit interest rates for Council's surplus funds. The Reserve Bank has lowered the official interest rate from 1.25% to the current historical low rate of 0.25%, representing an 80% decline since the budget was adopted in June 2019.</p>
8	Share of gain/(loss) from investment in associate	<p>Outcome: Greater than budget \$221,000 or 100.00 %</p> <p>Council has a 32.61 per cent equity interest in the Whitehorse Manningham Regional Library Corporation (WMRL). During the year Manningham's share of the WMRL increased in value by \$0.22 million.</p>

Note 1 Performance against budget (cont.)

1.1 Income and expenditure (cont.)

Explanation of material variations

Ref.	Item	Explanation
9	Employee costs	<p>Outcome: Less than budget \$994,000 or 1.80 %</p> <p>Employee costs for 2019/20 were \$0.99 million or 1.80 per cent less than budget. This relates to staff salary savings and efficiencies resulting from vacancies and managing the services within existing resources. In addition, higher than budgeted capitalised labour (supervision costs undertaken by staff and charged to the capital works program) attributed to the favourable variance.</p>
10	Materials, services and contracts	<p>Outcome: Greater than budget \$999,000 or 3.64 %</p> <p>Materials, services and contracts were \$1.0 million or 3.64 per cent greater than budget. This is mainly attributable to:</p> <ul style="list-style-type: none"> * Contract variation expenditure relating to the management of Council's Aquatic facility (Aquarena) and Indoor Stadiums due to the COVID-19 shutdown. The restrictions resulted in the facilities being closed leading to unbudgeted contract variation costs of \$0.62 million; * Unbudgeted expenditure of \$0.32 million towards dealing with the effects of COVID-19. This includes cleaning, software, contractor and materials (purchase of PPEs) and support funding to community organisations funded by the COVID-19 Community Relief Fund; and * Expenses associated with the response and recovery efforts of the January 2020 massive storm event (including extensive hail storm damage) resulting in an unfavourable variance of \$0.31 million.
11	Amortisation - Intangible assets	<p>Outcome: Less than budget \$451,000 or 26.62 %</p> <p>Amortisation is an accounting measure which attempts to allocate the value of an asset over its useful life for Council's intangible assets (software). The expenses were lower than budget predominately due to timing of projects.</p>
12	Amortisation - Right of use assets	<p>Outcome: Greater than budget \$528,000 or 100.00 %</p> <p>With the introduction of the new Accounting Standard (AASB 16 Leases) effective from July 2019, lease expense associated with IT equipment and buildings has now been classified as finance costs (leases) and amortisation expense.</p>
13	Net (gain)/loss on disposal of property, infrastructure, plant and equipment	<p>Outcome: Less than budget \$1,690,000 or 1778.95 %</p> <p>Net loss on disposal of assets is mainly attributable to the demolition/write-down of four residential dwellings totalling \$1.59 million as part of the proposed Hepburn Road project. This is partly offset by a net gain of \$0.35 million on disposal/replacement of existing assets as part of the ongoing Plant Replacement Program.</p>
14	Other expenses	<p>Outcome: Less than budget \$1,428,000 or 7.12 %</p> <p>Other expenses include a wide range of costs incurred in delivering Council services and include utilities, software licences, legal expenses, consultancy, insurance, postage, telephone and general office expenses. The favourable variance is primarily due to:</p> <ul style="list-style-type: none"> * Savings in Transformation projects due to some delays and some components of projects being reduced. As some projects were delayed, licence costs were lower than anticipated as the licence fee budget had been premised on a full 12 months; * Expenditures associated with the Tikalara Project were initially budgeted for in the operating budget but were classified as capital expenditure; * Favourable variances in leases and rental accounts were mainly due to the introduction of the new Accounting Standard (AASB 16 Leases) and the new recognition of Right of Use Assets and the associated amortisation expense. The new Accounting Standard has resulted in savings in Other expenses which are offset by unbudgeted expenditure in amortisation expense (refer above); and * Further savings are derived from a wide range of operational accounts (staff training/conferences/travel, catering and general office expenses) which assisted in partially offsetting the financial impact of the COVID-19 pandemic on Council. <p>These savings are partly offset by:</p> <ul style="list-style-type: none"> * COVID-19 Community Relief funding of \$0.21 million to community organisations to assist the local community during the COVID-19 pandemic; and * Unbudgeted expenditure of \$0.85 million that was originally budgeted in the Capital Works Program but has been classified as non capital in nature and transferred to Other expenses.

Note 1 Performance against budget (cont.)

1.2 Capital works

	Budget 2020 \$'000	Actual 2020 \$'000	Variance 2020 \$'000	Variance 2020 %	Ref
Property					
Land under roads	-	212	(212)	(100.00)	15
Buildings	6,540	8,438	(1,898)	(29.02)	16
Total property	6,540	8,650	(2,110)		
Plant, equipment and other assets					
Plant, machinery and equipment	2,298	2,078	220	9.57	17
Fixtures, fittings and furniture	69	153	(84)	(121.74)	18
Computers and telecommunications	895	237	658	73.52	19
Artworks	20	13	7		
Total plant, equipment and other assets	3,282	2,481	801		
Infrastructure					
Roads	16,691	15,641	1,050	6.29	20
Bridges	-	10	(10)	(100.00)	
Footpaths and cycleways	3,183	5,506	(2,323)	(72.98)	21
Off street car parks	-	78	(78)	(100.00)	
Drainage	5,750	4,652	1,098	19.10	22
Recreational, leisure and community facilities	6,264	3,360	2,904	46.36	23
Parks, open space and streetscapes	5,428	4,317	1,111	20.47	24
Drainage	37,316	33,564	3,752		
Intangible assets					
Software	3,208	3,748	(540)	(16.83)	25
Total intangible assets	3,208	3,748	(540)		
Total capital works expenditure	50,346	48,443	1,825	3.62	
Represented by:					
New asset expenditure	13,818	11,583	2,235	16.17	
Asset renewal expenditure	28,040	31,502	(3,462)	(12.35)	
Asset expansion expenditure	2,161	1,097	1,064	49.24	
Asset upgrade expenditure	6,327	4,261	2,066	32.65	
Total capital works expenditure	50,346	48,443	1,903		

Note 1 Performance against budget (cont.)

1.2 Capital works (cont.)

(i) Explanation of material variations

Ref.	Item	Explanation
15	Land under roads	Outcome: Greater than budget \$212,000 or 100.00 % Capital expenditure of \$212,000 associated with land under roads was initially budgeted under the roads asset category.
16	Buildings	Outcome: Greater than budget \$1,898,000 or 29.02 % Higher than budgeted expenditure on programmed building projects including works on the Timber Reserve Pavilion, Bulleen Tennis Club and Lower Templestowe Community Centre resulted in an unfavourable variance. In addition to this some unanticipated hail damage renewal work was required.
17	Plant, machinery and equipment	Outcome: Less than budget \$220,000 or 9.57 % Overseas supply chain issues caused by the COVID-19 pandemic resulted in delays in vehicle availability.
18	Fixtures, fittings and furniture	Outcome: Greater than budget \$84,000 or 121.74 % A number of upgrades to fixtures and fittings were carried out to make office spaces more COVID-19 friendly.
19	Computers and telecommunications	Outcome: Less than budget \$658,000 or 73.52 % A number of projects notably "Network Infrastructure", "Public Access Weave" were classified as "Computer and Telecommunications" related when in actuality they had a very large software component. This caused an under-expenditure against "Computers and Telecommunications" and a corresponding over-expenditure against "Software" (refer to over-expenditure in the Software category).
20	Roads	Outcome: Less than budget \$1,050,000 or 6.29 % A number of road projects were delayed, the most significant example being Jumping Creek Road for which funding will be carried forward to 2020/21.
21	Footpaths and cycleways	Outcome: Greater than budget \$2,323,000 or 72.98 % Additional funding was transferred to priority footpath and cycleway projects at the mid-year review when it became apparent expenditure in other areas was falling behind and unlikely to recover by year's end.
22	Drainage	Outcome: Less than budget \$1,098,000 or 19.10 % A number of drainage projects notably Valencia Terrace were delayed and will be completed in 2020/21.
23	Recreational, leisure and community facilities	Outcome: Less than budget \$2,904,000 or 46.36 % A number of major recreation and leisure projects including those at Pettys and Rieschiecks reserves were unable to be completed in 2019/20 for varying reasons, and the funding for these projects has been carried forward to 2020/21.
24	Parks, open space and streetscapes	Outcome: Less than budget \$1,111,000 or 20.47 % A number of parks and open space projects including Lions Park in Warrandyte, the extension of the Main Yarra Trail and Ironbark Reserve were delayed due to a range of reasons including tendering difficulties, resourcing issues and the impact of the COVID-19 pandemic.
25	Software	Outcome: Greater than budget \$540,000 or 16.83 % A number of projects including Network Infrastructure and Public Access Weave were classified as "Computers and Telecommunications" related when in actuality they had a very large software component. This caused an under-expenditure against "Computers and Telecommunications" and a corresponding over-expenditure against "Software" (refer to under-expenditure in Computers and Telecommunications category).

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 financial and procurement services, customer service (citizen connect), information technology, 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, Financial Assistance Grants, asset sales, depreciation and capital grants. The value of Council land and buildings is also retained in the Corporate activities service area.

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

2020	Income \$'000	Expenses \$'000	Surplus/ (Deficit) \$'000	Grants included in income \$'000	Total capital expenses \$'000	Total assets \$'000
CEO Office	11	7,072	(7,061)	-	-	-
City Services	519	30,338	(29,819)	228	35,642	635,666
City Planning and Community	26,559	39,459	(12,900)	9,195	174	52,480
Shared Services	19,574	51,289	(31,715)	389	3,985	6,419
Corporate Activities	106,786	(1,037)	107,823	4,106	8,642	1,495,299
	153,449	127,121	26,328	13,918	48,443	2,189,864

2019	Income \$'000	Expenses \$'000	Surplus/ (Deficit) \$'000	Grants included in income \$'000	Total capital expenses \$'000	Total assets \$'000
CEO Office	10	6,819	(6,809)	-	-	-
City Services	20,518	58,607	(38,089)	628	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	4,657	3,731	1,545,779
	148,600	119,448	29,152	14,172	26,969	2,217,416

Note 3: Funding for the delivery of our services

	2020 \$'000	2019 \$'000
Note 3 Funding for the delivery of our services		
3.1 Rates and charges		
The Council uses Capital Improved Value (CIV) as the basis of valuation of all properties within the municipal district. The CIV of a property is its land value and the value of improvements such as buildings and other improvements.		
The CIV used to calculate general rates for 2019/20 was \$52,492 million (2018/19, \$59,710 million). The 2019/20 rate in the CIV dollar was 0.00173238 (2018/19, 0.00146783).		
General rates	90,826	87,567
Supplementary rates	842	750
Recreational land	29	29
Interest on rates and charges	519	507
	92,216	88,853
Waste charges	13,737	13,126
	13,737	13,126
Total rates and charges	105,953	101,979
The date of the latest general revaluation of land for rating purposes within the municipal district was 1 January 2020, and the valuation will be first applied in the rating year commencing 1 July 2020.		
Annual rates and charges are recognised as revenues when Council issues annual rates notices. Supplementary rates are recognised when a valuation and reassessment is completed and a supplementary rates notice issued.		
3.2 Statutory fees and fines		
Infringements and costs	1,081	1,395
Town planning fees	1,396	1,543
Land and property information certificates	403	400
Asset protection and other permits	509	311
Total statutory fees and fines	3,389	3,649
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.		

	2020 \$'000	2019 \$'000
Note 3 Funding for the delivery of our services (cont.)		
3.3 User fees and charges		
Hall hire and function centre charges	1,073	1,683
Social and community services charges	453	617
Town planning fees (non-statutory)	797	606
Aged services fees	798	839
Registration fees	1,310	1,229
Advertising fees	215	794
Culture and recreation fees	157	364
Chargeable works fees	1,044	1,171
Rent and lease charges	1,956	1,880
Other fees and charges	1,116	1,738
Total user fees and charges	8,919	10,921
User fees and charges by timing of revenue recognition		
User fees and charges recognised over time	-	-
User fees and charges recognised at a point in time	8,919	10,921
Total user fees and charges	8,919	10,921
User fees are recognised as revenue at a point in time, or over time, when (or as) the performance obligation is satisfied. Recognition is based on the underlying contractual terms.		
3.4 Grants (Funding from other levels of government)		
Grants were received in respect of the following:		
Summary of grants		
Commonwealth funded grants	10,648	10,084
State funded grants	3,270	4,088
Total grants received	13,918	14,172
(a) Operating grants		
Recurrent - Commonwealth Government		
Financial Assistance Grants	2,673	2,613
Aged services	6,276	6,087
Recurrent - State Government		
Aged services	262	791
Economic and environment	48	-
Immunisation	96	92
Maternal and child health	741	777
School crossing supervisors	303	-
Social and community	777	853
Community safety	-	20
Other	392	441
Total recurrent operating grants	11,568	11,674
Non-recurrent - Commonwealth Government		
Aged services	109	-
Non-recurrent - State Government		
Economic and environment	5	34
Community safety	-	9
Social and community	34	30
Other	541	382
Total non-recurrent operating grants	689	455
Total operating grants	12,257	12,129

	2020 \$'000	2019 \$'000
Note 3 Funding for the delivery of our services (cont.)		
3.4 Grants (Funding from other levels of government) (cont.)		
(b) Capital grants		
<i>Recurrent - Commonwealth Government</i>		
Financial Assistance Grants - local roads	869	831
Roads to Recovery	536	368
<i>Recurrent - State Government</i>		
Recreation	-	469
Total recurrent capital grants	<u>1,405</u>	<u>1,668</u>
<i>Non-recurrent - Commonwealth Government</i>		
Other	185	185
<i>Non-recurrent - State Government</i>		
Recreation	28	56
Roads to Recovery	-	26
Other	43	108
Total non-recurrent capital grants	<u>256</u>	<u>375</u>
Total capital grants	<u>1,661</u>	<u>2,043</u>
(c) Unspent grants received on condition that they be spent in a specific manner		
Operating		
Balance at start of year	1,589	1,643
Received during the financial year and remained unspent at balance date	1,858	1,613
Received in prior years and spent during the financial year	(1,588)	(1,667)
Balance at year end	<u>1,859</u>	<u>1,589</u>
Capital		
Balance at start of year	1,323	1,026
Received during the financial year and remained unspent at balance date	1,157	1,120
Received in prior years and spent during the financial year	(855)	(823)
Balance at year end	<u>1,625</u>	<u>1,323</u>
Grant income is recognised at the point in time when the council satisfies its performance obligations as specified in the underlying agreement.		
3.5 Contributions		
Monetary	10,152	7,037
Non-monetary	8,324	7,585
Total contributions	<u>18,476</u>	<u>14,622</u>
Contributions of monetary assets comprised of:		
Resort and recreation Contributions (Public Open Space contributions)	8,615	6,364
Doncaster Hill activity centre Developers Contributions	955	-
Operating contributions	70	44
Capital contributions	512	629
Total monetary contributions	<u>10,152</u>	<u>7,037</u>
Non-monetary contributions were received in relation to the following categories:		
Land	1,198	-
Land under roads	3,313	-
Buildings	242	5,998
Infrastructure	3,493	1,587
Volunteer Services	78	-
Total non-monetary contributions	<u>8,324</u>	<u>7,585</u>
Monetary and non-monetary contributions are recognised as revenue when Council obtains control over the contributed asset.		

	2020 \$'000	2019 \$'000
Note 3 Funding for the delivery of our services (cont.)		
3.6 Net gain/(loss) on disposal of property, infrastructure, plant and equipment		
Proceeds from disposal	655	4,584
Written down value of assets disposed	(276)	(3,663)
Written down value of assets scrapped	(1,974)	(825)
Total net gain/(loss) on disposal of property, infrastructure, plant and equipment	(1,595)	96
The profit or loss on disposal of an asset is determined when control of the asset has passed to the buyer.		
3.7 Other income		
Interest on investments	1,469	1,981
Other	1,104	1,102
Total other income	2,573	3,083
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.		

Note 4: The cost of delivering services

Note 4 The cost of delivering services		
4.1 Employee costs		
(a) Wages and salaries	42,102	41,738
Casual staff	4,962	4,288
Salary oncost *	6,665	6,673
Other employee costs	391	627
Total employee costs	54,120	53,326
Engineering design work and capital project supervision completed by employees to the value of \$2.805 million (\$2.704 million 2018/19) is reported in the Statement of Capital Works, and is not included in employee costs.		
* Salary oncost includes annual leave and long service leave provision, Workcover and superannuation costs.		
(b) Superannuation		
Manningham City Council made contributions to the following funds:		
Defined benefit fund		
Employer contributions - Local Authorities Superannuation Fund (Vision Super)	279	304
	279	304
Employer contributions payable as at 30 June	-	-
Accumulation funds		
Employer contributions - Local Authorities Superannuation Fund (Vision Super)	2,265	2,305
Employer contributions - other funds	1,628	1,455
	3,893	3,760
Employer contributions payable as at 30 June	-	-
Refer to note 9.3 for further information relating to Council's superannuation obligations.		

	2020 \$'000	2019 \$'000
Note 4 The cost of delivering services (cont.)		
4.2 Materials, services and contracts		
Materials, services and general maintenance	5,446	4,311
Plant and equipment maintenance	544	601
Contracts and services - community building repairs and maintenance	1,538	1,435
Contracts and services - parks, gardens, sporting reserves and street trees	7,130	4,092
Contracts and services - drains, roads and footpaths	2,929	2,677
Contracts and services - waste collection and disposal services	10,882	10,330
Total materials, services and contracts	28,469	23,446
4.3 Depreciation		
Property	3,931	3,875
Plant, machinery and other assets	1,909	1,677
Infrastructure	16,335	15,046
Total depreciation	22,175	20,598
<i>Refer to note 5.2(b), 5.8 and 6.1 for a more detailed breakdown of depreciation and amortisation charges and accounting policy.</i>		
4.4 Amortisation - Intangible assets		
Software	1,243	1,042
Total amortisation - intangible assets	1,243	1,042
4.5 Amortisation - Right of use assets		
Property	305	-
Equipment	223	-
Total amortisation - right of use assets	528	-
4.6 Bad and doubtful debts		
Parking fine debtors	144	344
Other debtors	46	63
Total bad and doubtful debts	190	407
Movement in provisions for doubtful debts		
Balance at the beginning of the year	1,201	839
New provisions recognised during the year	190	407
Amounts provided for but recovered during the year	(14)	(45)
Balance at end of year	1,377	1,201
Provision for doubtful debt is recognised based on an expected credit loss model. This model considers both historic and forward looking information in determining the level of impairment.		

	2020 \$'000	2019 \$'000
Note 4 The cost of delivering services (cont.)		
4.7 Borrowing costs		
Interest - borrowings	109	309
Total borrowing costs	109	309
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.		
4.8 Finance costs - Leases		
Interest - Lease liabilities	73	-
Total finance costs	73	-
4.9 Other expenses		
Community grants and contributions		
Community grants	1,237	1,880
Library contributions	3,754	3,695
Total community grants and contributions	4,991	5,575
Utilities		
Utilities, rent, and cleaning	1,508	2,005
Street lighting	835	777
Total utilities	2,343	2,782
Other miscellaneous expenses		
Auditor's remuneration - VAGO - annual financial statement and grant acquittals	63	63
Auditor's remuneration - other parties	21	25
Auditor's remuneration - Internal audit	112	41
Councillors' allowances	316	310
Fire service levy	126	124
Insurance	784	655
Leases	379	590
Consultants - engineering	292	241
Consultants - human resources	37	100
Consultants - economic and environmental	621	429
Consultants - other	356	281
Bank charges	266	280
Catering (including function centre)	321	592
Legal	1,445	1,117
Software licences	2,398	2,032
Telephone	649	479
Postage	406	246
Printing	270	336
Training	344	254
Design fees and maintenance - non capital	848	2,419
Volunteer Services	78	-
Other	1,153	1,349
Total other miscellaneous expenses	11,285	11,963
Total other expenses	18,619	20,320

Note 5: Our financial position

	2020 \$'000	2019 \$'000
Note 5 Our financial position		
5.1 Financial assets		
(a) Cash and cash equivalents		
Cash on hand	8	8
Cash at bank	850	1,334
Term deposits (with term up to 3 months) and at-call with banks	64,500	63,000
Total cash and cash equivalents	65,358	64,342
(b) Other financial assets		
Term deposits - current	20,663	23,200
Term deposit - refundable Manningham Centre Association bond	500	500
Total other financial assets	21,163	23,700
Total financial assets	86,521	88,042
Council's cash and cash equivalents are subject to external restrictions that limit amounts available for discretionary use. These include:		
- Trust funds and deposits (Note 5.3(b))	13,385	12,574
- Reserve funds (note 9.1(b))	14,286	9,227
- Waste initiative fund*	9,592	10,624
Total restricted funds	37,263	32,425
Total unrestricted cash and cash equivalents	28,095	31,917
* The Waste initiative fund is the value of waste charges collected under s162 of the <i>Local Government Act 1989</i> , and is to be applied to fund future waste collection and disposal activities.		
Intended allocations		
Although not externally restricted the following amounts have been allocated for specific future purposes by Council:		
- Cash held to fund carried forward capital works	5,762	11,886
- Loan repayment	-	3,640
- Superannuation defined benefit potential future call	6,500	5,000
- Asset sales to fund future capital works program	4,510	5,006
- Grants received in advance	3,484	3,537
- Other intended allocation	724	781
Total funds subject to intended allocations	20,980	29,850

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

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

	2020 \$'000	2019 \$'000
Note 5 Our financial position (cont.)		
5.1 Financial assets (cont.)		
(c) Trade and other receivables		
Current		
<i>Statutory receivables</i>		
Rates debtors	9,107	7,040
Infringement debtors	870	847
Special rate schemes	119	129
Net GST receivable	1,440	1,083
<i>Non statutory receivables</i>		
Other debtors	2,022	2,062
Provision for doubtful debts - other debtors	(95)	(63)
Total current trade and other receivables	<u>13,463</u>	<u>11,098</u>
Non-current		
<i>Statutory receivables</i>		
Infringement court	1,282	1,138
Provision for doubtful debts - infringement court	(1,282)	(1,138)
<i>Non statutory receivables</i>		
Other receivables	55	31
Total non-current trade and other receivables	<u>55</u>	<u>31</u>
Total trade and other receivables	<u>13,518</u>	<u>11,129</u>
Short term receivables are carried at invoice amount. A provision for doubtful debts is recognised when there is objective evidence that an impairment has occurred. Long term receivables are carried at amortised cost using the effective interest rate method.		
(d) Ageing of receivables		
At balance date other debtors representing financial assets were past due but not impaired. The ageing of the Council's trade and other receivables (excluding statutory receivables) was:		
Current (not yet due)	1,122	1,300
Past due between 31 and 60 days	121	105
Past due between 61 and 90 days	237	197
Past due by more than 91 days	542	460
Total trade and other receivables	<u>2,022</u>	<u>2,062</u>

	2020 \$'000	2019 \$'000
Note 5 Our financial position (cont.)		
5.2 Non-Financial assets		
(a) Other assets		
Accrued income - interest	39	124
Accrued income - other	115	1,160
Prepayments	1,094	1,396
Inventories	162	123
Total other assets	1,410	2,803
(b) Intangible assets		
Software	4,947	3,487
Total intangible assets	4,947	3,487
Gross carrying amount		
Balance at 1 July	12,905	11,552
Additions from internal developments	1,184	530
Transfer from work in progress	1,519	823
Balance at 30 June	15,608	12,905
Accumulated amortisation		
Balance at 1 July	(9,418)	(8,376)
Amortisation expense	(1,243)	(1,042)
Balance at 30 June	(10,661)	(9,418)
Net book value at 30 June	4,947	3,487
<p>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.</p>		
5.3 Payables		
(a) Trade and other payables		
Trade payables	4,086	552
Employee benefits and related costs	2,069	1,553
Accrued expenses	15,842	10,516
Total trade and other payables	21,997	12,621
(b) Trust funds and deposits		
Contract retention	1,295	1,136
Landscape bonds	6,125	5,870
Miscellaneous works deposits	406	208
Asset protection bonds	4,558	4,416
Subdivider deposits	163	163
Refundable Manningham Centre Association bond	500	500
Fire services levy	87	31
Other refundable deposits	251	250
Total trust funds and deposits	13,385	12,574

	2020	2019
	\$'000	\$'000
Note 5 Our financial position (cont.)		
(c) Unearned income		
Grants received in advance - operating	357	-
Grants received in advance - capital	1,178	-
Income received in advance - rent	237	428
Income received in advance - rates	589	530
Total unearned income	2,361	958

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.

5.4 Interest bearing liabilities

Current

Borrowings - secured	-	7,279
	-	7,279

Total interest-bearing loans and borrowings	-	7,279
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The maturity profile for Council's borrowings is:

Not later than one year	-	7,279
	-	7,279

Aggregate carrying amount of interest-bearing loans and borrowings:

Current	-	7,279
	-	7,279

Borrowings were 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
2020	\$ '000	\$ '000	\$ '000
Balance at beginning of the financial year	4,342	9,293	13,635
Amounts used	(3,002)	(1,518)	(4,520)
Additional provisions	3,616	1,645	5,261
Balance at the end of the financial year	<u>4,956</u>	<u>9,420</u>	<u>14,376</u>
2019			
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	<u>4,342</u>	<u>9,293</u>	<u>13,635</u>

	2020	2019
	\$'000	\$'000
Employee provisions		
Current provisions expected to be wholly settled within 12 months		
Annual leave	3,304	2,956
Long service leave	719	675
	<u>4,023</u>	<u>3,631</u>
Current provisions expected to be wholly settled after 12 months		
Annual leave	1,652	1,386
Long service leave	7,299	7,262
	<u>8,951</u>	<u>8,648</u>
Total current employee provisions	<u>12,974</u>	<u>12,279</u>
Non-current		
Long service leave	1,402	1,356
Total non-current employee provisions	<u>1,402</u>	<u>1,356</u>
Aggregate carrying amount of employee provisions:		
Current	12,974	12,279
Non-current	1,402	1,356
Total aggregate carrying amount of employee provisions	<u>14,376</u>	<u>13,635</u>

The calculation of employee costs and benefits includes all relevant on-costs and are calculated as follows at reporting date.

Wages and salaries and annual leave

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

Liabilities that are not expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits as current liabilities, measured at the present value of the amounts expected to be paid when the liabilities are settled using the remuneration rate expected to apply at the time of settlement.

	2020 \$'000	2019 \$'000
Note 5 Our financial position (cont.)		
5.5 Provisions (cont.)		
<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	0.60%	1.17%
- index rate	2.25%	3.00%
5.6 Financing arrangements		
The Council has the following funding arrangements in place as at 30 June.		
Bank overdraft	1,000	1,000
Credit card facilities	250	250
Total facilities	1,250	1,250
Used facilities	17	41
Unused facilities	1,233	1,209

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

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

2020	Not later than 1 year \$'000	Later than 1 year and not later than 2 years \$'000	Later than 2 years and not later than 5 years \$'000	Later than 5 years \$'000	Total \$'000
Operating					
Garbage collection	5,501	5,758	18,934	-	30,193
Meals for delivery	248	253	797	-	1,298
Hard and green waste collection	869	936	3,258	-	5,063
Total	6,618	6,947	22,989	-	36,554
Capital					
Roads & Footpaths	1,951	-	-	-	1,951
Drainage	1,477	-	-	-	1,477
Other - recreation and open space	5,693	-	-	-	5,693
Buildings	1,644	-	-	-	1,644
Plant and equipment	1,206	-	-	-	1,206
Total	11,971	-	-	-	11,971

2019	Not later than 1 year \$'000	Later than 1 year and not later than 2 years \$'000	Later than 2 years and not later than 5 years \$'000	Later than 5 years \$'000	Total \$'000
Operating					
Garbage collection	5,323	5,570	18,318	-	29,211
Meals for delivery	272	278	875	-	1,425
Hard and green waste collection	909	978	3,407	-	5,294
Total	6,504	6,826	22,600	-	35,930
Capital					
Roads	4,489	-	-	-	4,489
Drainage	770	-	-	-	770
Other - recreation & open space	828	-	-	-	828
Buildings	2,659	-	-	-	2,659
Plant and equipment	770	-	-	-	770
Total	9,516	-	-	-	9,516

Note 5 Our financial position (cont.)**5.8 Leases****Policy applicable before 1 July 2019**

As a lessee, council classifies leases as operating or finance leases based on its assessment of whether the lease transferred significantly all of the risks and rewards incidental to ownership of the underlying asset to council.

Operating lease payments, including any contingent rentals, were recognised as an expense in the comprehensive income statement on a straight-line basis over the lease term, except where another systematic basis is more representative of the time pattern of the benefits derived from the use of the leased asset. The leased asset was not recognised in the balance sheet.

All incentives for the agreement of a new or renewed operating lease are recognised as an integral part of the net consideration agreed for the use of the leased asset, irrespective of the incentive's nature or form or the timing of payments.

In the event that lease incentives were received to enter into operating leases, the aggregate cost of incentives are recognised as a reduction of rental expense over the lease term on a straight-line basis, unless another systematic basis was more representative of the time pattern in which economic benefits from the leased asset were consumed.

Policy applicable after 1 July 2019

Council has applied *AASB 16 Leases* using a modified retrospective approach with the cumulative effect of initial application recognised as an adjustment to the opening balance of accumulated surplus at 1 July 2019, with no restatement of comparative information. The council applied the approach consistently to all leases in which it is a lessee.

On transition to *AASB 16 Leases*, Council elected to apply the practical expedient to 'grandfather' the assessment of which transactions are leases. The council has applied this practical expedient to all of its contracts and therefore applied *AASB 16 Leases* only to contracts that were previously identified as leases.

At inception of a contract, all entities would assess whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To identify whether a contract conveys the right to control the use of an identified asset, it is necessary to assess whether:

- The contract involves the use of an identified asset;
- The customer has the right to obtain substantially all of the economic benefits from use of the asset throughout the period of use; and
- The customer has the right to direct the use of the asset.

This policy is applied to contracts entered into, or changed, on or after 1 July 2019.

As a lessee, Council recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost which comprises the initial amount of the lease liability adjusted for:

- any lease payments made at or before the commencement date less any lease incentives received; plus
- any initial direct costs incurred; and
- an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located.

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. The estimated useful lives of right-of-use assets are determined on the same basis as those of property, plant and equipment. In addition, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain measurements of the lease liability.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, an appropriate incremental borrowing rate. Generally, Council uses an appropriate incremental borrowing rate as the discount rate.

Lease payments included in the measurement of the lease liability comprise the following:

- Fixed payments
- Variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date;
- Amounts expected to be payable under a residual value guarantee; and
- The exercise price under a purchase option that Council is reasonably certain to exercise, lease payments in an optional renewal period if Council is reasonably certain to exercise an extension option, and penalties for early termination of a lease unless Council is reasonably certain not to terminate early.

When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

Peppercorn Leases - Council has one peppercorn lease arrangement and has opted not to recognise this as per the moratorium allowed to non-for-profit entities during the 2019/20 financial year under *AASB 16*.

Note 5 Our financial position (cont.)**5.8 Leases (cont.)**

Right-of-Use Assets	Property	Plant and equipment	Total
	\$'000	\$'000	\$'000
Balance at 1 July 2019	2,830	351	3,181
Additions	-	-	-
Amortisation charge	(305)	(223)	(528)
Balance at 30 June 2020	<u>2,525</u>	<u>128</u>	<u>2,653</u>

Lease Liabilities	2020
	\$'000
Maturity analysis - contractual undiscounted cash flows	
Less than one year	464
One to five years	1,263
More than five years	1,262
Total undiscounted lease liabilities as at 30 June:	<u>2,989</u>

Lease liabilities included in the Balance Sheet at 30 June:

Current	403
Non-current	2,283
Total lease liabilities	<u>2,686</u>

Short-term and low value leases

Council has elected not to recognise right-of-use assets and lease liabilities for short-term leases of plant and equipment that have a lease term of 12 months or less and leases of low-value assets (individual assets worth less than existing capitalisation thresholds for a like asset up to a maximum of \$10,000), including some IT equipment. Council recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

	2020
Expenses relating to:	\$'000
Short-term leases	90
Leases of low value assets	289
Total	<u>379</u>

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

Non-cancellable lease commitments - Short-term and low-value leases

Commitments for minimum lease payments for short-term and low-value leases are payable as follows:

Payable:	
Within one year	248
Later than one year but not later than five years	27
Total lease commitments	<u>275</u>

Leases classified as operating leases under *AASB 117 Leases*

At transition, lease liabilities were measured at the present value of the remaining lease payments, discounted at Council's incremental borrowing rate as at 1 July 2019. Right-of-use assets are measured at an amount equal to the lease liability, adjusted by the amount of any prepaid or accrued lease payments. Council applied this approach to all applicable leases.

Council used the following practical expedients when applying *AASB 16 Leases* to leases previously classified as operating leases under *AASB 117 Leases*.

- Applied a single discount rate to a portfolio of leases with similar characteristics.
- Adjusted the right-of-use assets by the amount of *AASB 137 Provisions, Contingent Liabilities and Contingent Assets* onerous contract provision immediately before the date of initial application, as an alternative to an impairment review.
- Applied the exemption not to recognise right-of-use assets and liabilities for leases with less than 12 months of lease term.
- Used hindsight when determining the lease term if the contract contains options to extend or terminate the lease.

5.8 Leases (cont.)**Impact on financial statement**

On transition to *AASB 16 Leases*, Council recognised an additional \$3.181m of right-of-use assets and \$3.181m of lease liabilities.

When measuring lease liabilities, Council discounted lease payments using its incremental borrowing rate at 1 July 2019. The weighted-average rate applied is 2.26%.

	2019
	\$'000
Operating lease commitment at 30 June 2019 as disclosed in Council's financial statements	4,682
Discounted using the incremental borrowing rate at 1 July 2019	3,850
- Recognition exemption for:	
leases of short-term and/or low-value assets	(669)
- Lease liabilities recognised as at 1 July 2019	<u>3,181</u>

Note 6: Assets we manage

Note 6 Assets we manage

6.1 Property, infrastructure, plant, equipment and other fixed assets

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

	At Fair Value 1 July 2019 \$'000	Acquisitions \$'000	Contributions \$'000	Revaluation \$'000	Depreciation \$'000	Disposal \$'000	Transfers \$'000	Write Offs \$'000	At Fair Value 30 June 2020 \$'000
Land	1,264,513	212	4,511	(65,702)	-	(11)	8	-	1,203,531
Buildings	224,543	8,194	242	(5,440)	(3,931)	(1,588)	267	-	222,287
Plant, equipment and other fixed assets	11,279	2,285	-	-	(1,909)	(265)	892	-	12,282
Infrastructure	601,493	28,183	3,493	10,221	(16,335)	(386)	1,271	-	627,940
Work in progress	7,822	8,385	-	-	-	-	(3,954)	(4)	12,249
	2,109,650	47,259	8,246	(60,921)	(22,175)	(2,250)	(1,516)	(4)	2,078,289

Summary of work in progress

	Opening WIP 1 July 2019 \$'000	Additions \$'000	Transfers \$'000	Write Offs \$'000	Closing WIP 30 June 2020 \$'000
Property	1,737	244	(267)	-	1,714
Plant, equipment and other fixed assets	5,081	2,760	(2,406)	-	5,435
Infrastructure	1,004	5,381	(1,281)	(4)	5,100
	7,822	8,385	(3,954)	(4)	12,249

Note 6 Assets we manage (cont.)

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

(a) Property	Land - specialised	Land - non-specialised	Land under roads	Total Land	Building - specialised	Building - non-specialised	Total Buildings	Total Property	Work in Progress
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
At fair value 1 July 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 1 July 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
Movements in fair value									
Acquisition of assets at fair value	-	-	212	212	8,194	-	8,194	8,406	244
Contributed assets	1,198	-	3,313	4,511	242	-	242	4,753	-
Revaluation increments/decrements	(65,254)	(448)	-	(65,702)	9,110	100	9,210	(56,492)	-
Fair value of assets disposed	(11)	-	-	(11)	-	(2,158)	(2,158)	(2,169)	-
Transfers	-	-	8	8	267	-	267	275	(267)
	(64,067)	(448)	3,533	(60,982)	17,813	(2,058)	15,755	(45,227)	(23)
Movements in accumulated depreciation									
Depreciation and amortisation	-	-	-	-	(3,884)	(47)	(3,931)	(3,931)	-
Accumulated depreciation of disposals	-	-	-	-	-	570	570	570	-
Revaluation increments/decrements	-	-	-	-	(14,558)	(92)	(14,650)	(14,650)	-
	-	-	-	-	(18,442)	431	(18,011)	(18,011)	-
At fair value 30 June 2020	1,189,278	8,143	6,110	1,203,531	389,895	2,863	392,758	1,596,289	1,714
Accumulated depreciation at 30 June 2020	-	-	-	-	(169,056)	(1,415)	(170,471)	(170,471)	-
	1,189,278	8,143	6,110	1,203,531	220,839	1,448	222,287	1,425,818	1,714

Note 6 Assets we manage (cont.)

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

(b) Plant, equipment and other fixed assets

	Plant, machinery and equipment \$'000	Fixtures, Computers and furniture telecom- munications \$'000	Artworks \$'000	Total plant, equipment and other assets \$'000	Work in Progress \$'000
At fair value 1 July 2019	14,160	3,841	1,945	29,410	5,081
Accumulated depreciation at 1 July 2019	(6,894)	(3,001)	-	(18,131)	-
	7,266	1,228	1,945	11,279	5,081
Movements in fair value					
Acquisition of assets at fair value	1,900	218	14	2,285	2,760
Contributed assets	-	-	-	-	-
Revaluation increments/decrements	-	-	-	-	-
Fair value of assets disposed	(1,433)	(4)	-	(1,437)	-
Transfers	77	4	811	892	(2,406)
	544	153	1,029	1,740	354
Movements in accumulated depreciation					
Depreciation and amortisation	(1,252)	(260)	(397)	(1,909)	-
Accumulated depreciation of disposals	1,168	4	-	1,172	-
Revaluation increments/decrements	-	-	-	-	-
	(84)	(256)	(397)	(737)	-
At fair value 30 June 2020	14,704	9,617	1,959	31,150	5,435
Accumulated depreciation at 30 June 2020	(6,978)	(8,492)	(3,398)	(18,868)	-
	7,726	1,125	1,472	12,282	5,435

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

(c) Infrastructure	Roads \$'000	Bridges \$'000	Footpaths and cycleways \$'000	Off street car parks \$'000	Drainage \$'000	Recreational, leisure and community \$'000	Parks open spaces and streetscapes \$'000	Waste Management \$'000	Total Infrastructure \$'000	Work in Progress \$'000
At fair value 1 July 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 1 July 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
Movements in fair value										
Acquisition of assets at fair value	15,190	10	5,249	79	3,941	1,529	2,185	-	28,183	5,381
Contributed assets	473	-	178	-	2,842	-	-	-	3,493	-
Revaluation increments/decrements	12,844	2,297	4,651	(755)	6,221	-	-	-	25,258	-
Fair value of assets disposed	(599)	-	(315)	-	-	(21)	(40)	-	(975)	-
Impairment losses recognised in operating result	-	-	-	-	-	-	-	-	-	(4)
Transfers	653	-	174	-	256	39	149	-	1,271	(1,281)
	28,561	2,307	9,937	(676)	13,260	1,547	2,294	-	57,230	4,096
Movements in accumulated depreciation										
Depreciation and amortisation	(7,947)	(379)	(1,308)	(291)	(3,331)	(1,197)	(1,521)	(361)	(16,335)	-
Accumulated depreciation of disposals	359	-	189	-	-	10	31	-	589	-
Revaluation increments/decrements	(7,202)	(277)	(4,536)	297	(3,319)	-	-	-	(15,037)	-
	(14,790)	(656)	(5,655)	6	(6,650)	(1,187)	(1,490)	(361)	(30,783)	-
At fair value 30 June 2020	426,258	25,065	129,678	19,602	413,913	26,856	37,829	5,415	1,084,616	5,100
Accumulated depreciation at 30 June 2020	(213,923)	(8,003)	(59,143)	(8,613)	(139,397)	(10,368)	(15,967)	(1,262)	(456,676)	-
	212,335	17,062	70,535	10,989	274,516	16,488	21,862	4,153	627,940	5,100

Note 6 Assets we manage (cont.)**6.1 Property, infrastructure, plant, equipment and other fixed assets (cont.)***Acquisition*

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

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

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

Asset recognition thresholds and depreciation periods

Asset class	Depreciation Period	Threshold limit
		\$'000
Property		
Land	Infinite life	0
Land under roads	Infinite life	0
Buildings	75 - 100 years	5
Buildings on leased land	Term of lease or 75 years	
Plant, equipment and other assets		
Plant, machinery and equipment	5 - 25 years	1
Fixtures, fittings and furniture	4 - 20 years	1
Computers and telecommunications	4 - 10 years	1
Artworks	Infinite life	1
Infrastructure		
Road - pavement	30 years	10
Road - sub-pavement	120 years	10
Bridges	60 - 100 years	10
Footpaths and cycleways	60 - 100 years	10
Carparks	60 - 100 years	10
Drainage	120 years	10
Recreational, leisure and community facilities	20 years	10
Parks, open space and streetscapes	20 years	10
Waste garbage bins	20 years	0
Intangible assets		
Software	5 years	1

Land under roads

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

Depreciation and amortisation

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

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

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

Depreciation periods used are listed above and are consistent with the prior year unless otherwise stated.

Note 6 Assets we manage (cont.)**6.1 Property, infrastructure, plant, equipment and other fixed assets (cont.)****Repairs and maintenance**

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

Artworks

Artworks are not depreciated.

Valuation of land and buildings

Valuations were completed as at 30 June 2020 for Council. Valuations for 30 June 2020 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 2020.

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 2020.

Details of the Council's land and buildings and information about the fair value hierarchy as at 30 June 2020 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	-	8,143	1,189,278	Jun 2020
Land under roads	-	-	6,110	Jun 2020
Buildings	-	1,448	220,838	Jun 2020
Total	-	9,591	1,416,226	

	<i>2020</i>	<i>2019</i>
	<i>\$'000</i>	<i>\$'000</i>
Reconciliation of specialised land		
Land under roads	6,110	2,577
Parks, reserves and other	1,189,278	1,253,345
Total specialised land	1,195,388	1,255,922

Note 6 Assets we manage (cont.)**6.1 Property, infrastructure, plant, equipment and other fixed assets (cont.)****Valuation of infrastructure assets**

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

Infrastructure assets contain significant unobservable adjustments, therefore these assets are classified as Level 3.

Infrastructure assets are valued based on the depreciated replacement cost. Significant unobservable inputs include the current replacement cost and remaining useful lives of infrastructure. The remaining useful lives of infrastructure assets are determined on the basis of the current condition of the asset and vary from 20 years to 120 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of infrastructure are sensitive to changes in use, expectations or requirements that could either shorten or extend the useful lives of infrastructure assets.

A valuation of Council's infrastructure assets was performed by Council's Manager, Infrastructure Services, Mr James Paterson *B.Eng (Civil)*. The valuation was performed based on the depreciated replacement cost of the assets. The effective date of the valuation is 30 June 2020.

There were no changes in valuation techniques throughout the period to 30 June 2020.

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 2020 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>	
Roads	-	-	212,335	Jun 2020
Bridges	-	-	17,062	Jun 2020
Footpaths and cycleways	-	-	70,535	Jun 2020
Off street car parks	-	-	10,989	Jun 2020
Drainage	-	-	274,516	Jun 2020
Total	-	-	585,437	

	2020 \$'000	2019 \$'000
Note 6 Assets we manage (cont.)		
6.2 Investments in associates		
Whitehorse-Manningham Regional Library Corporation		
<i>Background</i>		
Manningham City Council has a 32.61% 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 2020, per draft WMRLC financial statements, has been taken up as profit of \$221,324 during the year ended 30 June 2020 (profit of \$77,955 in 2018/19). As neither council has a controlling interest, the participating councils show their contributions towards the operating expenditure of the library as an expense.		
Current assets		
Cash and cash equivalents	2,872	2,324
Trade and other receivables	48	66
Other assets	87	101
	<u>3,007</u>	<u>2,491</u>
Non-current assets		
Property & equipment	7,311	6,860
	<u>7,311</u>	<u>6,860</u>
Total assets	<u>10,318</u>	<u>9,351</u>
Current liabilities		
Payables	946	498
Provisions	1,446	1,382
	<u>2,392</u>	<u>1,880</u>
Non-current liabilities		
Provisions	181	230
	<u>181</u>	<u>230</u>
Total liabilities	<u>2,573</u>	<u>2,110</u>
Net assets	<u>7,745</u>	<u>7,241</u>
<i>Movement in carrying value of investment</i>		
Carrying value of investment at start of year	2,305	2,227
Share of surplus/(deficit) for year	221	78
Carrying value of investment at end of year	<u>2,526</u>	<u>2,305</u>

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

Note 7: People and relationships

Note 7 People and relationships

7.1 Council and key management remuneration

(a) Related party

Subsidiaries and Associates

Interest in associate - Whitehorse Manningham Regional Library Corporation (WMRLC) (Ref Note 6.2)

(b) Key Management Personnel

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 2019 - 30 June 2020)
Andrew Conlon	Councillor	(1 July 2019 - 30 June 2020)
Sophy Galbally	Councillor	(1 July 2019 - 30 June 2020)
Geoff Gough	Councillor	(1 July 2019 - 30 June 2020)
Dot Haynes	Councillor	(1 July 2019 - 30 June 2020)
Michelle Kleinert	Councillor	(1 July 2019 - 30 June 2020)
Paul McLeish	Councillor	(1 July 2019 - 7 November 2019)
	Mayor	(8 November 2019 - 30 June 2020)
Paula Piccinini	Mayor	(1 July 2019 - 7 November 2019)
	Councillor	(8 November 2019 - 30 June 2020)
Mike Zafiroopoulos AM	Councillor	(1 July 2019 - 30 June 2020)

Chief Executive Officer

Andrew Day	Chief Executive Officer	(1 July 2019 - 30 June 2020)
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Other Key Management Personnel

Leigh Harrison	Director City Services	(1 July 2019 - 7 March 2020)
Grant Jack	Acting Director City Services	(10 March 2020 - 29 March 2020)
Rachelle Quattrocchi	Director City Services	(30 March 2020 - 30 June 2020)
Angelo Kourambas	Director City Planning and Community	(1 July 2019 - 30 June 2020)
Philip Lee	Director Shared Services	(1 July 2019 - 30 June 2020)
Andrew McMaster	Corporate Counsel and Group Manager Governance and Risk	(1 July 2019 - 30 June 2020)
Kerryn Paterson	Group Manager People and Communications	(1 July 2019 - 30 June 2020)

	2020	2019
	No.	No.
Total number of Councillors	9	9
Chief Executive Officer and other Key Management Personnel	8	9
Total Key Management Personnel	<u>17</u>	<u>18</u>

(c) Remuneration of Key Management Personnel

Total remuneration of key management personnel was as follows:

	2020	2019
	\$'000	\$'000
Short-term benefits	1,790	1,817
Long-term benefits	31	22
Termination benefits	-	87
Post employment benefits	136	143
Total	<u>1,957</u>	<u>2,069</u>

Note 7 People and relationships (cont.)**7.2 Related party disclosure****(a) Transactions with related parties**

During the year Manningham City Council provided contributions to Whitehorse Manningham Regional Library Corporation (WMRLC) with the total value of \$3.74m 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 (2018/19, 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 (2018/19, nil).

(c) Loans to/from related parties

There were no aggregate amount of loans in existence at balance date that have been made, guaranteed or secured by the Council to a responsible person of the Council, or a related party of a responsible person (2018/19, nil).

(d) Commitments to/from related parties

No commitments have been made by the Council to Related Parties during the reporting year 2019/20 (2018/19, nil).

Note 8: Managing uncertainties

Note 8 Managing uncertainties

8.1 Contingent assets and liabilities

Contingent assets and contingent liabilities are not recognised in the Balance Sheet, but are disclosed and if quantifiable, are measured at nominal value. Contingent assets and liabilities are presented inclusive of GST receivable or payable, respectively.

(a) Contingent assets

Developer contributed assets

Developer contributions to be received in respect of future subdivisions total \$2.179m (2018/19, \$4.728m).

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

	2020 \$'000	2019 \$'000
Not later than one year	1,433	1,671
Later than one year and not later than five years	6,877	7,027
Later than five years	7,629	8,912
	15,939	17,610

(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.

Building cladding

The impact on Council for building cladding rectification works on Council's own buildings is being assessed.

Liability mutual insurance

Council is a participant of the MAV Liability Mutual Insurance (LMI) Scheme. The LMI scheme provides public liability and professional indemnity insurance cover. The LMI's Deed of Establishment allows for a call on each member should there be an insufficiency of capital for an insurance year which has an overall financial deficit. The deficit amount can be collected through this call and each member's liability for the amount is in direct proportion to their contribution for that year against the overall contribution pool. At reporting date Council had not been advised of call.

Superannuation contribution

Council has obligations under a defined benefit superannuation scheme, matters relating to this potential obligation are outlined in Note 9.3. As a result of the volatility in financial markets, the likelihood of making such contributions in future periods exists. At this point in time, it is not known if additional contributions will be required, their timing or potential amount.

Note 8 Managing uncertainties (cont.)**8.2 Change in accounting standards**

The following new Australian Accounting Standards (AAS's) have been issued that are not mandatory for the 30 June 2020 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.

AASB 1059 Service Concession Arrangements: Grantors (AASB 1059) (applies 2020/21 for LG Sector)

AASB 1059 addresses the accounting for a service concession arrangement by a grantor that is a public sector entity by prescribing the accounting for the arrangement from the grantor's perspective. It requires the grantor to:

- recognise a service concession asset constructed, developed or acquired from a third party by the operator, including an upgrade to an existing asset of the grantor, when the grantor controls the asset;
- reclassify an existing asset (including recognising previously unrecognised identifiable intangible assets and land under roads) as a service concession asset when it meets the criteria for recognition as a service concession asset;
- initially measure a service concession asset constructed, developed or acquired by the operator or reclassified by the grantor at current replacement cost in accordance with the cost approach to fair value in *AASB 13 Fair Value Measurement*. Subsequent to the initial recognition or reclassification of the asset, the service concession asset is accounted for in accordance with *AASB 116 Property, Plant and Equipment* or *AASB 138 Intangible Assets*, as appropriate, except as specified AASB 1059;
- recognise a corresponding liability measured initially at the fair value (current replacement cost) of the service concession asset, adjusted for any other consideration between the grantor and the operator; and
- disclose sufficient information to enable users of financial statements to understand the nature, amount, timing and uncertainty of assets, liabilities, revenue and cash flows arising from service concession arrangements.

Based on the Council's current assessment, there is expected to be no impact on the transactions and balances recognised in the financial statements as the Council is not a grantor in a service concession arrangement.

AASB 2018-7 Amendments to Australian Accounting Standards - Definition of Material (applies 2020/21 for LG Sector)

The Standard principally amends *AASB 101 Presentation of Financial Statements* and *AASB 108 Accounting Policies, Changes in Accounting Estimates and Errors*. The amendments refine the definition of material in AASB 101. The amendments clarify the definition of material and its application by improving the wording and aligning the definition across AASB Standards and other publications. The impacts on the local government sector are expected to be minimal.

AASB 2019-1 Amendments to Australian Accounting Standards - References to the Conceptual Framework (applies 2020/21 for LG Sector)

This Standard sets out amendments to Australian Accounting Standards, Interpretations and other pronouncements to reflect the issuance of the Conceptual Framework for Financial Reporting (Conceptual Framework) by the AASB. The impacts on the local government sector are expected to be minimal.

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

The Council's principal financial instruments comprise cash assets, term deposits, receivables (excluding statutory receivables), payables (excluding statutory payables) and bank borrowings. Details of the significant accounting policies and methods adopted, including the criteria for recognition, the basis of measurement and the basis on which income and expenses are recognised, in respect of each class of financial asset, financial liability and equity instrument is disclosed in the notes of the financial statements. Risk management is carried out by senior management under policies approved by the Council. These policies include identification and analysis of the risk exposure to Council and appropriate procedures, controls and risk minimisation.

(b) Market risk

Market risk is the risk that the fair value or future cash flows of our financial instruments will fluctuate because of changes in market prices. The Council's exposures to market risk is primarily through interest rate risk with insignificant exposure to other price risks and no exposure to foreign currency risk.

Interest rate risk

Interest rate risk refers to the risk that the value of a financial instrument or cash flows associated with the instrument will fluctuate due to changes in market interest rates. Interest rate risk arises from interest bearing financial assets and liabilities. Interest bearing assets are predominantly short term liquid assets. As at 30 June 2020 Council had no long term loans or borrowings and is therefore not exposed to interest rate risk on these classes of financial liabilities.

Interest rate risk on financial assets are managed through Council's investment policy which requires the investment of surplus funds only with financial institutions approved under the 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.

Note 8 Managing uncertainties (cont.)**8.3 Financial instruments (cont.)****(b) Market risk (cont.)**

There has been no significant change in the Council's exposure, or its objectives, policies and processes for managing interest rate risk or the methods used to measure this risk from the previous reporting period.

Interest rate movements have not been sufficiently significant during the year to have an impact on the Council's year end result.

(c) Credit risk

Credit risk is the risk that a contracting entity will not complete its obligations under a financial instrument and cause Council to make a financial loss. Council has exposure to credit risk on all financial assets included in the balance sheet. 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.

Receivables consist of a large number of customers, spread across the ratepayer, business and government sectors. Credit risk associated with the council's financial assets is minimal because the main debtor is secured by a charge over the rateable property.

There are no material financial assets which are individually determined to be impaired.

Council may also be subject to credit risk for transactions which are not included in the balance sheet, such as when council provide a guarantee for another party. Details of our contingent liabilities are disclosed in Note 8.1(b).

The maximum exposure to credit risk at the reporting date to recognised financial assets is the carrying amount, net of any provisions for impairment of those assets, as disclosed in the balance sheet and notes to the financial statements. Council does not hold any collateral.

(d) Liquidity risk

Liquidity risk includes the risk that, as a result of council's operational liquidity requirements it will not have sufficient funds to settle a transaction when required or will be forced to sell a financial asset at below value or may be unable to settle or recover a financial asset.

To mitigate liquidity risk the entity has developed long term financial management strategies containing liquidity and cash flow targets, and regularly monitors budget performance and cash flows against forecasts. The entity has established access to overdraft facilities.

Council's maximum exposure to liquidity risk is the carrying amounts of financial liabilities as disclosed on the face of the balance sheet and the amounts related to any financial guarantees disclosed in Note 8.1(b), and is deemed insignificant based on prior periods' data and current assessment of risk.

There has been no significant change in Council's exposure, or its objectives, policies and processes for managing liquidity risk or the methods used to measure this risk from the previous reporting period.

With the exception of borrowings, all financial liabilities are expected to be settled within normal terms of trade. Details of the maturity profile for borrowings are disclosed at Note 5.4.

Unless otherwise stated, the carrying amounts of financial instruments reflect their fair value.

Council's exposure to liquidity risk is deemed insignificant based on prior periods' data, cash flow and liquidity forecasts, and current assessment of risk.

(e) Sensitivity disclosure analysis

Taking into account past performance, future expectations, economic forecasts, and management's knowledge and experience of the financial markets, Council believes a parallel shift of +0.25% and -0.25% in market interest rates from year-end rates of 0.25% are 'reasonably possible' over the next 12 months.

These movements will not have a material impact on the valuation of Council's financial assets and liabilities, nor will they have a material impact on the results of Council's operations.

Note 8 Managing uncertainties (cont.)**8.4 Fair value measurement**

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.

AASB 13 defines fair value as the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. Fair value under AASB 13 is an exit price regardless of whether that price is directly observable or estimated using another valuation technique.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within the fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

Level 1 — Quoted (unadjusted) market prices in active markets for identical assets or liabilities.

Level 2 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable; and

Level 3 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

For the purpose of fair value disclosures, Council has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as explained above.

In addition, Council determines whether transfers have occurred between levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

Revaluation

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

Fair value valuations are determined in accordance with a valuation hierarchy. Changes to the valuation hierarchy will only occur if an external change in the restrictions or limitations of use on an asset result in changes to the permissible or practical highest and best use of the asset. Further details regarding the fair value hierarchy are disclosed at Note 6.1, Property, infrastructure, plant, equipment and other fixed assets.

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

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.

Note 8 Managing uncertainties (cont.)**8.5 Events occurring after balance date**

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

The Victorian Government announced a State of Disaster on 2 August 2020 and "Stage 4" restrictions were applied to Metropolitan Melbourne, which includes the City of Manningham. This event does not affect amounts recognised in the 2019-20 financial statements.

The introduction of Stage 4 restrictions has had further implications for Council services and facilities beyond those already affected by the previous Stage 3 restrictions. Several of Council's services have now been or continued to be closed including Council's recreation, leisure and community facilities including Aquarena, stadiums, pavilions, libraries, community centres, the function centre, the Civic Centre and MC2.

Council's 2020-21 Adopted Budget includes estimated impacts on revenue and expenditure streams under Stage 3 restrictions for the first quarter of 2020-21. The budgeted financial impact on Council Services is \$2.4 million in 2020-21. The impact is primarily in User Fees and Statutory Fees and Charges and cost increases mainly due to the temporary closure of Council facilities.

As part of Stage 3 restrictions Council developed a targeted COVID-19 Community financial relief package in April 2020 which has effect over both the 2019-20 and 2020-21 financial years. The relief package in 2020-21 is \$3.0 million and is reflected in the 2020-21 budget. The package includes a range of initiatives designed to ease the financial burden on residents, local businesses and community and sporting groups.

Council continues to closely monitor and review the financial impacts of COVID-19 on Council's operating budget.

No other matters or circumstances have arisen since the end of the financial year which have significantly affected or may affect the operations of Manningham City Council, the results of the operations or the state of affairs of Manningham City Council in future financial years.

Note 9: Other matters

Note 9 Other matters

9.1 Reserves

(a) Asset revaluation reserves

2020	Balance at beginning of reporting year \$'000	Increment/ (decrement) \$'000	Realised Revaluation Reserve \$'000	Balance at end of reporting year \$'000
Property				
Land	1,052,469	(65,702)	40	986,807
Buildings	52,847	(5,440)	(336)	47,071
	<u>1,105,316</u>	<u>(71,142)</u>	<u>(296)</u>	<u>1,033,878</u>
Plant, equipment and other fixed assets				
Plant, machinery and equipment	19	-	-	19
Fixtures, fittings and furniture	1,006	-	-	1,006
Computers and telecommunications	75	-	-	75
Artworks	887	-	-	887
	<u>1,987</u>	<u>-</u>	<u>-</u>	<u>1,987</u>
Infrastructure				
Roads	110,473	5,642	-	116,115
Bridges	3,419	2,020	-	5,439
Footpaths and cycleways	28,728	115	-	28,843
Off street car parks	6,312	(458)	-	5,854
Drainage	166,039	2,902	-	168,941
Parks, open space and streetscapes	205	-	-	205
	<u>315,176</u>	<u>10,221</u>	<u>-</u>	<u>325,397</u>
Total	<u>1,422,479</u>	<u>(60,921)</u>	<u>(296)</u>	<u>1,361,262</u>
2019	Balance at beginning of reporting year \$'000	Increment/ (decrement) \$'000	Realised Revaluation Reserve \$'000	Balance at end of reporting year \$'000
Property				
Land	1,163,966	(107,985)	(3,512)	1,052,469
Buildings	50,331	2,516	-	52,847
	<u>1,214,297</u>	<u>(105,469)</u>	<u>(3,512)</u>	<u>1,105,316</u>
Plant, equipment and other fixed assets				
Plant, machinery and equipment	19	-	-	19
Fixtures, fittings and furniture	1,006	-	-	1,006
Computers and telecommunications	75	-	-	75
Artworks	887	-	-	887
	<u>1,987</u>	<u>-</u>	<u>-</u>	<u>1,987</u>
Infrastructure				
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
	<u>286,382</u>	<u>28,794</u>	<u>-</u>	<u>315,176</u>
Total	<u>1,502,666</u>	<u>(76,675)</u>	<u>(3,512)</u>	<u>1,422,479</u>

The asset revaluation reserve is used to record the increased (net) value of Council's assets over time.

Note 9 Other matters (cont.)**9.1 Reserves (cont.)****(b) Other reserves**

	Balance at beginning of reporting year \$'000	Transfer from accumulated surplus \$'000	Transfer to accumulated surplus \$'000	Balance at end of reporting year \$'000
2020				
Resort and recreation reserve (a)	9,227	(4,353)	8,615	13,489
Doncaster Hill activity centre reserve (b)	-	(158)	955	797
Family day care workcover levy reserve (c)	-	-	-	-
Total	9,227	(4,511)	9,570	14,286
2019				
Resort and recreation reserve (a)	4,970	(2,107)	6,364	9,227
Doncaster Hill activity centre reserve (b)	-	-	-	-
Family day care workcover levy reserve (c)	196	(196)	-	-
Total	5,166	(2,303)	6,364	9,227

(a) The Resort and recreation reserve was established to control contributions received from developers that will, upon completion of developments be utilised to develop recreation and other facilities for residents in the respective development areas.

(b) The Doncaster Hill activity centre reserve was established to control contributions levied on developers under the Doncaster Hill Development Contributions Plan Overlay (DCPO) and funds will be utilised to develop social and community infrastructure in accordance with the conditions contained in the DCPO.

(c) The Family day care Workcover levy 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 this service in 2009/10. The reserve has been closed.

Note 9	Other matters (cont.)	2020 \$'000	2019 \$'000
9.2	Reconciliation of cash flows		
	Surplus for the year	26,328	29,152
	Depreciation/amortisation	23,946	21,640
	Loss on disposal of property, plant and equipment, infrastructure	1,595	(96)
	Contributed assets	(8,324)	(7,585)
	Share of gain from associate	(221)	(78)
	Adjustment for work in progress write-off to other expenses	5	997
	Change in assets and liabilities:		
	(Increase)/decrease in trade and other receivables	(2,279)	(613)
	(Increase)/decrease in other assets	2,194	(993)
	Increase/(decrease) in income received in advance	1,403	(47)
	Increase/(decrease) in trade and other payables	832	(2,931)
	(Decrease)/increase in other assets and liabilities	182	309
	(Increase)/decrease in provisions	741	276
	Adjustment for grant received in prior year spent in current year	(228)	-
	Net cash provided by operating activities	46,174	40,031

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 2020 this was 9.5% as required under Superannuation Guarantee legislation) (SG).

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.

A triennial actuarial review is currently underway for the Defined Benefit category as at 30 June 2020 and is expected to be completed by 31 December 2020.

As at 30 June 2019, 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 107.1%. 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 2020 was 104.6%.

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 2020, this rate was 9.5% of members' salaries (9.5% in 2018/19). 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 2019 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 2019 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:

	2019	2017
	\$m	\$m
• A VBI surplus	151.3	69.8
• A total service liability surplus	233.4	193.5
• A discounted accrued benefits surplus	256.7	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 2019.

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 2019.

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 2019.

Manningham City Council was notified of the 30 June 2019 VBI during August 2019 (2018: August 2018).

Note 9 Other matters (cont.)**9.3 Superannuation (cont.)****The 2020 triennial actuarial investigation**

A triennial actuarial investigation is being conducted for the Fund's position as at 30 June 2020. It is anticipated that this actuarial investigation will be completed by 31 December 2020.

Contributions by Council (excluding any unfunded liability payments) to the above superannuation plans for the financial year ended 30 June 2020 are detailed below:

Scheme	Type of Scheme	Rate	2020 \$'000	2019 \$'000
Vision super	Defined benefit	9.50%	279	304
Vision super	Accumulation fund	9.50%	2,265	2,305
Other Funds	Accumulation fund	9.50%	1,628	1,455

In addition to the above contributions, Manningham City Council has paid unfunded liability payments to Vision Super totalling \$0 during the 2019/20 year (2018/19 \$0).

There were \$0 contributions outstanding and \$0 loans issued from or to the above schemes as at 30 June 2020.

The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2021 is \$254,000.

Note 10: Change in accounting policy

Note 10 Change in accounting policy

Council has adopted AASB 15 Revenue from Contracts with Customers, AASB 16 Leases and AASB 1058 Income of Not-for-Profit Entities, from 1 July 2019. This has resulted in changes in accounting policies and adjustments to the amounts recognised in the financial statements.

Due to the transition methods chosen by Council in applying these standards, comparative information throughout these financial statements has not been restated to reflect the requirements of the new standards except in relation to contracts that were not complete at 1 July 2019. The transition impact of these are detailed below.

a) AASB 15 Revenue from Contracts with Customers - Impact of Adoption

AASB 15 Revenue from Contracts with Customers applies to revenue transactions where Council provides services or goods under contractual arrangements.

Council adopted AASB 15 Revenue from Contracts with Customers using the modified (cumulative catch up) method. Revenue for 2019 as reported under AASB 118 Revenue is not adjusted, because the new standard is only applied from the date of initial application.

AASB 15 Revenue from Contracts with Customers requires revenue from contracts with customers to be recognised as Council satisfies the performance obligations under the contract.

b) AASB 16 Leases

AASB 16 Leases requires right of use assets and related liabilities for all lease agreements to be recognised on the balance sheet. The Statement of Comprehensive Income is to separately recognise the amortisation of the right of use asset, and the finance costs relating to the lease. Council has elected to adopt the modified (cumulative catch up) method under the standard and as such has not adjusted 2019 disclosures. The transition impact of these are detailed below.

c) AASB 1058 Income of Not-for-Profit Entities

AASB 1058 Income of Not-for-Profit Entities applies to income received where no contract is in place. This includes statutory charges (such as rates) as well as most grant agreements.

Council adopted AASB 1058 Income of Not-for-Profit Entities using the modified (cumulative catch up) method. Income for 2019 is not adjusted, because the new standard is only applied from the date of initial application.

AASB 1058 Income of Not-for-Profit Entities requires income to be recognised as Council satisfies the performance obligations under the contract.

d) Transition impacts

The following table summarises the impact of transition to the new standards on retained earnings at 1 July 2019:

	2019 \$'000
Retained earnings at 30 June 2019	738,643
Revenue adjustment - impact of AASB 15 Revenue from Contracts with Customers	-
Income Adjustment - impact of AASB 1058 Income of Not-for-Profit Entities	(697)
Retained earnings at 1 July 2019	<u>737,946</u>

Council adopted the practical expedient of deeming the lease asset to be equal in value to the lease liability at 1 July 2019. As such there was no impact on retained earnings on the adoption of *AASB 16 Leases*.

The following table summarises the impact of transition to the new standards on retained earnings at 1 July 2019:

	2019
	\$'000
Retained earnings at 30 June 2019	738,643
Revenue adjustment - impact of AASB 15 Revenue from Contracts with Customers	-
Income Adjustment - impact of AASB 1058 Income of Not-for-Profit Entities	(697)
Retained earnings at 1 July 2019	<u>737,946</u>

Council adopted the practical expedient of deeming the lease asset to be equal in value to the lease liability at 1 July 2019. As such there was no impact on retained earnings on the adoption of *AASB 16 Leases*.

The following table summarises the impacts of transition to the new standards on Council's balance sheet for the year ending 30 June 2019.

	As reported 30		Post adoption
	June 2019	Adjustments	\$'000
	\$'000	\$'000	\$'000
Assets			
Right of use assets	-	3,181	3,181
Grants receivable	-	-	-
	<u>-</u>	<u>3,181</u>	<u>3,181</u>
Liabilities			
Unearned income - operating grants	-	-	-
Unearned income - capital grants	-	697	697
Lease liability - current	-	495	495
Lease liability - non-current	-	2,686	2,686
	<u>-</u>	<u>3,878</u>	<u>3,878</u>

Note 11: Impact of COVID-19 pandemic on Council operations and the 2019/20 Financial Report

Note 11 Impact of COVID-19 pandemic on Council operations and the 2019/20 Financial Report

On 30 January 2020, COVID-19 was declared to be a global pandemic by the World Health Organisation. Since then, various measures have been implemented by all three levels of Government in Australia to reduce the spread of COVID-19. This crisis and measures taken to mitigate it has impacted council operations in a number of areas during the financial year ended 30 June 2020.

In response to a decrease in demand and government directives amidst the COVID-19 outbreak, a number of Council services were reduced or closed including our recreation, leisure and community facilities including Aquarena, stadiums, pavilions, libraries, community centres, the function centre, the Civic Centre and MC2. These closures resulted in a decrease in Council revenue and other unbudgeted costs. The overall net financial impact on council services of COVID-19 in 2019/20 was \$2.45 million.

In 2019/20 Council also provided a range of COVID-19 community financial relief measures including:

- Fourth quarter rate instalment payment - extension of due date to 30 June 2020, without incurring any penalty interest and the continued ability for rate payers to apply for special rate repayment arrangements for those qualifying on financial hardship grounds. Deferral of the due date and the financial impact of COVID-19 on rate payers has resulted in the rates debtor balance at 30 June 2020 being \$2.07 million higher compared to last year.
- Introduction of a COVID-19 Community Relief Fund to provide funding to sectors of the community in need.
- Rent and lease relief, and utility subsidies, for sporting clubs and community groups who use Council facilities. The relief measures above amounted to \$0.49 million in 2019/20.

Council's property assets have been valued as at 30 June 2020. The state of the property market within the review period is most influenced by the recent COVID-19 pandemic and resulting declaration of a State of Emergency.

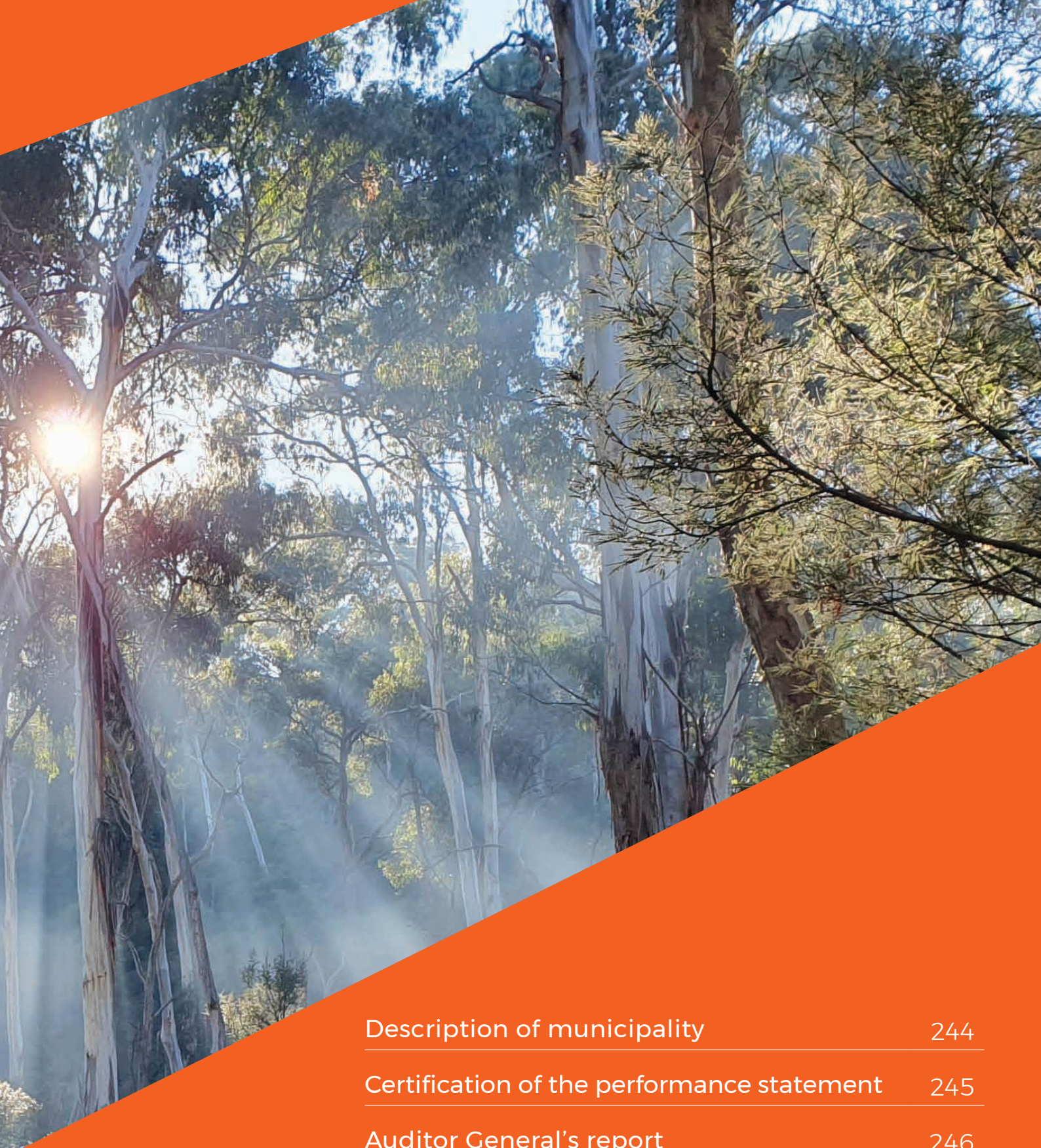
Council's certified valuers have placed more weight on the sales that occurred in the most recent months from February to June 2020, when setting the values per square metre for this year as at 30 June 2020. Council's certified valuers have determined that the sales evidence in this period has provided reliable observations on how the property market has performed during the COVID-19 pandemic period.

Council's infrastructure assets have been valued as at 30 June 2020. The market that the infrastructure assets are transacted in is being impacted by the uncertainty that the COVID-19 pandemic has caused.

Council continues to closely monitor the impact of the COVID-19 pandemic and work with the community through these challenging times.

Performance statement





Description of municipality	244
Certification of the performance statement	245
Auditor General's report	246
Other information	248
Sustainable capacity indicators	249
Service performance indicators	250
Financial performance indicators	252

Manningham Council

Performance Statement

For the year ended 30 June 2020

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 2020, our estimated population was 127,573 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*.



Jon Gorst (BCom, CPA)
Principal Accounting Officer
 15 September 2020
 Doncaster

In our opinion, the accompanying performance statement of the Manningham City Council for the year ended 30 June 2020 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.



Paul McLeish
Mayor
 15 September 2020
 Doncaster



Mike Zafiroopoulos AM
Deputy Mayor
 15 September 2020
 Doncaster



Andrew Day
Chief Executive Officer
 15 September 2020
 Doncaster

Auditor General's report



Independent Auditor's Report

To the Councillors of Manningham City Council

Opinion

I have audited the accompanying performance statement of Manningham City Council (the council) which comprises the:

- description of municipality for the year ended 30 June 2020
- sustainable capacity indicators for the year ended 30 June 2020
- service performance indicators for the year ended 30 June 2020
- financial performance indicators for the year ended 30 June 2020
- notes to the performance statement and
- the certification of the performance statement.

In my opinion, the performance statement presents fairly, in all material respects, the performance of the council for the year ended 30 June 2020 in accordance with the performance reporting requirements of Part 6 of the *Local Government Act 1989*.

Basis for Opinion

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

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

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

Councillors' responsibilities for the performance statement

The Councillors is responsible for the preparation and fair presentation of the performance statement in accordance with the performance reporting requirements of the *Local Government Act 1989* and for such internal control as the Councillors determines is necessary to enable the preparation and fair presentation of the statement of performance that is free from material misstatement, whether due to fraud or error.

Auditor's responsibilities for the audit of the performance statement

As required by the *Audit Act 1994*, my responsibility is to express an opinion on the performance statement based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the performance statement as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with the Australian Standards on Assurance

Engagements will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of users taken on the basis of this performance statement.

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

- identify and assess the risks of material misstatement of performance statement, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control
- evaluate the overall presentation, structure and content of the performance statement, including the disclosures, and whether performance statement represents the underlying events and results in a manner that achieves fair presentation.

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

MELBOURNE
23 September 2020



Sanchu Chummar

as delegate for the Auditor-General of Victoria

Other information

For the year ended 30 June 2020

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 28 July 2020 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.

2. Impact of COVID-19 on Council operations

On 30 January 2020, COVID-19 was declared to be a global pandemic by the World Health Organisation. Since then, various measures have been implemented by all three levels of Government in Australia to reduce the spread of COVID-19. This crisis and measures taken to mitigate it has impacted council operations in a number of areas during the financial year ended 30 June 2020.

In response to a decrease in demand and government directives amidst the COVID-19 outbreak, a number of Council services were reduced or closed including our recreation, leisure and community facilities including Aquarena, stadiums, pavilions, libraries, community centres, the function centre, the Civic Centre and MC2. These closures resulted in a decrease in Council revenue and other unbudgeted costs. The overall net financial impact on council services of COVID-19 in 2019/20 was \$2.45 million.

In 2019/20 Council also provided a range of COVID-19 community financial relief measures including:

- Fourth quarter rate instalment payment - extension of due date to 30 June 2020, without incurring any penalty interest and the continued ability for rate payers to apply for special rate repayment arrangements for those qualifying on financial hardship grounds.
- Introduction of a COVID-19 Community Relief Fund to provide funding to sectors of the community in need.
- Rent and lease relief, and utility subsidies, for sporting clubs and community groups who use Council facilities.

The relief measures above amounted to \$0.49 million in 2019/20.

Council continues to closely monitor the impact of the COVID-19 pandemic and work with the community through these challenging times. Refer to the Annual Financial Report for further information.

Sustainable Capacity Indicators

For the year ended 30 June 2020

	Indicator / measure [formula]	2017	2018	2019	2020	Comments - Material Variations
	Population					
C1	Expenses per head of municipal population [Total expenses / Municipal population]	\$920.18	\$913.67	\$951.72	\$996.46	Over the period, Council manages to deliver high-quality services within a responsible budget at an average of \$945 per head of municipal population. This demonstrates that Council is committed to provide core services and community facilities in a cost effective way.
C2	Infrastructure per head of municipal population [Value of infrastructure / Municipal population]	\$6,398.78	\$6,450.99	\$6,802.18	\$6,856.92	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.
C3	Population density per length of road [Municipal population / Kilometres of local roads]	201.87	205.81	205.83	209.14	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.
	Own-source revenue					
C4	Own-source revenue per head of municipal population [Own-source revenue / Municipal population]	\$918.71	\$910.10	\$954.57	\$948.91	The result reflects Manningham's continual ability to generate revenue from new and different sources to ensure ongoing financial sustainability.
	Recurrent grants					
C5	Recurrent grants per head of municipal population [Recurrent grants / Municipal population]	\$117.47	\$109.33	\$106.30	\$101.69	Over the course of 4 years there is a decrease in average government grants per head of municipal population leaving Council to heavily rely on rates revenue to fund community services and infrastructure needs.
	Disadvantage					
C6	Relative Socio-Economic Disadvantage [Index of Relative Socio-Economic Disadvantage by decile]	10.00	9.00	9.00	9.00	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.
	Workforce turnover					
C7	Percentage of staff turnover [Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100	11.77%	9.92%	9.62%	11.61%	Workforce turnover of 11.61% represents a small increase on the previous year but is still similar to the longer term average.

Definitions

"adjusted underlying revenue" means total income other than:

- (a) non-recurrent grants used to fund capital expenditure; and
- (b) non-monetary asset contributions; and
- (c) contributions to fund capital expenditure from sources other than those referred to above

"infrastructure" means non-current property, plant and equipment excluding land

"local road" means a sealed or unsealed road for which the council is the responsible road authority under the Road Management Act 2004

"population" means the resident population estimated by council

"own-source revenue" means adjusted underlying revenue other than revenue that is not under the control of council (including government grants)

"relative socio-economic disadvantage", in relation to a municipality, means the relative socio-economic disadvantage, expressed as a decile for the relevant financial year, of the area in which the municipality is located according to the Index of Relative Socio-Economic Disadvantage (Catalogue Number 2033.0.55.001)

of SEIFA "SEIFA" means the Socio-Economic Indexes for Areas published from time to time by the Australian Bureau of Statistics on its Internet website

"unrestricted cash" means all cash and cash equivalents other than restricted cash.

Service Performance indicators

For the year ended 30 June 2020

Service/indicator/measure	2017	2018	2019	2020	Comments
Aquatic Facilities					
Utilisation					
AF6 Utilisation of aquatic facilities [Number of visits to aquatic facilities / Municipal population]	4.56	5.68	5.27	3.97	Utilisation of the Aquatic facility significantly decreased compared to 2018-19 with the facility closed between Mid-March to June due to COVID-19. There was a restricted re-opening for a small portion of May/June however utilisation during this time was minimal.
Animal Management					
Health and safety					
AM7 Animal management prosecutions [Number of successful animal management prosecutions]	New in 2020	New in 2020	New in 2020	100%	Manningham Council pursues prosecutions to ensure responsible pet ownership and community safety. This is a new indicator for 2019-20
Food Safety					
Health and safety					
FS4 Critical and major non-compliance outcome notifications [Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] x100	100.00%	99.03%	98.40%	97.48%	Manningham is vigilant in ensuring food premises are followed up after a major or critical non-compliance is observed. Seven premises were followed up outside of the reporting period. This is a slight decline from last year where five premises were followed up outside of the reporting period.
Governance					
Satisfaction					
G5 Satisfaction with council decisions [Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]	58.00	57.00	57.00	57.00	This indicator result is collected through a Community Satisfaction Survey managed by the Victorian Government. Community satisfaction with council decisions was maintained.
Libraries					
Participation					
LB4 Active library borrowers in municipality [Number of active library borrowers in the last three years / The sum of the population for the last three years] x100	15.79%	14.89%	14.74%	14.30%	Library participation was impacted by COVID-19 restrictions, with the libraries closed from late March and reopened with reduced services from mid-June. The method of calculation has changed from previous years including the range of electronic collections counted.
Maternal and Child Health (MCH)					
Participation					
MC4 Participation in the MCH service [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100	76.39%	74.36%	79.67%	76.42%	Manningham Council continues to have strong participation in first home visits. While every effort is taken to engage new families, being a voluntary service, a very small percentage of families request not to have a home visit or do not to enrol in our service at all. Since March 2020, participation rates have decreased due to COVID-19 with limited appointments / staggering for social distancing and delays with appointments due to changes in service delivery.
Participation					
MC5 Participation in the MCH service by Aboriginal children [Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100	94.59%	85.11%	70.97%	82.14%	Manningham Council has experienced an increase in participation based on the previous year. This indicator has a very low number of participants so a small increase in participation will significantly increase the participation result.
Roads					
Satisfaction					
R5 Satisfaction with sealed local roads [Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]	66.00	64.00	66.00	66.00	Manningham Council has maintained a consistent rate of community satisfaction with sealed roads across the last 2 years. This data is collected annually in a Community Satisfaction Survey by an independent research company on behalf of the State Government.

	Service/indicator/measure	2017	2018	2019	2020	Comments
	Statutory Planning					
	Decision making					
SP4	Council planning decisions upheld at VCAT [Number of VCAT decisions that did not set aside council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100	70.97%	64.71%	52.46%	51.35%	Manningham Council has had a decrease in the number of decisions upheld at the Victorian Civil and Administrative Tribunal (VCAT) from the previous year. In 2019-20, 12 of 18 decisions set aside were successfully negotiated at compulsory conference or through outside negotiations with the permit applicant.
	Waste Collection					
	Waste diversion					
WC5	Kerbside collection waste diverted from landfill [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100	53.96%	54.12%	53.24%	56.40%	Manningham has seen an increase in tonnages when compared to 2018/19. Garden waste tonnages were significantly higher due to higher than average rainfall resulting in increased foliage growth.

Definitions

"Aboriginal child" means a child who is an Aboriginal person

"Aboriginal person" has the same meaning as in the Aboriginal Heritage Act 2006

"active library borrower" means a member of a library who has borrowed a book from the library

"annual report" means an annual report prepared by a council under 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

"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

"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

"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 2020

Dimension/indicator/measure	Results			Forecast			Material Variations		
	2017	2018	2019	2020	2021	2022		2023	2024
E2 Efficiency Expenditure level Expenses per property assessment [Total expenses / Number of property assessments]	\$2,302.24	\$2,308.23	\$2,372.49	\$2,479.25	\$2,575.96	\$2,547.60	\$2,597.15	\$2,671.19	Manningham is continuing to deliver quality services in accordance with its long term plan. The focus continues to be on responsible budgeting while providing cost-effective services and delivering infrastructure projects to meet the needs of our community. The increase in 2019/20 is mainly driven by the increased costs to Council due to the COVID-19 pandemic and costs associated with recovery efforts relating to a significant storm event in January 2020.
E4 Revenue level Average rate per property assessment [General rates and Municipal charges / Number of property assessments]	New in 2020	New in 2020	New in 2020	\$1,787.81	\$1,847.66	\$1,871.56	\$1,906.50	\$1,951.39	Manningham's average general rate increase was 2.5 per cent in 2019/20 in line with the Victorian Government's rate cap. Council's forecast future average general rate increases are in line with forecast CPI / rate caps. Rate revenue is a source of funding for a range of Council services and assists in providing funding to maintain and renew over \$2 billion of community assets such as local roads, community buildings, drains, footpaths, playgrounds and sporting facilities.
L1 Liquidity Working capital Current assets compared to current liabilities [Current assets / Current liabilities] x100	199.23%	215.24%	223.02%	196.35%	186.15%	177.61%	172.81%	181.44%	Manningham can comfortably meet all short term financial commitments as and when they arise and is in a sound financial position. The forward year forecasts also indicate that Manningham is expecting to maintain a strong working capital ratio.
L2 Unrestricted cash Unrestricted cash compared to current liabilities [Unrestricted cash / Current liabilities] x100	63.04%	63.67%	37.57%	36.87%	39.68%	45.93%	54.82%	63.89%	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. The forward year forecasts assume that all term deposits will have a maturity of 90 days or less.
O2 Obligations Loans and borrowings Loans and borrowings compared to rates [Interest bearing loans and borrowings / Rate revenue] x100	7.83%	7.53%	7.14%	0.00%	0.00%	0.00%	0.00%	0.00%	Manningham is debt free. \$7.28 million of loan borrowings were repaid in full during 2019/20. No future loan borrowings are proposed in the forecast period.

Dimension/indicator/measure	Results				Forecast			Material Variations	
	2017	2018	2019	2020	2021	2022	2023		2024
O3 Loans and borrowings repayments compared to rates [Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100	0.33%	0.32%	0.30%	6.97%	0.00%	0.00%	0.00%	0.00%	\$7.28 million of loan borrowings were repaid in full during 2019/20. No future loan borrowings are proposed in the forecast period.
O4 Indebtedness Non-current liabilities compared to own source revenue [Non-current liabilities / Own source revenue] x100	7.19%	7.19%	1.13%	3.04%	2.65%	2.31%	1.99%	1.76%	Manningham continues to have a low level of non-current liabilities compared to revenue.
O5 Asset renewal and upgrade Asset renewal and upgrade compared to depreciation [Asset renewal and asset upgrade expense / Asset depreciation] x100	New in 2020	New in 2020	New in 2020	161.28%	147.66%	120.99%	141.35%	126.45%	The 2019/20 result and forecasts from 2020/21 onwards demonstrates Manningham's ongoing commitment to invest in the renewal and upgrade of its existing community infrastructure.
Operating position									
OP1 Adjusted underlying result Adjusted underlying surplus (or deficit) [Adjusted underlying surplus (deficit) / Adjusted underlying revenue] x100	11.35%	10.49%	10.62%	5.69%	2.52%	5.87%	6.41%	7.10%	The 2019/20 result is a strong result despite the financial impact on Council of the COVID-19 pandemic. The surplus assists in funding the annual capital works program, which brings major community benefit. The forecast levels are expected to remain in a healthy range despite the anticipated ongoing financial impact on Council of the COVID-19 pandemic in 2020/21.
Stability									
S1 Rates concentration Rates compared to adjusted underlying revenue [Rate revenue / Adjusted underlying revenue] x100	74.24%	76.06%	76.30%	78.61%	80.19%	80.13%	80.39%	80.43%	Manningham receives a low level of grants allocation and hence heavily relying on rate revenue for the delivery of high-quality services and infrastructure to the community.
S2 Rates effort Rates compared to property values [Rate revenue / Capital improved value of rateable properties in the municipality] x100	0.20%	0.20%	0.17%	0.20%	0.19%	0.20%	0.20%	0.21%	The ratio highlights Manningham's relative low rate burden on its community when compared to property value.

Retired measures Service / indicator / measure	Results			Comments
	2017	2018	2019	
Animal Management				
Health and safety				
AM4 Animal management prosecutions [Number of successful animal management prosecutions]	17	6	7	This measure was replaced by AM7 from 1 July 2019.
Efficiency				
Revenue level				
E1 Average residential rate per residential property assessment [Residential rate revenue / Number of residential property assessments]	\$1,869	\$1,911	\$1,961	This measure was replaced by E4 from 1 July 2019.
Obligations				
Asset renewal				
O1 Asset renewal compared to depreciation [(Asset renewal expense / Asset depreciation) x100]	123.60%	96.53%	87.46%	This measure was replaced by O5 from 1 July 2019.

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.

"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*

"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

Glossary

Advisory committee	A committee that assists council with the decision-making process and has a Councillor representative to assist with the consultation process
Advocacy	Publicly supporting or recommending programs or services on behalf of our community to other tiers of government or service providers for community benefit
Annual Report	An annual report prepared by a Council under sections 131, 132 and 133 of the <i>Local Government Act 1989</i>
Asset expansion expenditure	Expenditure that extends the capacity of an existing asset to provide benefits to new users at the same standard as is provided to existing beneficiaries
Asset expenditure type	These types of asset expenditure: <ul style="list-style-type: none"> • asset renewal expenditure • new asset expenditure • asset upgrade expenditure • asset expansion expenditure
Asset renewal expenditure	Expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability
Asset upgrade expenditure	Expenditure that: <ul style="list-style-type: none"> • enhances an existing asset to provide a higher level of service; or • increases the life of the asset beyond its original life
Best value	State legislation that requires Council to review services to ensure community expectations and value for money
Budget	Council's originally published budget detailing the projected income, expenditure and financial position of council
Capital expenditure	The expenditure on items which are expected to produce future economic benefits for Council with a useful life in excess of 12 months
Capital improved value	The market value of the property at the date of valuation including the value of the land and all improvements built on the land
Capital Works Program	Program of scheduled infrastructure works generally encompassing capital works for road, drainage and building assets
Capitalisation	The process whereby expenditure is charged to an account in the statement of financial position rather than to an expense account
Council Plan	The four-year plan for how we will deliver our nine strategic objectives

Community grants	Council allocates a sum of money for our Community Development Community Grants program as part of the annual budget process. The funding supports not for profit community organisations in Manningham
Community Satisfaction Survey	The survey the state government requires Councils to conduct once a year to gauge the level of community satisfaction with our services
Cultural diversity	Celebrating our community's many different cultures expressed through language, tradition, religion, dress, arts, dance and lifestyle
COVID-19	Coronavirus disease (COVID-19) is an infectious disease caused by a newly discovered coronavirus.
Community Care Program	Home and Community Care (HACC) and the Commonwealth Home Support programs established under Agreements entered into with the Australian and State Governments support people who are frail, have a disability and their families
Community care service	Provides a range of services including domestic assistance, personal care, community respite and delivered meals which assists clients to maximise their independence in the community
Governance	Council's responsibility for the economic and ethical performance of the municipality
Infrastructure	The stock of fixed capital equipment, including roads, public buildings, footpaths, etc.
Key performance indicator	A significant measure used on its own or in combination with other key performance indicators to monitor how well a business is achieving its quantifiable objectives
Liquidity	The ratio of current assets to current liabilities as a percentage that shows how much cash we have on hand
Local Government Model Financial Report	The Local Government Model Financial Report published by the Department from time to time including on the Department's website
Local law	The laws adopted by Council that prohibit, regulate and control activities, events, practices and behaviours within Manningham
Local roads	The municipal road network which is maintained by Manningham Council
Manningham Matters	The Council newsletter we deliver to all Manningham homes and businesses which provides residents with information about local activities.
Manningham Planning Scheme	Outlines state and local planning policies including zones, overlays and other provisions
Material variations	Significant changes to a development application, such as those that impact neighbouring properties, alter the description of the development or would affect objections to the original proposal.
Maternal and Child Health (MCH) Service	Service provided by a Council to support the health and development of children within the municipality from birth until school age

Municipal Association of Victoria (MAV)	The lobbying body for Victoria's 79 councils
New asset expenditure	Expenditure that creates a new asset that provides a service that does not currently exist
Non-current assets	All assets other than current assets
Non-recurrent grant	A grant obtained on the condition that it be expended in a specified manner and is not expected to be received again during the period covered by a Council's Strategic Resource Plan
North East Link Project (NELP)	The largest road project in the state's history, which will involve seven years of planning, design and construction. It is the biggest infrastructure project to affect Manningham's municipality.
Performance indicator	A statistic identifying the extent of activity in meeting a specific objective
Performance statement	The performance statement prepared by a Council under section 131 of the Act
Principal Accounting Officer	The person designated by a Council to be responsible for the financial management of the Council
Recurrent grant	A grant other than a non-recurrent grant
Report of operations	The report outlining details of Council operations prepared under section 131 of the Act
Reserves	Monies set aside in the statement of financial position for specific purposes in accordance with statutory and discretionary principles
Revised budget	The revised budget prepared by a Council under section 128 of the Act
Risk management	A policy and process for identifying business risks and controlling the likelihood and/or impact of a risk event occurring
Strategy	A plan of action intended to accomplish specific objectives
Statement of Capital Works	A statement of capital works prepared in accordance with the Local Government Model Financial Report
Statement of Human Resources	A statement that shows all Council staff expenditure and the number of full time equivalent Council staff
Sustainable	How we meet present-day needs without compromising future generations' ability to meet their needs
Themes	The overarching strategic objectives or focus areas of Council, as outlined in the Council Plan
Triple bottom line	Measures community well-being by assessing the economic, social and environmental considerations
Vision	A description of the future we aim to achieve for our city and community
Ward	The delineation of a district within a municipality for the purposes of administration and representation
Wellbeing	A general term to encompass health, happiness, welfare, security, comfort, quality of life and a sense of belonging

Abbreviations

AAS	Australian Accounting Standard
ABS	Australian Bureau of Statistics
AMS	Asset Management Strategy
CALD	Culturally and Linguistically Diverse
CEO	Chief Executive Officer
Cr	Councillor
EBA	Enterprise Bargaining Agreement
EMT	Executive Management Team
EO	Equal Opportunity
HACC	Home and Community Care
LGPRF	Local Government Performance Reporting Framework
MAV	Municipal Association of Victoria
MCH	Maternal Child Health
NDIS	National Disability Insurance Scheme
NELP	North East Link Project
OHS	Occupational Health and Safety
SBS	Strategic Briefing Session
UNHCR	United Nations High Commission for Refugees
VEC	Victorian Electoral Commission

Index

A

Abbreviations	261
Achievements	58, 86, 107, 121, 129
Animal management	75
Aquarena Aquatic and Leisure Centre	174
Assembly of Councillors	151
Asset management	167
Assets	16, 114

C

Capital investment	17
Carers recognition	174
Code of conduct	150
Committees	148
Conditions of employment	35
Contracts	174
Council meetings	142, 147, 148, 152
Council Plan	3, 48, 50, 51, 52, 54, 62, 88, 109, 121, 135, 154, 170, 176, 258, 264
Council wards	25
Councillor allowances	151
Councillor expenses	152
Councillors	26, 28, 146, 151, 154, 157, 158, 182, 185
COVID-19	12, 14, 16, 18, 38, 40, 45, 147, 159, 241

D

Decisions	147
Domestic Animal Management Plan	177

E

Employee code of conduct	156
Expenditure	15, 16, 153

F

Food safety	76
Fraud and corruption control	159

G

Glossary	258
Governance	128, 140, 147, 154, 169
Governance framework	146

H

HACC	255, 261
Healthy community	41, 54, 56, 62, 66, 68, 82, 88, 90, 92, 108, 110, 122, 134, 136
Home and Community Care	255, 261

I

Income	14
Information privacy	176

L

Liabilities	16
Libraries	79
Liquidity	17, 259

M

Management	74, 154, 157, 162
Maternal and Child Health	78, 259
Message from our Mayor	12

N

NELP	260, 261
Net worth	16

O

Occupational Health and Safety	261
Operating position	14
Our history	24
Our mission	4
Our people	24,33
Our strategic direction	4
Our suburbs	25
Our vision	4

P

Performance statement	244
Planning and reporting framework	48
Population	56

R

Resilient environment	4, 55, 65, 70, 89, 90, 92, 94, 105, 109, 110, 111, 114, 115, 118, 135, 137
Reward and recognition	36
Risk management	160, 260
Road Management Act	178
Roads	101

S

Senior officers	34, 154
Statement of Capital Works	184
Statutory planning	100
Strategic briefing sessions	148

V

Vibrant and prosperous economy	4, 66, 77, 89, 91, 92, 94, 110, 112, 119, 123, 124, 126, 127, 136, 137
--------------------------------	--

W

Waste	114, 115, 116
Welcome	3
Well-governed council	94, 110, 112, 124, 128, 135, 136, 137, 139, 143

Y

Year ahead	81, 102, 116, 126, 142
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Thank you

Thank you for reading Manningham Council's Annual Report 2019/20. We hope that this report has given you a good understanding of our achievements and performance over the 12 months from 1 July 2019 to 30 June 2020. We value your feedback. You can provide this to us by contacting us.

Annual Report 2019/20

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 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 highlights the important 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.






Manningham Council acknowledges the Wurundjeri people as the traditional custodians of the land now known as Manningham. We pay our respects to Wurundjeri Elders past and present, and value their ongoing contribution to our heritage and our community.

Contact Information

View this annual report online at
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
-  manningham.vic.gov.au
-  yoursaymanningham.com.au



Email us

-  manningham@manningham.vic.gov.au


Call us

-  03 9840 9333


Meet us

-  **Manningham Civic Centre**
699 Doncaster Road
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-  **Council Depot**
Corner Blackburn and Warrandyte Roads
Doncaster East

Write to us

-  Manningham Council
PO Box 1
Doncaster Vic 3108

Access our interpreter service

-  9840 9355


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Interpreter service **9840 9355**

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