



13 14 ANNUAL REPORT



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Annual Report 2013/2014

We are proud to present our 2013/2014 Annual Report. This report provides a comprehensive account of our achievements, our challenges, our aspirations for the future and our commitments to the community. It details our performance against our strategic objectives outlined in the Council Plan 2013-2017 and provides an analysis of our financial performance. Most importantly, this report demonstrates the breadth of our operations and the diversity of services delivered on a daily basis to the Manningham community.

Where to get a copy

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

Why we have an Annual Report?

Council sees the Annual Report as a key tool to keep residents, businesses, employees and potential employees, State and Federal governments, peak bodies, community groups and organisations informed about its performance and future direction. Along with this, there is a requirement in the *Local Government Act 1989* for all councils to present an Annual Report to the Minister for Local Government by 30 September each year.

1. Introducing our Council

In this section

- Introducing our Council
- About our City
- Mission, vision and values
- Facts and figures

Manningham's four library branches – Bulleen, Doncaster, The Pines and Warrandyte – prove to be popular with the community. In 2013/2014, a total of 607,613 people took the opportunity to visit and explore our library branches, which provided 1,116,120 loans, 59,966 reference inquiries, and 190,159 public computer and wi-fi sessions.



1. Introducing our Council

Our Council

Through its nine Councillors and staff of 727, Manningham Council provides a wide range of services and infrastructure to residents and is responsible for the effective management of \$2 billion (including land) of infrastructure assets across an area of 114 square kilometres in Melbourne's north eastern suburbs.

Our mission

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

Our vision

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

Our values

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

There are 11,198 dogs and 4,335 cats registered in Manningham. To encourage responsible pet ownership, Council provides a range of services, including leash free exercise areas, like the one at Aranga Reserve, a lost pets register, animal shelter and cattery, and information on registration and microchipping.



About our City

The City of Manningham was created in 1994 as a result of a restructure of Melbourne's local government boundaries to contain the former City of Doncaster and Templestowe, but with Ringwood North ceded to the new City of Maroondah and Wonga Park annexed from the former Shire of Lilydale.

The name Bulleen, a nearby suburb, was proposed for the new municipality as it was the name of the shire predating the City of Doncaster and Templestowe. Some residents believed the name was too localised, so the name of one of the major roads – Manningham Road – was adopted. Manningham Road is named after a region in West Yorkshire, England, just as the name Doncaster is also from Yorkshire.

Our history

Manningham is a City with stories to tell; many of our natural landmarks and buildings reflect the development of the region from Aboriginal habitation through to the arrival of the first European settlers in the 1830s.

From significant Indigenous sites like the Bolin Bolin Billabong, the ancient river red gums framing much of the Yarra River and remnant orchard windbreaks, to the buildings and structures that stand testament to Manningham's pioneering days, Manningham has a wide and varied history.

Manningham was originally part of the Wurundjeri nation's territory. In the summer months the Wurundjeri would inhabit the banks of the Yarra River and in winter move to the Dandenong Ranges for shelter, stopping by Bolin Swamp, now known as Doncaster/Bulleen to fish for eel or hunt for food along the way.

The first European settlers arrived in the 1830s, growing wheat, vegetables and grapes before eventually planting orchards throughout the region in the 1850s. The peak of fruit production was reached in the 1920s, with more than 2,428 hectares under cultivation.

Schramms Cottage is a beautifully preserved example of the area's pioneering days. The area's first primary school, built in 1886, now houses the Doncaster Playhouse Theatre. Interpretive signs and sound posts along the Doncaster Hill Heritage Trail tell the story of how early pioneers built a life for their families.

The district's real windfall came with the discovery of gold in Warrandyte and by 1851 thousands of fortune hunters were trying their luck panning the streams and digging the rich soil around Harris Gully. The Gold Soundposts Trail, comprising six soundposts, tell the stories of the township's struggling pioneers and its goldmining past.

Manningham also has a rich cultural background through the artistic tradition of painters and potters, its association with Australia's first significant art movement, the Heidelberg School, and the early modernist group that formed around Heide Museum of Modern Art in the mid 20th Century. Their stories are told as part of the Heidelberg School Artists Trail.

By the 1950s the decline of the fruit industry began and continued relentlessly as new residential areas close to Melbourne were sought by land agents and developers for new housing estates.

From the 1950s, there was significant residential development in areas such as Bulleen, Doncaster and Templestowe Lower. This development continued into the 1980s as Doncaster East, Templestowe and Donvale experienced rapid growth. Population growth is expected in the future, largely from the development of the Doncaster Hill urban village.

Introducing Our Council

Our facts and figures

Fast facts

- Estimated resident population of Manningham: 116,958
- Rateable properties within the city: 46,459
- Allocated operating budget in 2013/2014: \$100 million
- City of Manningham area: 114km²
- Number of registered businesses: 26,264
- Capital works completed to the value of \$28.904 million.

Recreational facilities

- More than 100 recreation and sporting facilities including stadiums, pavilions, fields, courts and community venues
- 46 sporting reserves and facilities
- One regional aquatic and leisure centre
- 154 play spaces
- Two BMX and two skateboard facilities
- Extensive shared trail network catering for walking, jogging and cycling.

Parks and natural areas

- Manningham has one of the largest networks of open space in metropolitan Melbourne - 19.8km², representing 17 per cent of the area of the municipality
- 300 parks and reserves covering more than 1,200 hectares
- Parks of State significance: one State Park (Warrandyte State Park) and two other Victorian managed parklands (Yarra Valley Parklands and Mullum Mullum Park)
- Home to 22 per cent of Victoria's known plants, including 11 species of State significance and four of national significance
- Significant waterways include the Yarra River and the Ruffey, Andersons, Koonung, Mullum Mullum and Jumping Creeks.

Roads, Footpaths and Drains

- Freeways/tollways: 13 kilometres
- State highways: 2 kilometres
- Declared arterial roads: 72 kilometres
- Local roads: 592 kilometres
- Footpaths: 857 kilometres
- Drains: 1,037 kilometres
- Kerb and channel: 869 kilometres
- Bicycle paths: 75 kilometres

Community facilities

- Maternal and child health centres: 8
- Preschools: 26
- Senior citizen centres: 3
- School crossings: 36
- Library branches: 4
- Community centres: 7
- Neighbourhood houses: 6

Our community

- 51.4 per cent are female, 48.6 per cent are male
- Median age 42 years
- Almost one in five residents are aged 65 years and over
- Children 0-14 years of age make up 16.4 per cent of the population
- 36.5 per cent were born overseas, with China and Italy providing the highest representation
- 38.8 per cent, almost four out of ten, speak a language other than English at home. Almost 15 per cent speak a Chinese dialect at home.

Sources: Australian Bureau of Statistics (ABS), 2011 Census of Housing and Population; Manningham i.d Community Profile and Economic Profile 2011 (www.manningham.vic.gov.au/profile); 2013/2014 Council Budget; and Manningham Council website

2. Year in Review

In this section

- Mayor's message
- Chief Executive Officer's overview
- Overview of Financial Performance
- Summary of our performance

Manningham has four indoor stadiums and 46 sporting reserves and facilities (such as pavilions) that cater for a variety of sport and recreational opportunities, such as hockey, soccer, cricket, basketball, AFL and baseball to name a few.



Mayor's message



On behalf of my fellow Councillors it gives me great pleasure to present the 2013/2014 Manningham Annual Report. The last 12 months has been an exciting, positive and inspired time for the City of Manningham and this Annual Report represents the achievements of Council at the midpoint of its four year term and the first year of a new Council Plan that has a strong emphasis on improving service delivery, providing an enhanced sense of community and wellbeing, investing in infrastructure, and protecting our environment.

As a Council, we are committed to working together to meet the community's ever changing needs and expectations and with careful financial management we have been able to balance the provision of services, the creation of new infrastructure and maintenance of existing valuable community assets.

I am pleased to report that Council's overall financial position remains strong. Please refer to the Financial Summary, starting on page 10.

One highlight of the many quality infrastructure improvements during the year is the \$2.65 million redevelopment of the Warrandyte Community Centre and I am very pleased that everyone is benefiting from the improved facilities and the enhanced range of programs and services on offer. Others include:

- Completion of a review of the Manningham Planning Scheme which sets out policies and provisions for the use, development and protection of land in our municipality
- Development of a draft management plan for Mullum Mullum Reserve and concept plans for a multi-use highball facility to address the shortage of sports courts in the City
- Endorsement of a new Open Space Strategy to set a vision for an accessible and well connected open space network
- The launch of a new and cutting edge Drupal powered open source website, ushering in a new standard of web development for local government in Victoria
- The continued support of the health and wellbeing of the community with Council endorsing its Healthy City Plan 2013-2017
- Council adopted the Manningham Bicycle Strategy 2013 to guide the future development of Manningham's bicycle network.

The strength of local government and especially this Council is how closely it works with the community and leadership, advocacy and community support were major priorities during the year.

This was brought to the forefront in February 2014, with the community pulling together in assisting the families and the local community to recover from the impact of the Warrandyte fires. They were very stressful times for the families who have been impacted on, but situations such as this, have a way of bringing people closer together.'

On behalf of Council I would like to offer our heartfelt thanks to the emergency services personnel and Council staff who worked tirelessly to ensure that the appropriate assistance, support and care was available during the recovery period.

Cr Jim Grivokostopoulos
Mayor

Chief Executive Officer's overview



The past year has provided me with great pride in what has been achieved for our community and reinforced Council's commitment to continue to deliver programs, services and works that enhance the lives of our community.

The 2013/2014 Annual Report is the first opportunity to report on our progress of the 2013-2017 Council Plan that has a strong emphasis on driving innovation and improving service delivery.

Quality, Value and Innovation

Council is implementing a continuous improvement framework to empower staff to creatively and effectively work together to improve how Council interacts and works with, and for, the community.

I am pleased to report that the first round of continuous improvement projects has been undertaken. They looked at a range of initiatives, including:

- Streamlining the processing of customer requests and feedback
- Investigating new payment options to allow customers to pay for more transactions online.

Organisational change

Another key focus of the year has been positioning the organisation to better meet the challenges of the future by improving organisation culture, systems and processes.

With this in mind the new Shared Services Directorate has been incorporated into the organisational structure bringing Human Resources, Information Technology, and Communication and Marketing teams under the leadership of the newly created role of Director – Shared Services.

This directorate's role is to facilitate a range of activities critical to improving organisational effectiveness both internally and externally.

The new directorate also includes a new Project Management Office, established to manage major organisational projects and develop and deliver a suite of project management guidelines, processes and methods across the organisation.

Our people

I would also like to take this opportunity to acknowledge the work and dedication of our Councillors, staff, volunteers and community because it is by working together that we will make Manningham a better place to live, work and visit.

By definition continuous improvement is gradual and never ending and I look forward with great optimism for what the next year will bring our wonderful community.

A handwritten signature in black ink, appearing to read 'J. Carbone', written over a light grey background.

Joe Carbone

Chief Executive Officer

Overview of Financial Performance

Financial Planning and Accountability Framework

Manningham Council is committed to sound financial management and responsible stewardship of the community's assets to ensure long term sustainability.

Council's 10 Year Financial Strategy sets down the principles for financial management, together with financial performance goals and targeted outcomes for the years ahead.

Council's financial performance targets are documented in the Financial Strategy, resourced through its budgets and audited outcomes are reported to the community through the annual report.



Financial Overview 2013/2014

Council continues to maintain a strong financial position. A summary of Council's performance is outlined below. Detailed information relating to Council's financial position and performance is included within the Financial Statements and Standard Statements section of this Annual Report (pages 82 to 142).

Council's strong financial position will support the delivery of infrastructure and services for our community into the future.

2013/2014 Finance Outcomes	Actual (\$ million)	Budget (\$ million)	Movement (\$ million)	
Operating surplus for the year	\$13.20	\$9.92	\$3.28	↑
Capital works program	\$28.90	\$35.54	\$6.64	↓
Net assets	\$1,605.3	\$1,152.6	\$52.7	↑
Revenues	\$114.09	\$110.22	\$3.87	↑
Expenditure	\$100.90	\$100.30	\$0.60	↑
Cash assets	\$42.52	\$30.43	\$12.09	↑
Borrowings	\$7.28	\$7.28	\$0	-

Operating surplus

Council's operating surplus of \$13.20 million for 2013/2014 was \$3.28 million favourable to Council's adopted budget of \$9.92 million.

The operating surplus includes funds raised through rates and charges to fund Council's extensive capital works program. As part of Council's long term strategy to meet the community asset renewal and upgrade needs, at least 33 per cent of each year's rate revenue is applied to capital. Without a strong surplus, Council would not be in a position to meet the community needs and expectations to renew and enhance community assets such as roads, drains, community buildings and sports and recreation facilities.

Income

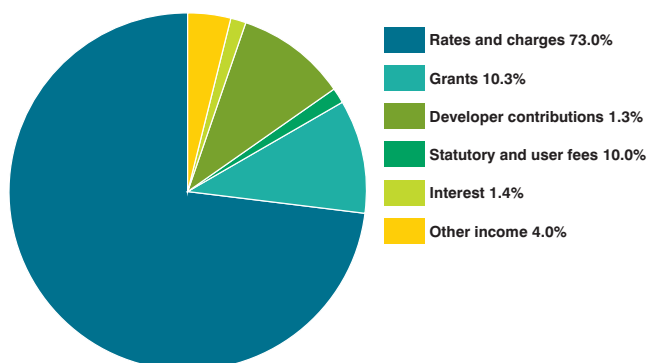
A breakdown of Council's sources of income is shown in the graph below. Council remains dependant on rates and charges as its major source of income to fund community services, and the renewal and upgrade of community assets. Other key sources of income include Government grants \$11.7 million (10.3 per cent of total income) and statutory and user fees of \$11.5 million (10.0 per cent).

Total income for the 2013/2014 financial year was \$114.09 million, \$3.87 million or 3.5 per cent above budget. The main factors contributing to the increase include:

- Land assets transferred to Council from VicRoads of \$2.72 million
- Additional operating grants of \$0.75 million; including \$0.43 million for the provision of Aged Care services
- User charges and fees of \$0.56 million
- Royalties associated with the partial fill of Council's former quarry of \$0.45 million.

Partly offsetting the favourable variance is a decrease in capital grants of \$1.18 million during 2013/2014. This mainly relates to a \$1.0 million capital grant for the Aquarena Leisure Centre redevelopment budgeted for 2013/2014 and now forecast to be received in 2014/2015.

Operating Income 2013/2014

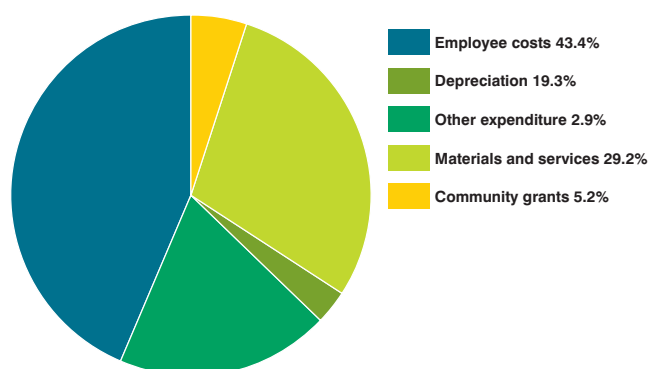


Expenditure

Total expenditure for the 2013/2014 financial year was \$100.90 million, \$0.60 million or 0.6 per cent above budget. The expenditure variance mainly relates to expenditure of \$1.04 million budgeted in the capital works program that has been classified as non capital and transferred to operating expenditure.

A breakdown of Council's expenditure is shown in the graph below.

Operating Expenditure 2013/2014



Capital Investment

During 2013/2014, Council invested \$28.90 million in renewing and upgrading community assets throughout the municipality (of this amount \$27.93 million was capitalised). The major categories of capital works were roads and drains (\$11.37 million), community buildings, parks and recreation facilities (\$9.85 million) and enhancing our streetscapes and open spaces (\$3.05 million). For further information on key capital projects delivered during 2013/2014 please refer to page 35 in this Annual report.

Financial Position

Council's net worth (assets less liabilities) increased by \$88.7 million during to 2013/2014 to \$1.605 billion.

The increase is mainly attributed to a 7.3 per cent or \$60.3 million increase in the value of Council's land assets, and Council's extensive \$28.9 million investment in renewing and upgrading community assets through the capital works program.

During 2013/2014 Council borrowed \$7.9 million to fund its share of the Vision Super defined benefits superannuation shortfall. Principal repayments of \$621,000 were made during the year resulting in a total Council loan liability of \$7.279 million at 30 June 2014.

Financial Sustainability

Council is required to disclose a range of financial ratios in its financial statements (see note 44 of the financial statements). These ratios help the reader of Council's financial report to understand the financial health of Council.

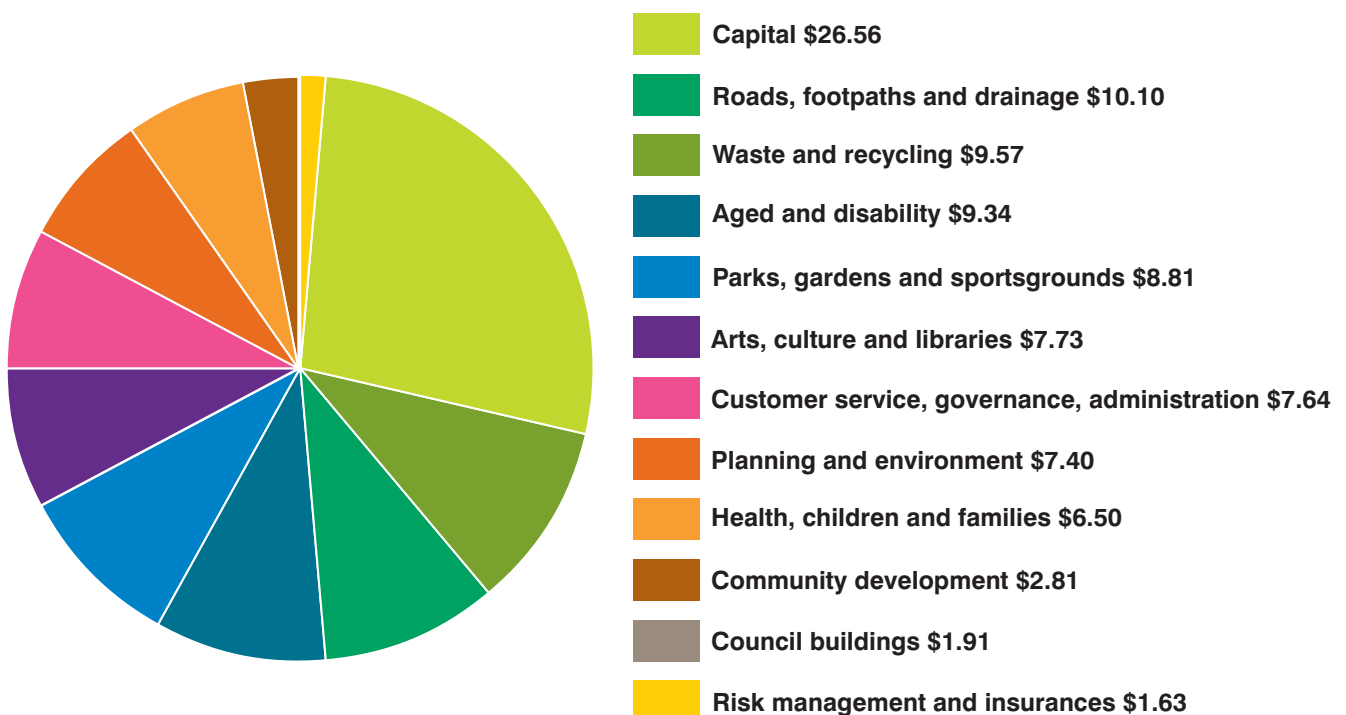
Each year the Victorian Auditor-General (VAGO) undertakes a financial sustainability assessment of all councils in Victoria. The assessment looks at six key financial sustainability indicators and provides an overall assessment of risk (either low, medium or high risk). The six key indicators and Council's achievement for 2013/2014 is detailed in the following table:

Indicator	VAGO Low risk target	Council achievement 2013/2014	Council's forecast risk rating
Underlying result ratio	Greater than zero	8.9%	Low
Working capital ratio	Greater than 150%	190.3%	Low
Indebtedness ratio	40% or less	8.4%	Low
Self financing ratio	20% or more	19.4%	Medium
Investment gap ratio	150% or more	143.2%	Medium
Capital renewal gap ratio	100% or more	101.1%	Low
Overall all rating			Low

Council is again forecasting a "low risk" rating Council in terms of financial sustainability. This is the tenth year in a row that Manningham has achieved the highest rating by the Victorian Auditor-General's Office.

Services that Council delivered for every \$100 of expenditure

In responding to community needs, Manningham Council provides over 100 services. For every \$100 of expenditure, Council delivered the following services during 2013/2014.



Summarising our 2013/2014 performance

This scorecard summarises progress of our annual performance measures in relation to the implementation of Year 1 of the 2013-2017 Council Plan.

Our community spirit	Enjoy and protect our natural spaces
More information on page 23	More information on page 27
<p>Achievements</p> <ul style="list-style-type: none"> Completed a review of the Municipal Emergency Management Plan Developed a draft Access and Equity Strategy 2013-2017 which has, for the first time, brought together a number of Council policy areas and strategies (e.g. disability, early years) Endorsed the Healthy City Plan 2013-2017 Healthy Lifestyle Week celebrated its 20th year and close to 200,000 people have taken part since its inception A draft management plan for Mullum Mullum Reserve including concept plans for a five court highball facility were put out for public exhibition. 	<p>Achievements</p> <ul style="list-style-type: none"> COFELY Australia appointed as the preferred provider for District Energy Services for the Doncaster Hill Activity Centre Endorsed a new Open Space Strategy Commenced a bundled green waste service together with the 'at-call' hard waste service Ranked the number one Council across metropolitan Melbourne for diverting waste from landfill More than 10,000 shrubs / trees planted in bushland areas.
<p>Challenges</p> <ul style="list-style-type: none"> Continuing to reach the whole community to instil a sense of personal responsibility for safety in respect of potential emergencies/disasters Manningham's highball sporting facilities are under increasing pressure to meet the growing demand from local sports clubs Communicating with people in our linguistically diverse community with limited government funding available to access interpreter services in areas of high demand (e.g. maternal and child health). 	<p>Challenges</p> <ul style="list-style-type: none"> The Bushland Management Strategy is an ambitious strategy and is reliant on an increase in funding for bushland management to offset slow and ongoing decline in bushland quality and extent Reductions in energy use and greenhouse gas emissions are greatly affected by policy settings at the State, Federal and global level, such as through the setting of renewable energy targets and carbon pricing Development of a Local Water Policy delayed following a change in State Government direction.
<p>Result</p> <p>Council Plan actions completed: five out of five</p> <ul style="list-style-type: none"> six cultural events delivered to 14,670 people 61 per cent residents feel part of the community 116 food premises issued Five Star Food Safety Award. 	<p>Result</p> <p>Council Plan actions completed: eight out of nine</p> <ul style="list-style-type: none"> 56.11 per cent household waste diverted from landfill 10,750 trees/shrubs planted 4,968 people participated in sustainability programs.

Year in Review

Getting from place to place

More information on page 31

Achievements

- Developed a Mode Shift Plan for Doncaster Hill to encourage greater use of public transport and walking and cycling
- Adopted the Manningham Bicycle Strategy 2013
- Continued advocacy efforts for Doncaster Rail through the Doncaster Rail Advocacy Steering Committee (DRASC), including collecting an extra 1800 signatures on the Doncaster Rail petition
- Constructed 2.4 kilometres of new shared/bicycle paths, and 1.9 kilometres of new footpaths.

Challenges

- Council is still awaiting the release of the final 'Doncaster Rail Recommendations Report' by the State Government and commencement of Stage Two of the Doncaster Rail Study
- High demand for public transport continued to put pressure on both the road network and bus system in Manningham.

Result

Council Plan actions completed: three out of three

- 7.5 per cent residents travel on buses
- 17.2 per cent people can get to where they need to go without using a car if they choose.

Planning for where we live

More information on page 34

Achievements

- Reviewed the Manningham Planning Scheme
- Minister for Planning approved Amendment C105, to introduce three new residential zones – the Neighbourhood Residential Zone, General Residential Zone and Residential Growth Zone into the Planning Scheme
- Retained the minimum subdivision size of 0.4ha for Manningham's Low Density Residential Zone
- Issued planning permits for five major developments in Doncaster Hill, which together, comprise 952 apartments
- Finished Stage 3 of the Aquarena Master Plan
- Completed road and reseal works totalling \$2.63 million
- Continued implementation of the Drainage Strategy with \$1.61 million in works completed
- \$2.3 million redevelopment of the Warrandyte Reserve sports pavilion completed
- Installed/replaced five playgrounds, including Hertford Reserve and Valepark Reserve
- Completed streetscape works along Yarra Street, Warrandyte.

Challenges

- Delays encountered in delivering a number of capital works projects resulting in the delivery target not being met and being carried forward into the new year
- A drainage scheme for Melbourne Hill Road, Warrandyte continues to be debated by Councillors to find the most equitable way forward
- Determining planning applications within the statutory 60 days
- Protecting and enhancing the municipality's highly valued characteristics while recognising the need for change.

Result

Council Plan actions completed: seven out of seven

- 75 per cent planning applications determined within 60 statutory days
- 65 out 81 Capital Works Projects delivered
- 246 building permits issues for single dwellings, multi unit developments and apartments
- 61,900m² of Council roads resealed.

Everything we need is local

More information on page 38

Achievements

- The new Warrandyte Library at the Warrandyte Community Centre opened in August 2013
- Completed refurbishment of Tunstall Square Children's Services Centre
- 81 per cent of all actions in the Economic Development Strategy are now completed
- Expanded the Business Development Program, delivering 55 events to 1,395 attendees
- Launched the Manningham 500 Project to help local businesses improve their productivity
- Completed Stage 1 of the Jackson Court Activity Centre upgrade.

Challenges

- Federal Government not committing to funding an additional five hours for kindergarten students beyond December 2014
- Minimising the impact on Home and Community Care (HACC) clients with proposed changes to the funding of HACC services from July 2015.

Result

Council Plan actions completed: three out of three

- 713,135 visits to Aquarena
- 607,613 visits to Manningham libraries
- 174,415 hours of Home and Community Care provided.

Council leadership and organisational performance

More information on page 42

Achievements

- Launched a new and cutting edge Drupal powered open source website
- Undertook the first round of Continuous Improvement projects to enhance service delivery to the community
- Completed a review of the Community Development Grants Program and Service Agreements to enhance community funding
- Implemented a new performance reporting system, Interplan, to provide quality reporting to the community.

Challenges

- Attracting and retaining talented employees remains a key priority
- Introduction of a new Local Government Reporting Framework
- Uncertainty about the future level of economic activity, interest rates, and policy initiatives of the State and Federal governments.

Result

Council Plan actions completed: five out of six

- operating surplus of \$13.20 million
- 30,684 customer service requests actioned
- Performance index rating of 66 for overall performance*
- Performance index rating of 61 for advocacy*
- Performance index rating of 60 for community engagement*.

* The source for the results is the 2014 Local Government Satisfaction Survey. All the results were either higher or the same as the State-wide and Outer Metropolitan Melbourne Council averages.

3. Civic Leadership

In this section

- About Council
- Our Councillors
- How we govern our City

Council offers a range of services to support families, including child care advices, Maternal and Child Health, preschool and kindergarten information, along with guidance on immunisation. In 2013/2014, our Maternal and Child Health Nurses supported 1,039 new births, while our Immunisation Nurses administered more than 8,000 vaccines.



About Council

The City of Manningham is divided into three wards (Heide, Koonung, and Mullum Mullum) with three Councillors elected to represent each ward. Councillors are elected by the community for a four year term. Together, the Councillors develop the strategies and policies, and make the key decisions to help shape how our City will develop in the future.

Holding elections

Council elections are held every four years with the most recent held on 27 October 2012. Manningham's election was conducted by postal vote in accordance with a resolution of Council. The Victorian Electoral Commission (VEC) conducted the election. The next Council elections are due in October 2016.

Electoral representation

Each ward currently contains around 30,000 voters. The current boundaries were drawn following an independent review of Council's electoral representation structure in 2007. The next independent review of Council's electoral representation structure is due before the 2016 elections.

Heide Ward

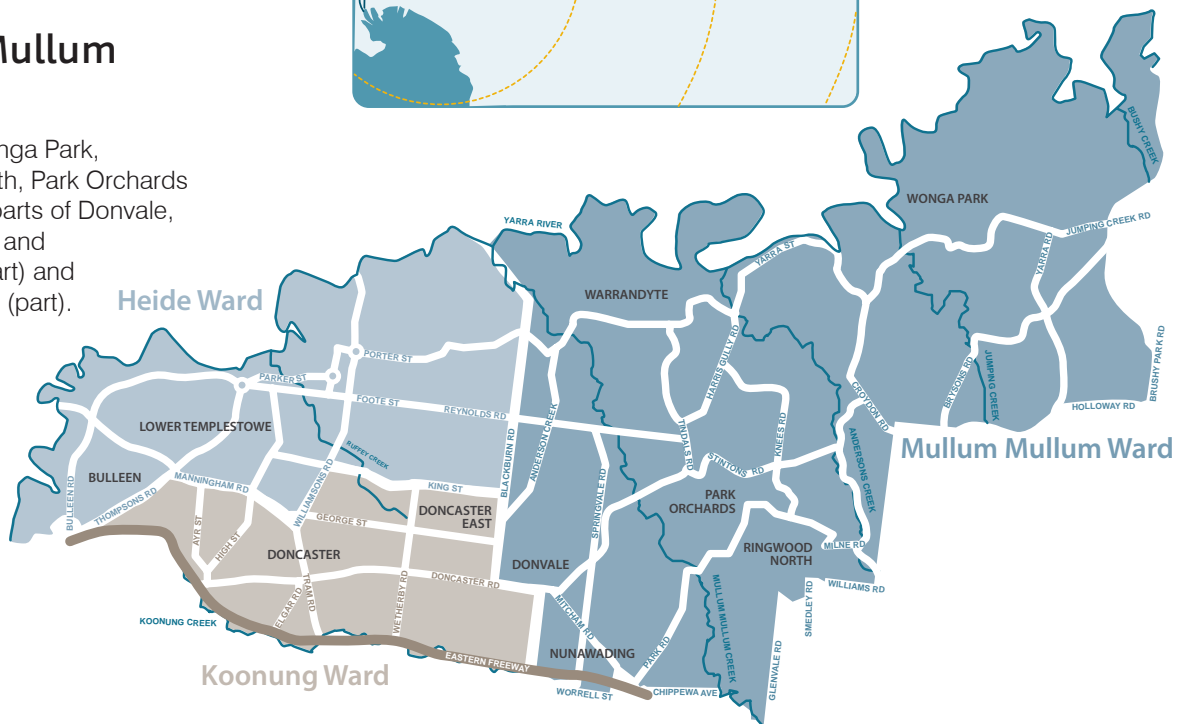
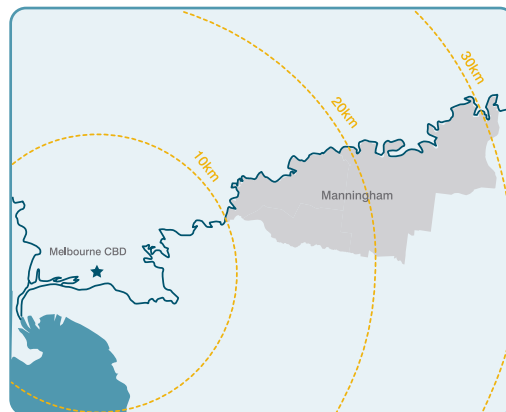
Bulleen, Templestowe and Lower Templestowe.

Koonung Ward

Doncaster and Doncaster East (south of Doncaster Road).

Mullum Mullum Ward

Warrandyte, Wonga Park, Warrandyte South, Park Orchards and significant parts of Donvale, Doncaster East, and Nunawading (part) and Ringwood North (part).



Civic Leadership

Our Councillors



HEIDE



Cr Geoff Gough

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phone 0412 345 081



Cr Jim Grivokostopoulos (Mayor)

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MULLUM
MULLUM



Cr Meg Downie

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Cr Sophy Galbally (Deputy Mayor)

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phone 0409 417 369



Cr Paul McLeish

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manningham.vic.gov.au
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Explanatory note

At the Council Meeting on 12 November 2013, Cr Jim Grivokostopoulos was elected Mayor and Cr Sophy Galbally was elected as Deputy Mayor.

How we govern our City

The City of Manningham is a corporation under the *Local Government Act 1989*. The elected Council is the formal decision-making body and consists of nine Councillors. The administration is headed by the Chief Executive Officer.

The role of the Council is to set strategic direction, develop policies and resolve key issues. This involves developing the Council Plan, annual budget and long term financial plan and resolving a variety of matters including significant planning permit applications. The elected Council considers the merits of the various issues and, where applicable, in the broader context of community needs and expectations, legislative provisions and financial resources.

Together, the Councillors, as 'Council', form the governing body of the City of Manningham, a public statutory body constituted under the *Local Government Act 1989*. While day-to-day operational matters are the province of the Chief Executive Officer under the provisions of the Act, the Council also delegates various powers and responsibilities to the Chief Executive Officer.

The Council monitors the performance of the Chief Executive Officer through regular monitoring and review mechanisms. This includes monthly reports on financial performance and the status of capital works projects.

Council decisions

Council is recognised as a single entity and Councillors only have the authority to make decisions as a member of 'the Council' at formally constituted Council meetings. At these meetings, reports from Council officers are submitted with a recommendation for the consideration of the Council on a range of matters, including planning permit applications, strategic land use and development planning, community services, health and local laws matters, road and traffic management and administration and financial issues.

A Councillor has no authority over Council staff except that the Council as a whole employs the Chief Executive Officer. Councillors collectively review the performance of the Chief Executive Officer. Although the Mayor has no more authority than other Councillors, the position is significant as a community leader and Council spokesperson. The Mayor performs an important leadership, social and ceremonial function (e.g. citizenship ceremonies) and is chair of all Council meetings.

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. Some matters, due to their nature and to maintain confidentiality, may be considered by Council in a closed session. Special Meetings of Council may also be called to deal with urgent matters. All meetings are conducted in accordance with Council's Meeting Procedure Local Law. Council's meeting schedule, agendas and minutes, are available on Council's website.

Strategic Briefing Sessions (SBS)

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

Code of Conduct

Councillors are bound by a Code of Conduct. The Code describes the standards of ethical and moral behaviour expected of Councillors. The Code covers relationships between Councillors and staff, the use of Council resources and dispute resolution procedures. The Code was reviewed and revised on 25 June 2013 following the 2012 general election as provided for in the *Local Government Act 1989*. It can be viewed on Council's website.

Having your say

There are many ways you can have your say on the governing of the City of Manningham. You can:

- Vote for Councillors every four years through the Local Government election for the City of Manningham
- Write to, email or call elected members of the Council
- Make a submission on the Council's budget and Council Plan and Council Plan Action Plan when advertised each year
- Make submissions on other major projects that are consulted or advertised throughout the year.

More information on community engagement is available on www.whatmattersmanningham.com.au

Allowances and expenses

Councils may set annual allowances for their Mayor and Councillors according to their predetermined category based on criteria such as each council's individual size and revenue base. Manningham is a 'Category 2' council. Current allowances for Mayors and Councillors across Victoria increased on 24 December 2013 by 2.5 per cent. This was the annual adjustment as determined by the Local Government Minister and permitted under Section 73B of the *Local Government Act 1989*.

In 2013/2014, the allowances, including 9.25 per cent superannuation, were set at:

- Mayor, \$75,737
- Councillors, \$24,477.

There is an annual budget for councillor expenses of \$9,570 per Councillor and \$11,700 for the Mayor. This budget is all inclusive and covers conferences, training, travel, child minding, telephones, etc. and Councillors are expected to operate within their individual budget. Council may also reimburse Councillors for any necessary out of pocket expenses they incur while performing their duties as a Councillor.

Councillor expenses

Financial Year	Budget	Actual
2013/2014	\$88,260	\$56,099
2012/2013	\$86,780	\$71,289

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

Delegated decision making

As provided for in the *Local Government Act 1989*, the Council can delegate some of its decision making authority to the Chief Executive Officer. This system recognises the Chief Executive Officer's statutory responsibility in managing the day to day operations of the organisation. Decisions under delegation can only be exercised in line with existing Council adopted policies. These powers are reviewed by each newly elected Council, with specific reference to the powers retained exclusively by the Council. These include, for example, the purchase or disposal of land, the making of a local law and adopting the Council Plan or Budget.

Councillor attendance at meetings in 2013/2014

Meetings were held during 1 July 2013 to 30 June 2014. There were a total of 12 Ordinary Council meetings and four Special meetings. The table shows attendance of Councillors during this period.

Councillors	Ordinary Council Meeting Attendance	Special Council Meeting Attendance
Cr Jim Grivokostopoulos (Mayor)	12 out of 12	4 out of 4
Cr Sophy Galbally (Deputy Mayor)	11 out of 12	3 out of 4
Cr Jennifer Yang	12 out of 12	4 out of 4
Cr Geoff Gough	11 out of 12	3 out of 4
Cr Meg Downie	12 out of 12	4 out of 4
Cr Dot Haynes	12 out of 12	3 out of 4
Cr Michelle Kleinert	11 out of 12	3 out of 4
Cr Paul McLeish	12 out of 12	4 out of 4
Cr Stephen O'Brien	12 out of 12	4 out of 4

Committees

Councillors also serve on a number of internal and external committees. These appointments allow Councillors to have input into Council projects, groups or events in which they may have a particular interest. Refer to pages 70-72 for a full summary of Councillor Representation on Committees and Advisory Groups.

Assembly of Councillors

The *Local Government Act 1989* provides that any scheduled meeting between five or more Councillors (in Manningham's case) and at least one Council officer that considers matters intended or likely to come before Council for decision is an 'Assembly of Councillors'. In addition, a meeting of an advisory committee that has one or more Councillors as members of the committee is also an 'Assembly of Councillors'. A record of meetings that were an 'Assembly of Councillors' is tabled at each ordinary meeting of Council; it discloses business items, those present and any declarations of conflict of interest.

4. Reporting on our goals

In this section

- Strategic planning themes
- Our community spirit
- Enjoy and protect our natural spaces
- Getting from place to place
- Planning for where we live
- Everything we need is local
- Council leadership and organisational performance

Walking and cycling were ranked among the most popular activities by Manningham residents in the Recreation Strategy 2010-2025. Manningham is proud to have close to 100 kilometres of bicycle/shared paths and trails, including the Main Yarra and Mullum Mullum (pictured) trails.



Reporting on Our Goals

Strategic planning themes

How to read this section

This is the main body of the Annual Report; it provides a detailed account of how we performed against the six key themes (Strategic Objectives) of the 2013-2017 Council Plan:

1. Our community spirit
2. Enjoy and protect our natural spaces
3. Getting from place to place
4. Planning for where we live
5. Everything we need is local
6. Council leadership and organisational performance.

Each theme includes information on achievements, challenges, key service statistics, as well as performance against the Key Actions and Strategic Indicators identified in the Council Plan.

Council's progress against each action in the 2013/2014 Action Plan for the 2013-2017 Council Plan is illustrated as follows:

No. of Council Plan actions reported on	35
No. of actions implemented in 2013/2014	33
No. of actions carried over beyond 2013/2014	2

Monitoring our progress

The 2013-2017 Council Plan identifies six themes and 18 goals. Each year, as part of the planning process, Council prepares an annual Action Plan to implement the vision, objectives and strategies of the Council Plan. The 2013/2014 Action Plan, developed in consultation with the community, included 35 actions in addition to the standard business operations of Council.

Our progress

Based on the percentage completed by the end of June 2014, Council achieved an overall progress rate of 95.1 per cent which is above the target of 90 per cent. Out of the 35 actions, 28 were fully completed.

Five (5) actions achieved significant progress (80 per cent or more) or fell short of meeting the internal performance target*:

- Decrease the percentage of household waste being sent to landfill (Theme 2)*
- Process planning applications made under the Manningham Planning Scheme in a timely manner (Theme 4)*
- Complete the 2013/2014 Capital Works Program (Theme 4)
- Prepare a Prepare a Special Charge Drainage Scheme Priority Listing (Theme 4)
- Invest in a new website to ensure greater access for customers to on line information, services and products (Theme 6)

Two (2) actions were carried over beyond 2013/2014:

- Develop a local water policy to support improved water management outcomes through the planning scheme (Theme 2)
- Implement an Electronic Invoice Scanning System (Theme 6).

Key Strategic Activities (KSAs)

A Key Strategic Activity (KSA) is a strategic action that is required under the *Local Government Act 1989* (Section 127). It is independently audited to assess the level of achievement by Council. For the 2013/2014 financial year, Council developed ten KSAs with identified performance measures and targets.

Of the ten activities, five were completed by the end of the financial year, and the remaining five activities had significant progress made against them. For further detail refer to page 65 and pages 143-147.

4.1 Our community spirit

In this section

- About this outcome
- Our major achievements
- Challenges we experienced
- We have delivered
- How we performed
- Strategic indicators

The Warrandyte Skate Park Mural, designed and painted by 15 young people, in the hope it will stop graffiti and vandalism in the park and promote the space as a fun, safe and welcoming community facility.



4.1. Safe Community

About this outcome

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

Our major achievements in 2013/2014

- Established a relief centre for residents affected by the Warrandyte bush fire and held a community information evening following the blaze which destroyed three properties
- Completed a review of the Municipal Emergency Management Plan which included an update of Council's Heatwave Strategy and development of a Pandemic Plan
- Welcomed a State Government commitment of \$9.12 million for the Municipal Emergency Resourcing Program (MERP) to continue for a further two years
- Developed a draft management plan for Mullum Mullum Reserve Management Plan including concept plans for a five court highball facility for public exhibition
- Manningham Art Gallery celebrated 20 years of the Manningham Art Collection with an exhibition showcasing some of its finest works
- As part of the Road Safety Strategy and accompanying 2013/2014 Action Plan, Council:
 - Developed a video game to be used as an educational tool to promote road safety messages among young road users
 - Delivered Fit to Drive workshops (road educational sessions) to about 1,000 Manningham students
 - Held Wiser Driver workshops and Keeping Older Drivers Safe and Mobile seminars, to educate our older residents on various road safety issues
 - Manningham's L2P program celebrated its third anniversary and a milestone of giving learner drivers more than 2,000 hours driving practice on the road since its launch in October 2010.
 - Installed a speed management device at the Porter Street and Templemore Drive intersection, along with a pedestrian refuge island on Porter Street, near Church Road
 - Delivered bike education training for selected teachers at Park Orchards Primary School
 - Worked with Park Orchards Primary School to deliver the Share Our Road campaign, which aimed to raise public awareness on the need to slow down in local streets.
- Litter reporting has risen by 15 per cent since the launch of the 1800 NO LITTER hotline in 2012
- Developed the draft Access and Equity Strategy 2013-2017 which has, for the first time, brought together a number of Council policy areas and strategies (e.g. disability, early

years, youth and multicultural communications) so that access, equity and diversity issues can be considered in an integrated and co-ordinated manner

- Healthy Lifestyle Week celebrated its 20th year and close to 200,000 people have taken part in the workshops, activities and events offered since its inception
- Fifteen young people designed and painted a vibrant mural at Warrandyte Skate Park in the hope it will stop graffiti and vandalism in the park. The project was delivered in partnership between Council, Manningham Neighbourhood Watch, and Manningham YMCA Youth Services
- Manningham's Healthy City Plan 2013-2017 was endorsed to continue to support the health and wellbeing of the community
- More than 140 entries were received for the 2013 Manningham Victorian Ceramic Awards, established by Council to support Victorian ceramic artists and acknowledge the special place ceramics has in Manningham's history.

Challenges we experienced

- Manningham's highball sporting facilities are under increasing pressure to meet the growing demand from local sports clubs. Council has identified a shortfall of 15 multi-use courts necessary to meet the increasing demand for sports including basketball, netball, gymnastics, badminton and table tennis
- It continues to be a challenge to reach the whole of community and to instil a sense of personal responsibility for safety in respect of potential emergencies/disasters
- Obesity, rise in dementia in older people and mental health in young people are among the health and wellbeing concerns identified in and to be addressed through the Healthy City Plan
- Communicating with people in our linguistically diverse with limited government funding available to access interpreter services in areas of high demand (e.g. maternal and child health).

We have delivered




- Six cultural events, including:
 - Seniors Multicultural Gathering: 400 attendances
 - Manningham Multicultural Festival: 5,000 attendances
 - Carols by Candlelight: 8,000 attendances
 - Reconciliation Week: 1,000 attendances
 - International Women's Day – 70 attendances
 - White Ribbon Day – 200 attendances.
- More than 6,000 people took part in Healthy Lifestyle Week

- 100 people attended an event during Heritage Week
- \$35,000 distributed through the Heritage Restoration Fund
- 12,733 visitations to the Manningham Gallery and 14 exhibitions
- 202 courses/workshops run at Manningham Art Studios
- 23,800 people attended performances at the Doncaster Playhouse
- 550 participants engaged in arts and cultural development projects
- 1,463 food premises inspections performed (1,399 in 2012/2013)
- 335 health premises inspections (481 in 2012/2013)
- 11,198 dogs registered (11,753 in 2012/2013)
- 4,335 cats registered (4,706 in 2012/2013)
- 45 crossing supervisors operating 36 school crossings
- 31 drivers assisted through the L2P Learner Driver Program
- 782 requests for graffiti removal (627 in 2012/2013).

Strategic indicators

How we performed

The following tables reflect the progress of our key work during 2013/2014. Each action is linked to the strategic objectives and objectives set in the 2013/2014 Action Plan for the 2013-2017 Council Plan.

Action	Measure	Result
Undertake a review of the current Multicultural Strategy (2010-2013) and incorporate actions of the Multicultural Communications Strategy.	Complete the review of the Multicultural Strategy by May 2014 for public exhibition and comment.	KSA
Deliver a Know Your Neighbour Campaign.	Report on the delivery of the 'Know Your Neighbour' Campaign by 30 June 2014.	
Enhance emergency planning in the municipality through undertaking a review of the Municipal Emergency Management Plan.	Review of the Municipal Emergency Management Plan completed and endorsed by Council by 30 June 2014.	
Complete the development of the Manningham Municipal Public Health and Wellbeing Plan.	Completion and endorsement of the Manningham Municipal Health and Wellbeing Plan by 30 September 2013.	KSA
Continue to implement the Active for Life Strategy with a focus on increasing participation in recreation, active travel and highball infrastructure.	Completion of short term actions from the 'Active for Life' Recreation Strategy 2010 to be reported in the 2013 Annual Report. Short term actions cover the period 2010-2015 and include highball infrastructure, recreation programming, active travel plans and community events.	



action completed



action carried over/continuing in 2014/2015

KSA Key Strategic Activity (refer pages 143 – 147)

Reporting on Our Goals

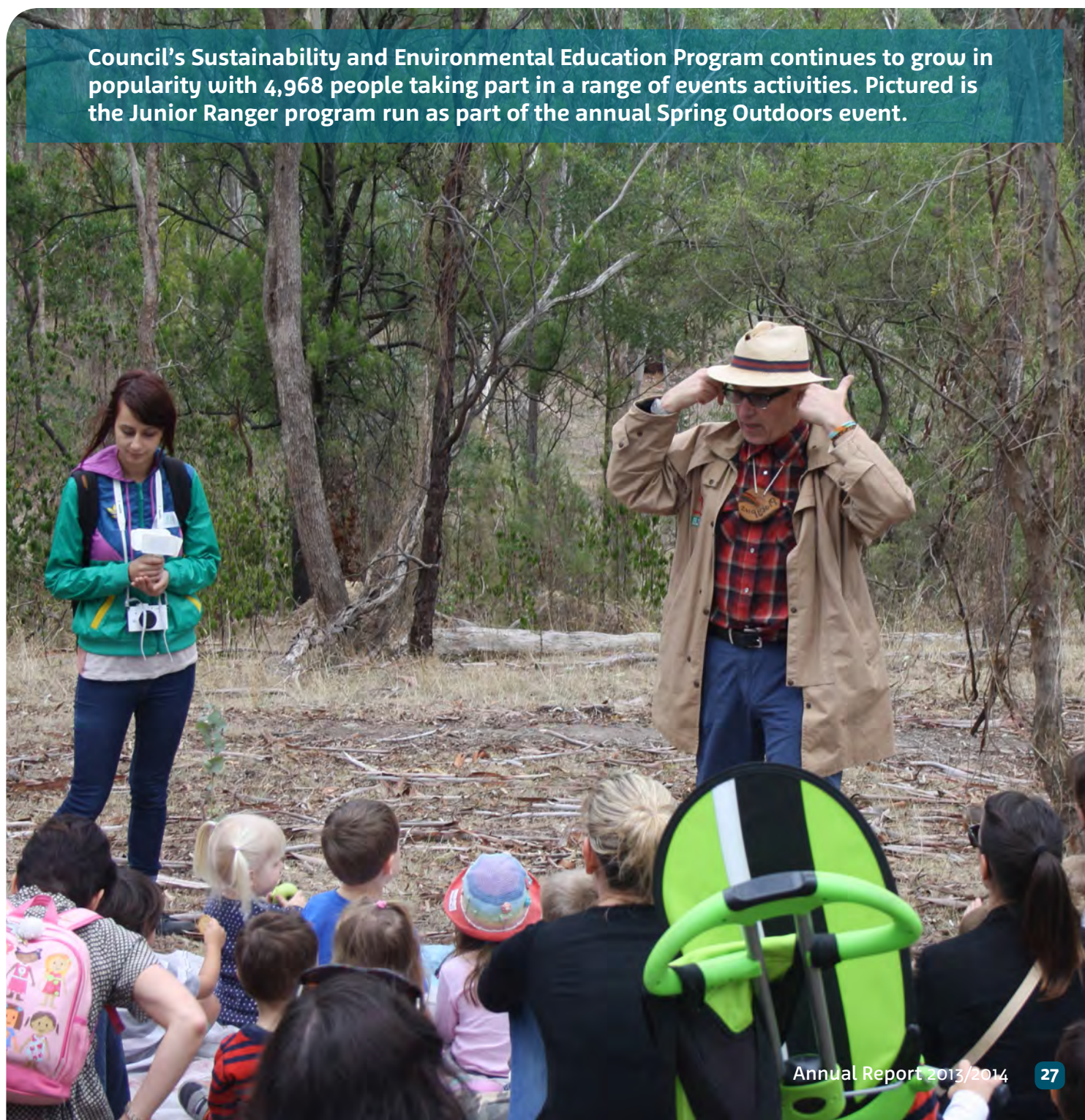
Indicator	Measure	2013/2014
Cultural diversity makes our community a better place to live.	Percentage of people who believe cultural diversity makes our community a better place to live.	65 per cent
Feeling part of the community.	Percentage of people who believe they feel part of the community.	61 per cent
Opportunities to volunteer.	Percentage of people who agree they have opportunities to volunteer and contribute to their community.	67 per cent
Food safety excellence.	The number of food premises issued with the Five Star Food Safety Award.	116

4.2 Enjoy and protect our natural spaces

In this section

- About this outcome
- Our major achievements
- Challenges we experienced
- We have delivered
- How we performed
- Strategic indicators

Council's Sustainability and Environmental Education Program continues to grow in popularity with 4,968 people taking part in a range of events activities. Pictured is the Junior Ranger program run as part of the annual Spring Outdoors event.



4.2 Enjoy and protect our natural spaces

About this outcome

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

Our major achievements in 2013/2014

- Council appointed COFELY Australia as the preferred provider for District Energy Services for the Doncaster Hill Activity Area. This followed two years of work by Council and electricity distributor United Energy, investigating the possibility of bringing 21st Century energy services to Doncaster Hill
- Donvale Reserve Management Plan endorsed and a draft management plan put out for public comment for Green Gully Linear Park
- Manningham was ranked the number one Council across metropolitan Melbourne in the Victorian Local Government Annual Survey for diverting waste from landfill with 58 per cent of recyclable and garden waste material diverted from landfill, well above the State average for diversion of 45 per cent
- Commenced a bundled green waste service, together with the 'at-call' hard waste service, to provide residents with the opportunity to dispose of garden waste that will not fit into the garden bin
- Installed a stormwater harvesting system at Ruffey Lake Park to provide an alternative water source to irrigate Rieschiecks Reserve sports oval in Doncaster East
- Received a \$13,300 State Government Grant to implement the Keep Our Yarra River Litter Free project, designed to educate and involve local schools and the community in cleaning up local waterways
- Council endorsed a new Open Space Strategy to set a vision for an accessible and well connected open space network
- Completed a feasibility study to investigate the viability of establishing a waste transfer station at the Doncaster Quarry site
- Manningham is co-ordinating an innovative trial to develop low cost, low maintenance rain gardens to treat road run-off from nature strips. Council received a \$60,000 grant through the Melbourne Water Living Rivers Program for the project
- Pressure testing of the Civic Centre has been completed as the first stage of improving heating and cooling of the building

Significant progress made on implementing key environmental and sustainability strategies, including:

- Implemented Year Two of the Securing the Future Adaptation Plan (responding to climate change, peak oil and food scarcity) with 24 of the Strategy's 36 high priority actions (67 per cent) have been achieved or commenced
- 68 per cent of Year Two new and ongoing actions in the Bushland Management Strategy, which formalises a strategic approach for the planning and delivery of management of Council managed, have been achieved or are underway
- Of the 125 actions in the Manningham Green Wedge Action Plan 2020, over 60 per cent of short term, 50 per cent of medium term and 75 of per cent ongoing actions have been achieved.

Challenges we experienced

- The Bushland Management Strategy is an ambitious strategy and is reliant on an increase in funding for bushland management to offset slow and ongoing decline in bushland quality and extent. Unless additional funds are allocated, decline will continue and a number of core actions will remain 'not achieved'
- Reductions in energy use and greenhouse gas emissions are greatly affected by policy settings at the State, Federal and global level, such as through the setting of renewable energy targets and carbon pricing. These policies are in a state of flux, making local policy setting and action difficult
- Development of a Local Water Policy has been deferred as a result the State Government introducing a new policy intent to develop regional and local water plans involving local government.

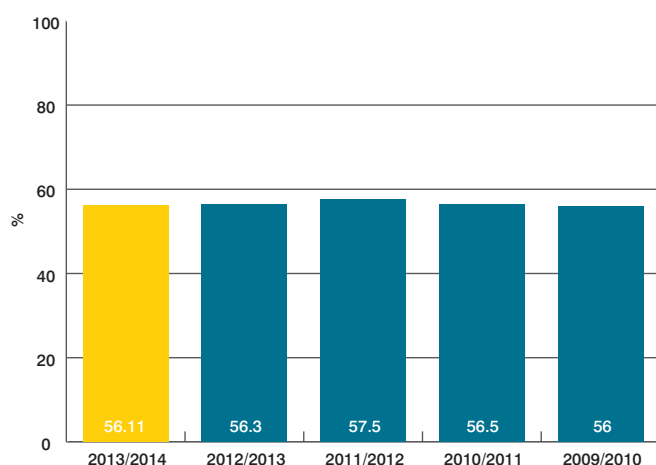
We have delivered

- 28 sports grounds have been converted to warm season grass since 2006/2007
- Waste services provided to approximately 43,000 households, including:
 - 43,254 domestic garbage bins
 - 43,078 recycle bins emptied
 - 24,106 – 240 litre garden waste bins emptied
 - 13,381 – 120 litre garden waste bins emptied
 - 1,288 commercial bins emptied on a weekly basis.
- 383 septic tank inspections completed
- Council's environmental education and information programs, events and activities continue to be popular with residents:
 - Delivered 13 nature walks to 168 residents
 - 30 residents attended a Managing Horses on Small Properties course
 - 840 residents took part in Home Harvest Manningham, a monthly home gardening seminar series, that aims to teach residents how to grow fresh foods at home
 - The 2013 Middle Yarra, Spring Outdoors Program included more than 40 environmental events and attracted more than 1,000 people
 - 419 students from ten primary schools participated in the 2014 Sustainable Learning Program
 - 11 Environment Seminars and five associated field trips were attended by 250 people
 - 241 secondary school students took part in the inaugural Sustainability Action Program developed to motivate and support young people to become more aware of, and take action on, local sustainability issues
 - 300 students from 14 primary schools and three secondary schools attended a Young Leader's Sustainability Conference at Currawong Bush Park
 - 107 landowners took advantage of Council's Local Environment Assistance Fund for restorative and management works.

Manningham Waste Statement

	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014
Garbage (tonnes)	21,576	22,280	22,068	21,729	21,443
Recyclables (tonnes)	12,269	12,743	12,519	12,055	11,813
Garden Waste (tonnes)	11,485	17,222	16,808	15,162	14,459
Hard Waste (tonnes)	2,132	2,415	2,805	2,844	2,865
Total (tonnes)	47,462	54,660	54,200	51,790	50,580

Diversion of waste (%) from landfill











Reporting on Our Goals

Strategic indicators

How we performed

The following tables reflect the progress of our key work during 2013/2014. Each action is linked to the strategic objectives and objectives set in the 2013/2014 Action Plan for the 2013-2017 Council Plan.

Action	Measure	Result
Implement the Green Wedge Action Plan.	Completion of the Annual report 2013/14 on the progress against high priority actions from the Green Wedge Action Plan.	
Complete the review and commence implementation of the high priority actions of the Public Open Space Strategy (deferred from 2012/2013).	A Public Open Space Strategy endorsed by Council by 30 June 2014, including consideration of submissions on the exhibited draft Strategy.	
Undertake a feasibility study on the Doncaster Quarry site.	A Feasibility Study on the Doncaster Quarry site completed by 30 June 2014.	
Develop a Green Gully Linear Park Management Plan (deferred from 2012/2013).	A Green Gully Linear Park Management Plan developed and endorsed by Council by 30 June 2014.	
Prioritise and co-ordinate Council's environmental policies, services and programs to maximise environmental outcomes for the community.	<ul style="list-style-type: none"> Review of Council's Environmental Priority Statement completed by 30 June 2014 Annual reporting against achieving Council's environmental commitments. 	
Decrease the percentage of household waste being sent to landfill.	Proportion of waste diverted from landfill greater than 57 per cent.	KSA
Implement the State Government Fire Services Property Levy.	Rate notices include FSPL and all levy proceeds forwarded to the State Revenue Office by 30 December 2013.	
Commence a bundled green waste service together with the 'at-call' hard waste service.	A bundled green waste service commenced by 30 September 2013.	
Develop a local water policy to support improved water management outcomes through the planning scheme.	A local water policy developed by 30 December 2013, to support improved water management outcomes through the planning scheme.	

Comment: The circumstances affecting this item have changed with the State Government introducing a new policy intent to develop regional and local water plans involving local government. As result this project did not proceed in 2013/2014. A modified action item has been approved for the 2014/2015 Council Plan Action Plan to continue the development of a local water policy.



action completed



action carried over/continuing in 2014/2015

KSA Key Strategic Activity (refer pages 143 – 147)

Indicator	Measure	2013/2014
Value of parks and open spaces.	Percentage of people who agree Manningham's parks and open spaces are a feature of this area.	64 per cent
Amount of trees planted.	Number of trees planted in local government area.	10,750
Participation in sustainability programs.	The number of people participating in Council's sustainability programs.	4,968
Household waste recycling.	Percentage of household waste diverted from landfill.	56 per cent

4.3 Getting from place to place

In this section

- About this outcome
- Our major achievements
- Challenges we experienced
- We have delivered
- How we performed
- Strategic indicators

Members of the Doncaster Rail Advocacy Steering Committee continued to advocate for a rail line to Doncaster



4.3 Getting from place to place

About this outcome

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

Our major achievements in 2013/2014




- A Mode Shift Plan for Doncaster Hill was developed to encourage greater use of public transport and walking and cycling, to reduce future traffic congestion and promote healthy outcomes for residents
- Council and the community have continued advocacy efforts for Doncaster Rail through the Doncaster Rail Advocacy Steering Committee (DRASC), including:
 - Collected an extra 1,800 signatures on the Doncaster Rail petition, bringing the total to more than 3,000
 - Creation of a dedicated Doncaster Rail website www.doncasterrail.com
 - Receiving more than 7,000 'likes' on the Doncaster Rail Facebook page.
- Adopted the Manningham Bicycle Strategy 2013 to guide the future development of Manningham's bicycle network
- Constructed 2.4 kilometres of new shared / bicycle paths including and 1.9 kilometres of new footpaths
- More than 1,000 students from Park Orchards, Serpells and Templestowe Valley primary schools participated in Walk Safely to School Day. Each of the schools have been working with Council to develop Active Travel Plans to encourage students and their families to become more active on their way to and from school
- The Mullum Mullum Trail is one step closer to completion with the opening of a 1.9 kilometres of shared path connecting Tindals to Park Road, Donvale. Council is seeking funding for the final stage (Park to Heads Road) to connect it with the Main Yarra and Koonung (Eastlink) trails and form a 42 kilometre off-road circuit of the western part of Manningham
- Completed works on the bus stop on Tuckers Road in Templestowe as part of a Council's Principal Pedestrian Network program to improve pedestrian access to public transport.

Challenges we experienced

- Council is still awaiting the release of the final 'Doncaster Rail Recommendations Report' by the State Government and commencement of Stage Two of the Doncaster Rail Study
- High demand for public transport continued to put pressure on both the road network and bus system in Manningham.

How we performed

The following tables reflect the progress of our key work during 2013/2014. Each action is linked to the strategic objectives and objectives set in the 2013/2014 Action Plan for the 2013-2017 Council Plan.

Action	Measure	Result
Advocate for the delivery of heavy rail for Manningham through the facilitation of the Doncaster Rail Feasibility Study.	<ul style="list-style-type: none"> Range of advocacy efforts in support of Doncaster Rail to the local community, through ongoing dialogue with State Government representatives. Prepare and complete a report on the value capture of Doncaster Rail by 30 June 2014. Council to continue to facilitate the Doncaster Rail Local Government Group and the Doncaster Rail Community Advocacy Steering Committee throughout the 2013/2014 financial year. 	
Finalise the preparation of the Bicycle Strategy Action Plan.	The Bicycle Strategy Action Plan finalised by 30 March 2014.	
Review and update Council's 2008 Arterial Road Strategy (deferred from 2012/2013).	The 2008 Arterial Road Strategy reviewed and updated by 30 December 2013.	

Indicator	Measure	2013/2014
Extent of bus patronage.	Percentage of residents who travel on buses in Manningham.	7.5 per cent
Extent of sustainability connectivity.	Percentage of people who can get to where they need to go without using a car if they choose.	17.2 per cent



action completed



action carried over/continuing in 2014/2015

KSA Key Strategic Activity (refer pages 143 – 147)

4.4 Planning for where we live

In this section

- About this outcome
- Our major achievements
- Challenges we experienced
- We have delivered
- How we performed
- Strategic indicators

The redevelopment of the Aquarena Aquatic and Leisure Centre reached another milestone, with the completion of Stage 3 works of the Master Plan. It included a refurbishment of the wet change rooms, installation of a new waterslide and upgrade to the plant room.



4.4 Planning for where we live

About this outcome

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

Our major achievements in 2013/2014

- The Minister for Planning approved Amendment C105 to the Manningham Planning Scheme, paving the way for the introduction of three new residential zones – the Neighbourhood Residential Zone, General Residential Zone and Residential Growth Zone into the Manningham Planning Scheme. The new zones came into effect on 19 June 2014.
- The minimum sub-division size of 0.4 hectares for the Manningham's Low Density Residential Zone was retained. It provides an important buffer between general residential areas and areas where there are highly valued environmental areas
- There are 16 live planning permit applications for Doncaster Hill sites. Permits were issued for the following sites in 2013/2014:
 - 682-684 Doncaster Road - 10 storey, 203 apartments, shop, restaurant and offices
 - 659-667 Doncaster Road (Bunnings) - 8 storey, 389 apartments in two stages, retail and trade supplies
 - 7 Williamsons Road - 11 storey, 73 apartments
 - 537 Doncaster Road - 7 storey, 20 apartments
 - 602 Doncaster Road (Officeworks/Autobarn) – 13 storey, 267 apartments, retail, restaurants.
- Progress was made on the proposed planning scheme amendment (Amendment C101) and development plan for the Eastern Golf Course with a Panel Hearing and Advisory Committee Hearing taking place in May 2014.
- Continued the implementation of the Drainage Strategy, including works at Rosella/Cassowary Street, Anglemere Crescent and Whites Way totalling \$1.61 million
- Road restoration and reseal works totalling \$2.63 million were completed
- Finished works on Stage 3 of the Aquarena Aquatic and Leisure Centre Master Plan, which included the refurbishment and upgrade of existing wet change rooms, water slide replacement and upgrade of the plant room
- Installed/replaced five playgrounds including at Hertford Reserve and Valepark Reserve

- Completed upgrades and redevelopment works at a number of sporting facilities, including:
 - Warrandyte Reserve – redevelopment of the pavilion, including new change rooms and amenities, first aid and umpire rooms and club storage on the ground floor, and a multipurpose space, kitchen/canteen, netball locker room and netball club storage on the first level (\$2.3 million)
 - Doncaster Reserve – upgrade of sports pavilion, including extending the multipurpose room and kitchen, new accessible toilet, store rooms, upgraded change and toilet facilities, and new verandah and terrace spectator areas, and extension of the oval (\$0.72 million)
- Spent \$1.9 million to complete the construction of Park Road (Conos to Honybun) and start work on Tindals Road (Mullum Mullum Creek to Stintons Road), and a further \$0.60 million to commence construction of a roundabout at Stintons/Tindals Roads
- Continued works at Mullum Mullum Creek Linear Park, including the construction of a footbridge and boardwalks, landscaping, erosion control works, fencing and bushland works, totalling \$1.03 million
- Participation and involvement in the Municipal Association of Victoria (MAV) Step Asset Management Program, and achieving the required 'core' competency levels in asset management (see page 61)
- Developed a Parking Policy to provide a consistent, co-ordinated and equitable approach to assessing competing demands for parking facilities across the municipality
- Spent \$0.34 million on streetscape improvement works. This included the completion of works along Yarra Street, Warrandyte.

Challenges we experienced

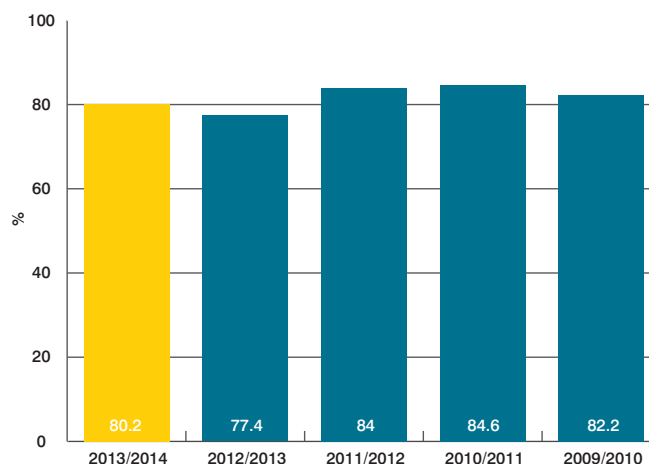
- Project planning and approval delays, protracted community and stakeholder consultation, along with contractor availability and difficulties gaining plant and materials as experienced across the state, impacted on the capacity to deliver capital works construction projects
- A drainage scheme for Melbourne Hill Road, Warrandyte continues to be debated by Councillors to find the most equitable way forward
- 75 per cent of all planning applications were determined within 60 days, which is below the target of 80 per cent. Council received a high volume of applications in the past 12 months, 949 applications compared to 734 the year before, which affected the capacity to achieve the targeted turnaround times for the year within existing resources
- Protecting and enhancing the municipality's highly valued characteristics while recognising the need for change.

Reporting on Our Goals

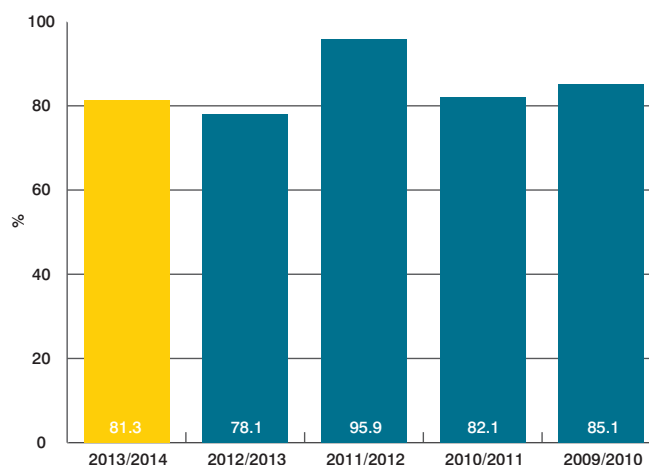
We have delivered

- 799 planning applications decided (824 in 2103/2014) comprising:
 - 102 Fast Track applications (99 in 2012/2013)
 - 699 Non-Fast Track applications (725 in 2012/2013)
- Provided advice on 133 pre-application submissions (97 in 2012/2013)
- 1,228 building permits issued
- Investigated 158 building complaints
- \$35.544 million Capital Works programs, of which:
 - \$28.904 million (\$27.925 million capitalised) was spent (81.3 per cent)
 - 65 out of 81 projects were delivered (80.2 per cent)
- 887 drainage requests responded to (1,120 in 2012/2013)
- 18,025 road drainage pits checked and cleared (17,900 in 2012/2013)
- 18,010 kilometres street sweeping completed (excluding transit)
- 61,900 m² of Council roads resurfaced (87,200 sq m in 2012/2013)
- 2,634 building maintenance requests responded to (2,528 in 2012/3013)
- Ongoing maintenance and renewal of a range of assets, including:
 - 592 km local roads
 - 857 km footpaths
 - 869 km kerb and channel
 - 1,037 km drains
 - 75 km bicycle paths
 - 274 sq km car parks.

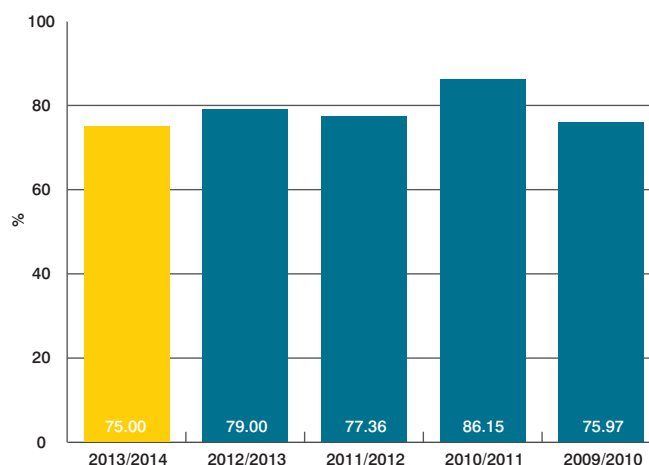
Capital Works projects completed



Capital Works budget spent



Planning applications determined within 60 statutory days






Explanatory note

The turnaround times achieved by Manningham Council are substantially higher than the metropolitan average which was last reported at 65 per cent (2012/2013). Council received a high volume of applications this year, 949 compared to 734 the year before, which impacted on turnaround times.

How we performed

The following tables reflect the progress of our key work during 2013/2014. Each action is linked to the strategic objectives and objectives set in the 2013/2014 Action Plan for the 2013-2017 Council Plan.

Action	Measure	Result
Undertake a review of the Manningham Planning Scheme, in accordance with the requirements of the Planning and Environment Act.	Completion and submission of the review to the Minister of Planning by 30 June 2014.	
Process planning applications made under the Manningham Planning Scheme in a timely manner.	The proportion of planning applications processed within 60 days is greater than or equal to 80 per cent.	KSA
Continue to implement the short term actions of the Manningham Residential Strategy 2012, including progression of the DDO8 controls and the implementation of the sustainable design assessment program outside Doncaster Hill.	Completion of the Annual Report 2013/2014 that addresses the commencement or progression of in excess of 53 per cent of short term actions.	
Complete the 2013/2014 Capital Works Program.	Actual capital expenditure against adopted capital works budget greater than 90 per cent.	KSA
Continue to implement the Doncaster Hill Strategy, including actions to direct greater use of public transport and local pedestrian and cycle trips.	<ul style="list-style-type: none"> • Delivery of the Doncaster Hill Work Program and completion of the Doncaster Hill Annual Report • Completion of a Doncaster Hill Mode Shift Plan. 	
Enhance residential amenity by developing a Parking Management Policy to provide a consistent, co-ordinated and equitable approach to assessing competing demands for parking facilities across the municipality.	A Parking Management Policy developed and endorsed by Council for public exhibition by 30 June 2014	KSA
Prepare a Special Charge Drainage Scheme Priority Listing.	Preparation of a prioritised list of drainage schemes for implementation over the next five years by 30 June 2014.	KSA



action completed



action carried over/continuing in 2014/2015

KSA Key Strategic Activity (refer pages 143 – 147)

Strategic indicators

Indicator	Measure	2013/2014
Housing diversity.	Number of approved building permits issues for single dwellings, multi unit developments and apartments.	246
Investment in community assets.	Percentage of annual budget allocated to Capital Works.	33.9% rates revenue was applied to renew and improve community assets in line with the adopted Budget.
Delivery of Capital Works projects.	Actual capital expenditure against adopted capital works budget greater than 90 per cent	81.3 per cent

4.5 Everything we need is local

In this section

- About this outcome
- Our major achievements
- Challenges we experienced
- We have delivered
- How we performed
- Strategic indicators

More than 174,000 hours of Home and Community Care (HACC) support was provided to Manningham's elderly as well as disadvantaged residents



4.5 Everything we need is local

About this outcome

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

Our major achievements in 2013/2014

- 34 restaurants, cafes, bakeries and food outlets took part in the inaugural FEASTival, a two week event to encourage residents and visitors to experience some of the great food on offer in Manningham
- Launched the inaugural Business Excellence Awards – a joint initiative of Bendigo Bank Community Bank, the Rotary Clubs of the City of Manningham, Manningham Business Network and Manningham Business – to celebrate the achievements of local Manningham businesses
- Council, in partnership with the Bendigo Bank and business coach Stefan Kazakis launched the Manningham 500 Project in 2014, with the aim of helping 500 local businesses to improve their productivity
- The new Warrandyte Library at the Warrandyte Community Centre opened in August 2013 with 911 new members joining since its opening and 158 joining in the first week
- 81 per cent of all actions in the Economic Development Strategy are now completed
- Expansion of electronic resources available to library members to include e-magazines and e-newspapers in addition to e-books and digital music; the loan of these resources increased by 31 per cent compared to the previous year
- Expanded the Business Development Program, delivering 55 events to 1,395 attendees (45 events with 950 attendees in 2012/2013)
- Completed a refurbishment of Tunstall Square Children's Services Centre, which includes the Tunstall Square Kindergarten and Maternal Child Health Centre
- Completed Stage 1 of the Jackson Court Shopping Centre upgrade.

Challenges we experienced

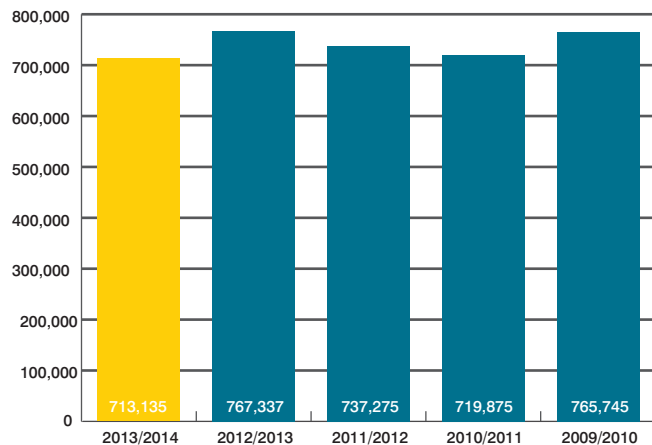
- Council is concerned that the Federal Government has failed to commit to funding an additional five hours for kindergarten students beyond December 2014
- Minimising the impact on Home and Community Care (HACC) clients with proposed changes to the funding of HACC services. It is proposed that the Commonwealth will assume control of funding for HACC in aged care for clients over the age of 65 from July 2015
- Ensuring that Council is responding to our community's service demands in a way that is reflective of the community's needs.

Reporting on Our Goals

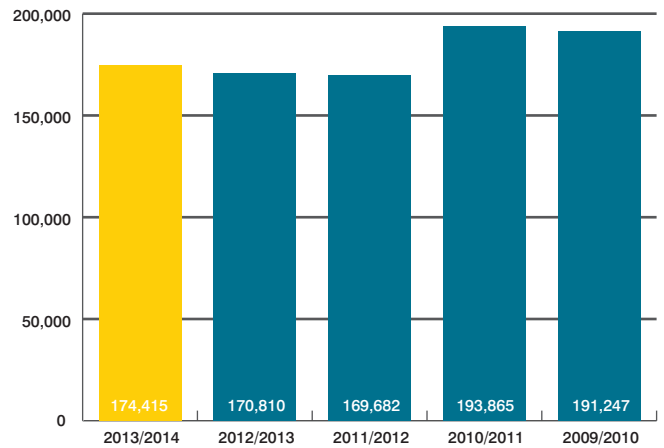
We have delivered

- 1,466 business operators engaged with Council through 54 business events
- Manningham's four library branches – Bulleen, Doncaster, The Pines and Warrandyte - provided:
 - 607,613 visits
 - 1,116,120 loans
 - 59,966 reference inquires
 - 190,159 public computer and wi-fi sessions
- Eight Maternal and Child Health centres have supported:
 - 1,039 new births
 - 3,990 clients
- 3,823 clients and administered 8,003 vaccines
- 68,072 meals were provided in client homes and in group venues.
- 713,135 people visited Aquarena Aquatic and Leisure Centre
- Home and Community Care, Disability and Council funded support delivered:
 - 71,630 hours general home care
 - 31,804 hours personal care
 - 25,577 hours respite
 - 35,482 hours Planned Activity Groups
 - 9,922 hours of Assessment and Care Planning.

Aquarena Aquatic and Leisure Centre visitations (excluding school carnivals)



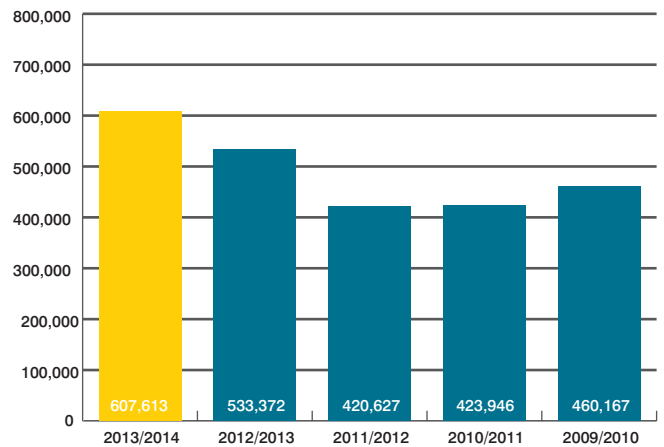
Hours of Home and Community Care (HACC) support



Explanatory note

The hours of community care delivered prior to 2011/2012 included Property Maintenance and some Planned Activity Group (PAG) funded hours which were transferred to the Manningham Centre from 1 July 2011. The hours of community care delivered in 2012-2013 includes HACC and Council funded Domestic Assistance, Respite Care, Personal Care and Planned Activity Group (PAG).

Visitation to Manningham library branches





Explanatory note

The manner in which the community is using libraries is changing; people are staying longer and using the space to study, read, meet up with friends, access the internet and attend programs (e.g. author talks, early literacy, story time). Use of the library's online and electronic services continues to grow. Access to the internet via the public computers and wifi available at Manningham libraries exceeded expectations with 190,159 sessions accessed during 2013/2014 compared to 108,176 sessions in 2012/2013. Additional public computers were installed at Doncaster Library to help meet demand for internet services.

How we performed

The following tables reflect the progress of our key work during 2013/2014. Each action is linked to the strategic objectives and objectives set in the 2013/2014 Action Plan for the 2013-2017 Council Plan.

Action	Measure	Result
Ongoing investigation for future library provision through continuing the Manningham Libraries Review.	Investigate the feasibility and potential locations for future library provision of the Pines and Bulleen Library Services.	
Explore a range of Aged Care service delivery arrangements to meet local community needs with consideration of the potential implications of the Commonwealth and State Government's Health and Aged Care Reforms.	Report to Council on the review of Aged Care service delivery arrangements by 30 June 2014.	KSA
Continue to implement the short term actions of the Economic Development Strategy 2011 with a focus on tourism and activity centres.	40 per cent of short term actions commenced and completed by 30 June 2014.	



action completed



action carried over/continuing in 2014/2015

KSA Key Strategic Activity (refer pages 143 – 147)

Strategic indicators

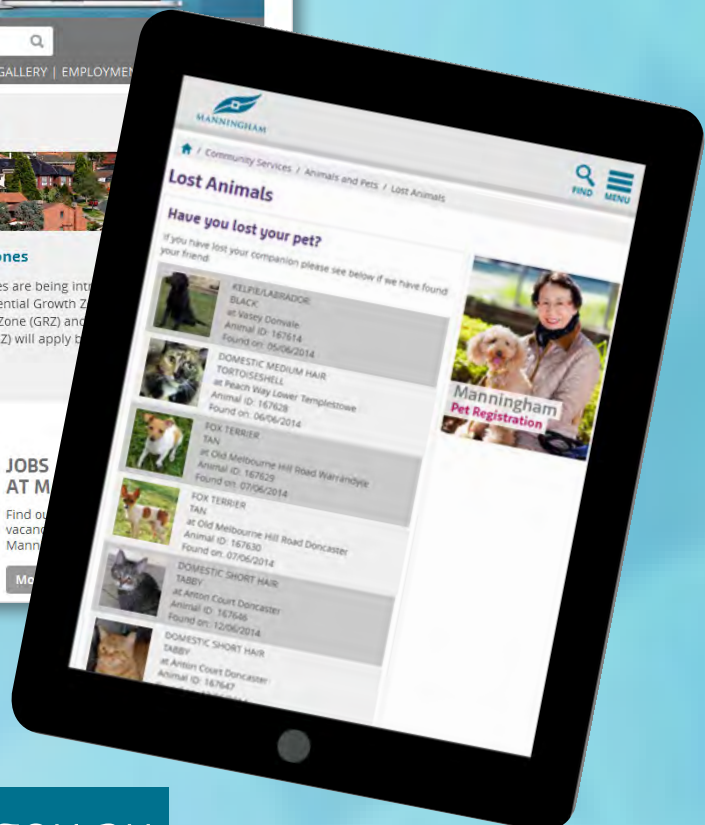
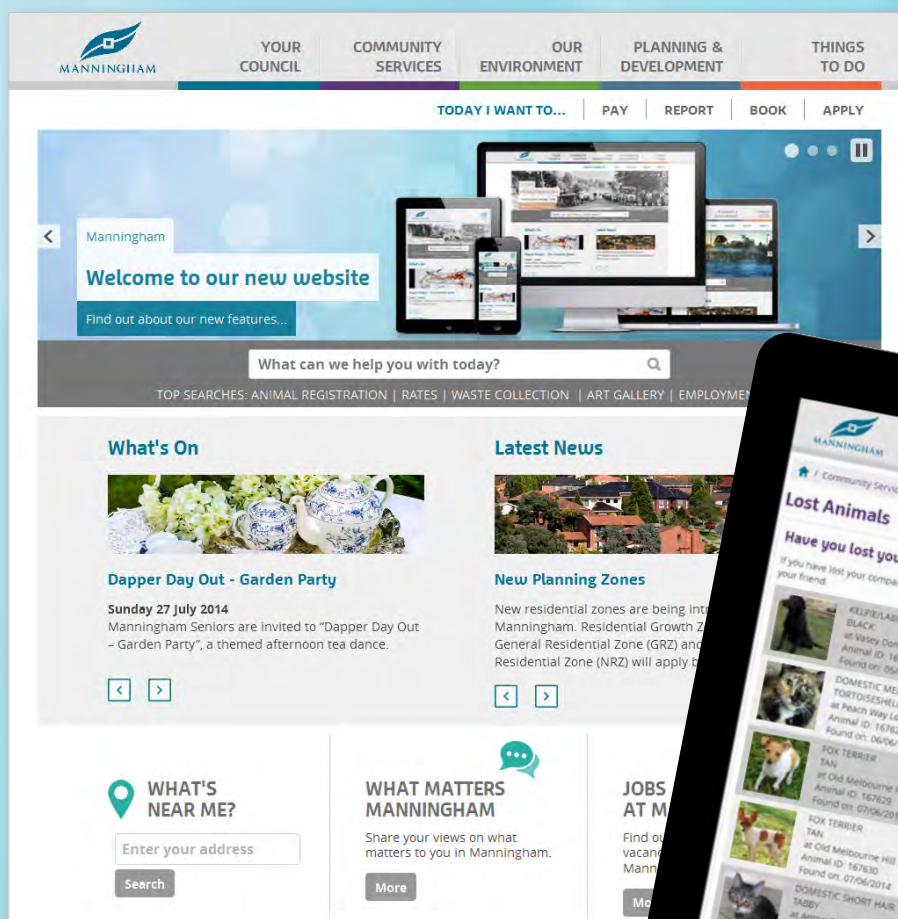
Indicator	Measure	2013/2014
Good local facilities and services.	Percentage of people who believe their local area has good facilities and services.	70 per cent
Extent of footpath trading	Number of footpath trading permits issued.	430
Participation in Special Rate and Charge Scheme.	Number of activity centres participating in the Special Rate and Charge Scheme for marketing and promotion.	3
Access to local shopping.	Percentage of people who believe their local shopping area provides for their everyday needs.	70 per cent
Access to health services.	Percentage of people who believe their local area has good access to health services.	71 per cent

4.6 Council leadership and organisational performance

In this section

- About this outcome
- Our major achievements
- Challenges we experienced
- We have delivered
- How we performed
- Strategic indicators

Manningham took a leap forward in the digital age, launching a new website offering a range of new features to make finding information about Council services and activities easier.



www.manningham.vic.gov.au

4.6 Council leadership and organisational performance

About this outcome

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

Our major achievements in 2013/2014

- Completed the first round of Continuous Improvement projects, including investigation of new options for payments to allow customers to pay for more transactions online and simplifying this process, and improving the processing of customer feedback and requests
- Council started putting systems in place in preparation for a 'My Council' style website, which is hoped will improve transparency and highlight achievements
- Local Laws Officers trialled new technology called Body Worn Video to reduce the incidence of aggressive behaviour towards them and help improve professionalism of staff
- Launched a new and cutting edge Drupal powered open source website, ushering in a new standard of web development for local government in Victoria. The redeveloped website offers a range of new features:
 - What's near me –type in their address or street name to find out waste collection dates and nearby community services
 - Lost animal register – an up to date listing of animals that are in the Council pound
 - Parks and playgrounds – a new location based search allows you to look for a Manningham park near you using your GPS location on your mobile device or by entering an address or the park's name
 - Planning register –track the progress of planning applications and submissions online.
- Implemented new software to streamline the recruitment process
- Implemented a new performance reporting system, Interplan, on 1 July 2013, to coincide with the commencement of the 2013/2014 financial year and the 2013-2017 Council Plan. The new system has allowed Council to streamline its monitoring processes and provide quality reporting to the community
- Completed a review of the Community Development Grants Program and Service Agreements to enhance its community funding program to ensure it is accessible, equitable and effective in supporting the needs of the Manningham community, by combining these into one funding stream, comprising four grant categories: small, community development, arts and culture, and community partnerships.

Challenges we experienced

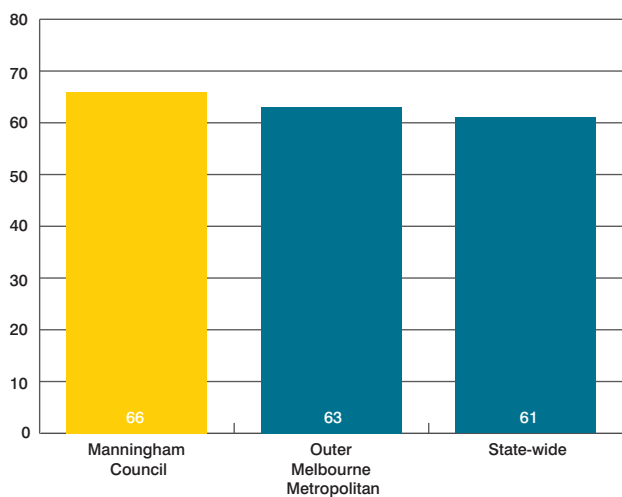
- Council will need to review its corporate planning framework and key documents, specifically the Council Plan 2013-2017 and, more importantly, all of its adopted plans and strategies, with the introduction of a new Local Government Reporting Framework, which comes into effect on 1 July 2015
- Attracting and retaining staff remains a key priority for Manningham. With an ageing demographic, proactive workforce planning to ensure that we continue to provide the best services possible to our community remains a focus
- Due to competing priorities the implementation of an Electronic Invoice Scanning system was deferred
- Uncertainty about the future level of economic activity, interest rates, and policy initiatives of the State and Federal governments.

Reporting on Our Goals

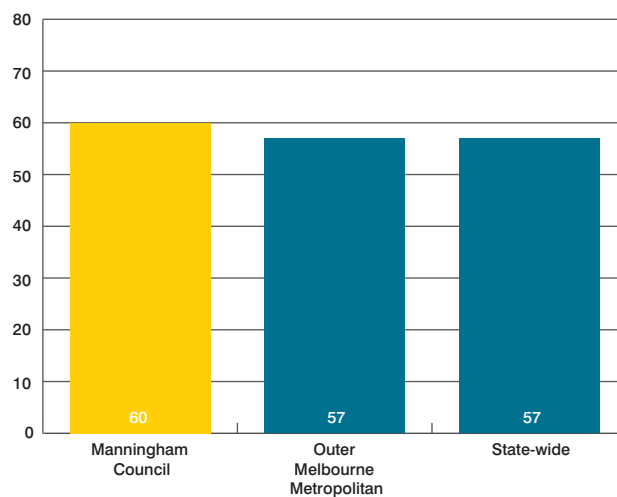
We have delivered

- 30 projects were put out for public consultation
- Six editions of Manningham Matters produced with 53,000 copies distributed per issue
- 196 Media Release and Media Statements sent to local media outlets
- 115 speeches written for Council events, project launches and other functions
- 385,865 visits were made to www.manningham.vic.gov.au (367,806 in 2012/2013)
- 1,262 people follow Council on Twitter (722 in 2012/2013)
- \$13.20 million operating surplus 46,459 rates notices issued
- 117,525 customer service calls received (116,360 in 2012/2013)
- Actioned 30,684 customer service requests (28,694 in 2012/2013).

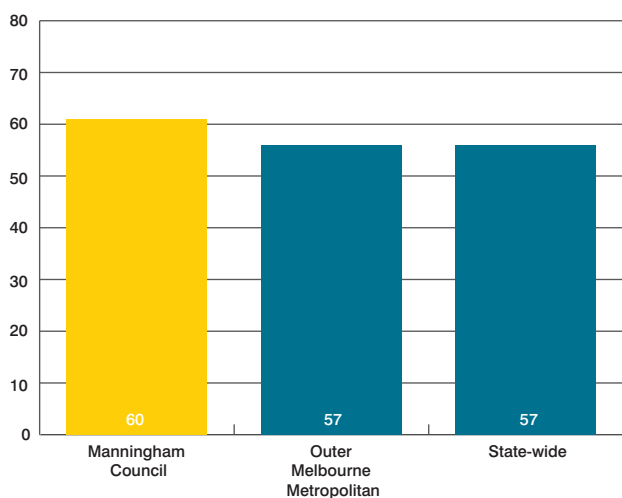
Performance index rating for overall performance



Performance index rating for community engagement








Performance index rating for advocacy/lobbying



How we performed

The following tables reflect the progress of our key work during 2013/2014. Each action is linked to the strategic objectives and objectives set in the 2013/2014 Action Plan for the 2013-2017 Council Plan.

Action	Measure	Result
Complete the review of the Service Agreement Policy (2008-2013) to ensure equitable funding allocation.	Draft Review of the Service Agreement Policy completed and endorsed by Council by 30 June 2014.	
Invest in a new website to ensure greater access for customers to online information, services and products.	A new content management system for corporate website and intranet implemented by 30 June 2014.	KSA
Investigate, identify and implement broader and enhanced payment methods for our customers.	New payment methods implemented by 30 June 2014.	
Implement an Electronic Invoice Scanning system to improve efficiency and accuracy (deferred from 2012/2013).	An new Electronic Invoice Scanning Software implemented by 30 June 2014.	
Comment: Due to competing priority projects this action has been carried over and referred to be included as a potential project in the 2014/2015 Information Technology Strategy.		
Develop and embed an continuous improvement framework within the organisation.	A Continuous Improvement Framework implemented by 30 June 2014.	
Undertake a review of the MC ² (Manningham City Square) community hub operations with an emphasis on the financial and environmental performance as well as program outcomes.	A report on the financial and environmental performance of MC ² endorsed by Council by 30 September 2013.	



action completed



action carried over/continuing in 2014/2015

KSA Key Strategic Activity (refer pages 143 – 147)

Reporting on Our Goals

Strategic indicators

Indicator	Measure	2013/2014
Lobbying satisfaction levels.	Community satisfaction with Council's performance in lobbying on behalf of the community.	Performance index rating of 61
Community consultation and engagement satisfaction.	Community satisfaction with Council's performance in community consultation and engagement.	Performance index rating of 60
Overall performance.	Community satisfaction with Council's overall performance.	Performance index rating of 66
Community engagement opportunities.	Number of opportunities for the community to participate in Council's community engagement activities.	30
Financial soundness.	Achievement of Financial Strategy targets.	6 out of 8 targets met (see below)
Transparency and accessibility.	The percentage of people who know enough about what Council is doing and what its priorities are.	31 per cent
Quality of communication.	Percentage of people who agree that communications they receive from Council is useful and informative.	58 per cent
Service improvements on efficiencies and effectiveness.	The number of Continuous Improvement initiatives undertaken across the organisation.	4
Value for money.	Percentage of people who believe that Council delivers value for money with respect to the services it provides.	29 per cent

Financial soundness

Council ended 2013/2014 in a strong financial position:

- Total net assets increased by \$52.77 million
- \$13.20 million operating surplus, \$3.28 million more than the adopted Budget.

The 2013/2014 audited results show:

- 143 per cent investment gap ratio, just below the target of 150 per cent)
- 101 per cent infrastructure renewal gap ratio, above the target of 100 per cent
- 190 per cent working capital ratio, above the target of 20 per cent
- 19 per cent self-financing ratio, just below the target of 20 per cent
- 8.4 per cent indebtedness ratio, meets the target of being < 40 per cent
- 8.9 per cent underlying result ratio, meets the target of being positive.

These results should again place Council in the Victorian Auditor General's 'low risk of financial sustainability concern'.

5. Council operations

In this section

- Our staff
- Organisation structure
- Executive Management Team
- Developing our people
- Celebrating our achievements
- Equal Opportunity Employment
- Industrial relations
- Occupational Health and Safety
- Corporate governance framework
- Planning framework
- Community Satisfaction Survey

For many students the dedicated school crossing supervisor is an important person in their school life, ensuring they cross the road safely to get to school. Manningham Council employs 45 school crossing supervisors for 36 of the City's school crossings.



Council operations

Our staff

Council's Executive Management Team (EMT) is led by the Chief Executive Officer and comprises six directorates:

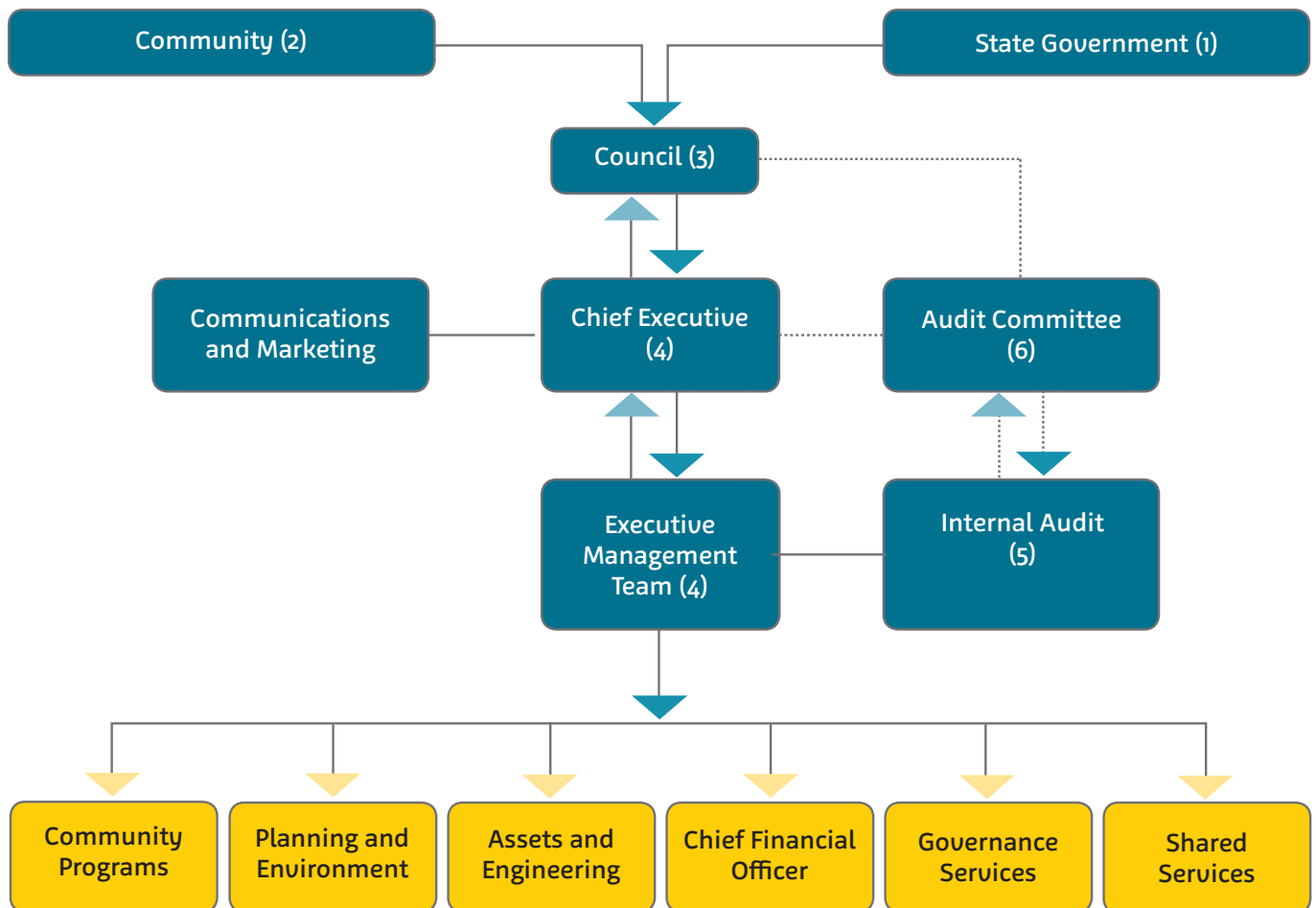
- Assets and Engineering
- Community Programs
- Governance Services
- Planning and Environment
- Shared Services
- Finance.

There are 28 service units that deliver services and projects across these six directorates.

Our organisation has many skilled and professional people, who are passionate about Manningham and delivering quality services. At 30 June 2014, Manningham had 727 employees, including 93 casuals; this equates to 496 Full Time Equivalent staff (FTEs). The City also employs contractors to undertake various work. Council is also supported by volunteers and community representatives on community committees and working groups.

Organisation structure

The organisational chart shown below not only represents the physical structure of Manningham Council, but also demonstrates how we deliver good governance. Council discharges its responsibility for the delivery of services to the community through the Chief Executive Officer and its directorates.



Organisational chart reference

1. The State Government through the *Local Government Act 1989* sets out the authority and process for the powers, duties and function of councils
2. The community elects the Council and provides input towards the City's priorities
3. Council establishes priorities and considers recommendations on key issues at formally constituted Council meetings
4. Through the Chief Executive Officer and the Executive Management Team (EMT), Council decisions are carried out. The EMT also provides Council with advice on priorities and strategic direction
5. Internal Audit conducts appraisals from within Council, which provides assurance that the organisation is discharging its responsibilities effectively
6. The Audit Committee oversees the activities of internal audit and provides independent external review of our governance and internal control frameworks.

Council directorates

- **Chief Executive Officer** – responsible for the day to day running of Council on strategic and policy matters and management of operations in accordance with the Council Plan. Responsibilities include Strategic Advisory Committees and special projects
- **Assets and Engineering** – delivering and maintaining quality municipal infrastructure and services for Manningham including waste management, municipal buildings, parks and recreation facilities, arterial and local roads, footpaths, and drainage
- **Community Programs** – providing community services in the areas of aged and disability support, social and community services including early childhood, youth services, social policy, arts and culture, corporate planning, community consultation and engagement, and library services
- **Planning and Environment** – supporting and facilitating the creation of a sustainable and liveable City, through the implementation of the Manningham Planning Scheme, administration of local laws, building services, economic development, strategic land use, open space, recreation and environmental planning and programs, Doncaster Hill place management and urban design
- **Chief Financial Officer** – responsible for our Annual Budget and Financial Strategy, revaluation of rateable properties, and delivering a range of financial services including property management and procurement

- **Governance Services** – delivering a range of internal support services and services direct to the community including governance and administration (i.e. records management, administration of council elections), customer service, consultation and engagement, corporate planning, audit and venues management (i.e. Manningham Function Centre)
- **Shared Services** – providing a range of internal support services including information technology, communications and marketing, project management, and human resource management to assist in the overall effectiveness, productivity and performance of the organisation.

Major Changes in Organisational Structure

To improve organisational effectiveness such as learning and development, internal communication, and IT infrastructure and services, a new Shared Services Directorate was created.

It comprises the Human Resources (formerly Organisational Development), Information Technology, and Communications and Marketing teams. It also includes a new Project Management Office, established to manage major projects (excluding capital works) and develop and deliver a suite of project management guidelines, processes and methods across the organisation.

Following the retirement of the Chief Financial Officer in July 2014, Financial Services – which comprises Finance, Property Services, and Procurement and Contracts – was moved across to the Shared Services Directorate.

The Community Planning team moved across from Community Programs directorate to Governance Services (formerly Corporate Support) and re-named Engagement and Corporate Development, to reflect its focus on the Council Plan and work on the continuous improvement framework.

Council operations

Executive Management Team



Back row L-R: Chris Potter, Leigh Harrison, Teresa Dominik, Joe Carbone, Philip Lee, Steve Goldsworthy and Rob Spargo

Joe Carbone – Chief Executive Officer

Commenced position January 2013

Areas of responsibility

Day to day running of Council on policy and strategic matters

Strategic Advisory Committees

Management of operations (i.e. financial, assets, human resources, governance) in line with the Council Plan

Qualifications Bachelor of Health Administration (UNSW)

Rob Spargo – Chief Financial Officer

Commenced position June 2008

Areas of responsibility

Finance

Revenue Services

Payroll

Performance Accounting

Property and Valuations

Procurement and Contracts

Qualifications Bachelor Business (Accounting) (RMIT), Graduate Australian Administrative Staff College, Certificate Government Administration (UNSW), Fellow Australian Society Certified Practising Accountants

Leigh Harrison – Director Assets and Engineering

Commenced position March 2010

Areas of responsibility

Building Maintenance

Engineering and Technical Services

Strategic/Major Projects

Engineering Operations

Parks and Recreation Services

Emergency Management

Asset Management and Capital Works Program

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

Chris Potter – Director Community Programs

Commenced position July 2013

Areas of responsibility

Aged and Disability Support	Library Services
Cultural Programs	Manningham Centre
Social and Community Services	

Qualifications BSc Economics and Business Economics (UoH), and Qualified CIPFA (Chartered Institute Public Finance and Accountancy) (LMU)

Teresa Dominik – Director Planning and Environment

Commenced position April 2012

Areas of responsibility

Building Services	Health and Local Laws
Economic Development and Business Support	Statutory Planning Services
Environmental Planning and Programs	Urban Design
Strategic Land Use Planning and Heritage	Landscape Architecture
Open Space and Recreation Planning and Programs	Doncaster Hill Place Management

Qualifications Bachelor Arts (Honours) (Melb), Diploma Education (Melbourne State College), Post Graduate Diploma Urban and Regional Planning (RMIT), Graduate Certificate Management (UoB)

Philip Lee – Director Shared Services

Commenced position December 2013

Areas of responsibility

Communications and Marketing	Human Resources
Information Technology	Project Management Office
Risk Management	

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

Steve Goldsworthy – Executive Manager Governance Services

Commenced position July 2008 and resigned May 2014

Edith Farrell – Acting Executive Manager Governance Services

Commenced position 23 May 2014

Areas of responsibility

Governance	Internal Audit
Customer Service	Records Management
Manningham Function Centre	Engagement and Corporate Planning

Qualifications Bachelor of Arts (PIT)

Council operations

Senior officers' remuneration

In May 2012, Council resolved to include a remuneration disclosure in its Annual Report disclosing the remuneration of the five most senior highly remunerated officers including service contract duration, salary and benefits entitlements. This disclosure shows that information as at 30 June 2014, and is in addition to the disclosure contained in the Related Party note in the Financial Report.

Name	Position	Term and duration of service contract	Total remuneration as at 30 June 2014	Other Benefits
Joe Carbone	Chief Executive Officer	Current contract period commenced in position on 21/01/2013. Contract expires on 20/01/17	\$320,000 (includes salary, and superannuation)	Ability to salary sacrifice for employer superannuation and Fringe Benefits Tax exempt benefits, five weeks annual leave and accrues Long Service Leave.
Leigh Harrison	Director Assets and Engineering	Current contract period Commenced in position on 09/03/2010. Contract expires on 08/03/2015	\$ 237,688 (includes salary, superannuation, and motor vehicle)	Ability to salary sacrifice for employer superannuation, motor vehicle and Fringe Benefits Tax exempt benefits, five weeks annual leave and accrues Long Service Leave.
Philip Lee	Director Shared Services	Current contract period Commenced in position on 16/12/2013. Contract expires on 16/12/2016	\$219,000 (includes salary, superannuation, and motor vehicle)	Ability to salary sacrifice for employer superannuation, motor vehicle and Fringe Benefits Tax exempt benefits, five weeks annual leave and accrues Long Service Leave.
Rob Spargo	Chief Financial Officer	Current contract period Commenced in position on 01/12/2008. Contract expires on 30/12/2014 *	\$205,912 (includes salary, superannuation, and motor vehicle)	Ability to salary sacrifice for employer superannuation, motor vehicle and Fringe Benefits Tax exempt benefits, five weeks annual leave and accrues Long Service Leave.
Teresa Dominik	Director Planning and Environment	Current contract period Commenced in position on 05/04/2012. Contract expires on 04/04/2017	\$202,469 (includes salary, superannuation, and motor vehicle)	Ability to salary sacrifice for employer superannuation, motor vehicle and Fringe Benefits Tax exempt benefits, five weeks annual leave and accrues Long Service Leave.

*Explanatory note

The Chief Financial Officer retired in July 2014; refer to page 49 for further detail.

Developing our people

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

We want our workforce to be engaged, capable, safe and highly motivated. People develop and excel in an environment that celebrates the unique perspectives they bring to work every day. We recognise that an effective and integrated Human Resources Strategy is the basis for transforming our organisation.

Our strategy is built on attraction and retention, building the capacity of our staff, increasing their satisfaction and engagement; and ensuring our behaviours match our values. In response to this strategy, staff turnover at the end of June 2014 remains very stable at ten per cent.

Looking ahead, we face the challenge of maintaining our workforce especially in critical service areas and the changing demographics of our City and broader Australian workforce. To meet this challenge we aim to:

- Increase job satisfaction, motivation and morale for staff
- Increase efficiencies and innovation in forming strategies and procedures
- Increase capacity to adopt new technologies and methods
- Reduce employee turnover
- Enhance our image within the community.

In 2013/2014, a diverse range of programs were delivered, including:

- Six (6) staff were supported to obtain TAFE and Undergraduate/Postgraduate qualifications through the Education Assistance program; it provides up to \$2,282 per financial year towards tuition, books and other related costs and up to four hours per week study leave and exam leave
- A total of 15 programs were delivered under Council's Health and Wellbeing program, including skin checks, vision testing, and a transition to retirement seminar
- 899 staff participated in the IT training program.

Corporate Learning and Development

A range of programs were conducted to meet the needs identified across the organisation, including technology use, regulatory/governance training, time management, contract management, report writing and project management. A total of 39 programs were attended by approximately 794 participants.

Leadership Development

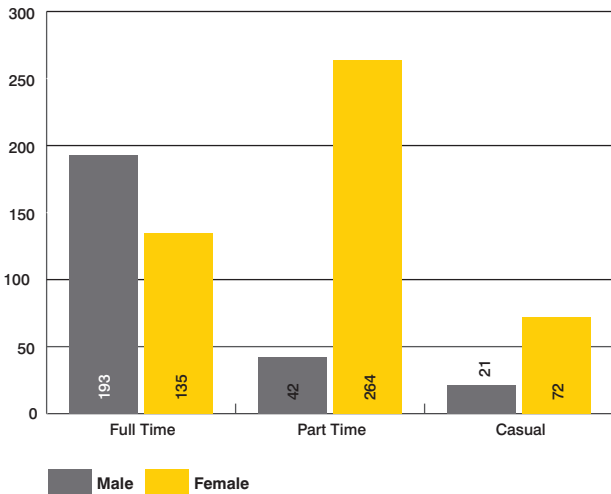
Council also commenced a broader focus on leadership development with the initiation of bi-monthly Manningham Leadership Team meetings to discuss key leadership issues and challenges. To date, awareness sessions have been held with the group on Conflict of Interest and Bullying.

Council operations

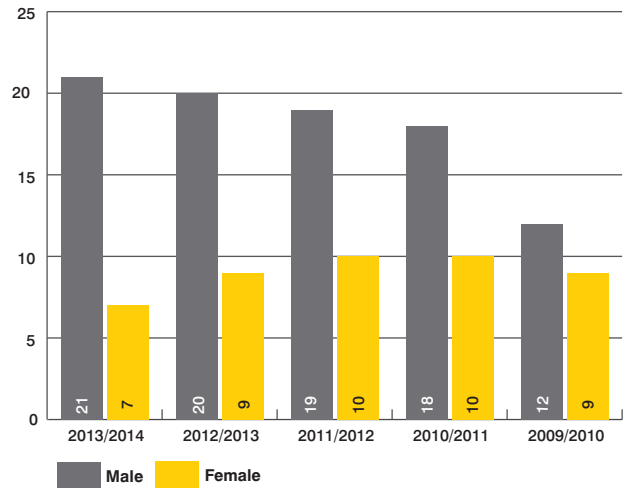
Staff Profile

As shown in the charts below, men comprise 75 per cent of the 28 senior management positions within Council, and women make up the majority of Council's total employee base (64.8 per cent).

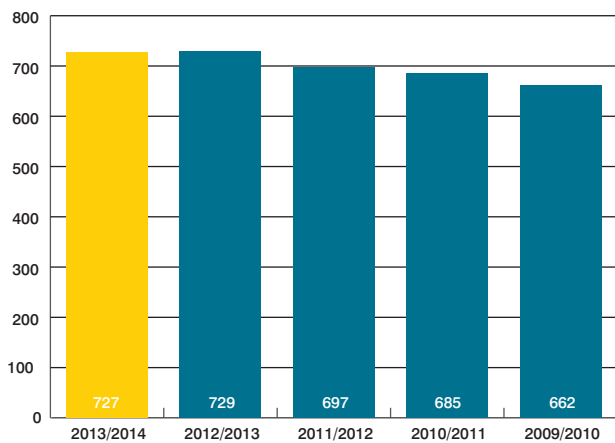
Council employees – full time, part time and casual



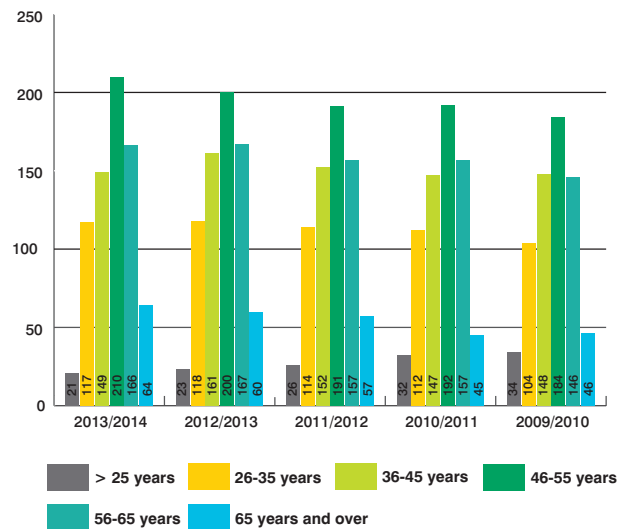
Senior Management Group by gender



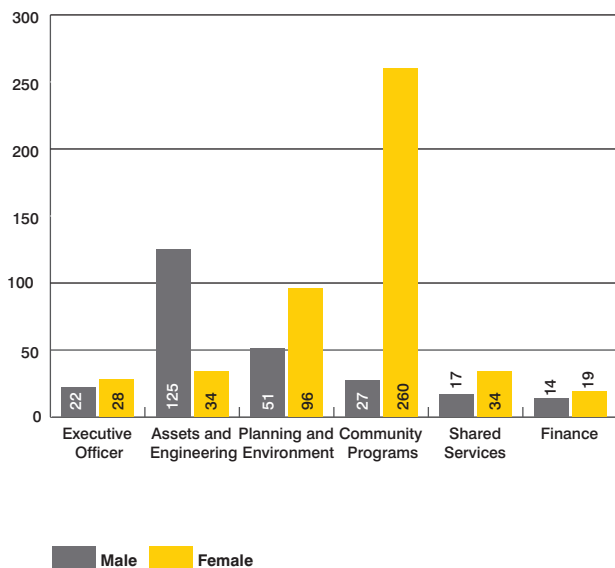
Total Council Employees



Age profile of Council employees



Council employees by directorate



Celebrating our achievements

Excellence Awards

The contribution of staff is vitally important to the success of the organisation. Manningham has a Reward and Recognition Award program to promote and recognise employees for their achievements and contributions to Council. In 2013/2014, nine Excellence Awards were presented to staff throughout the organisation.

Years of Service

Council also recognises the contribution of long serving staff and presents awards to staff at the completion of 10, 15, 20, 25, 30, 35, 40, 45 and 50 years of service with Council. Staff completing 30, 35, 40, 45 and 50 years of service are formally acknowledged at a Council meeting. This year, 64 employees celebrated notable lengths of service with Manningham.

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

External Recognition

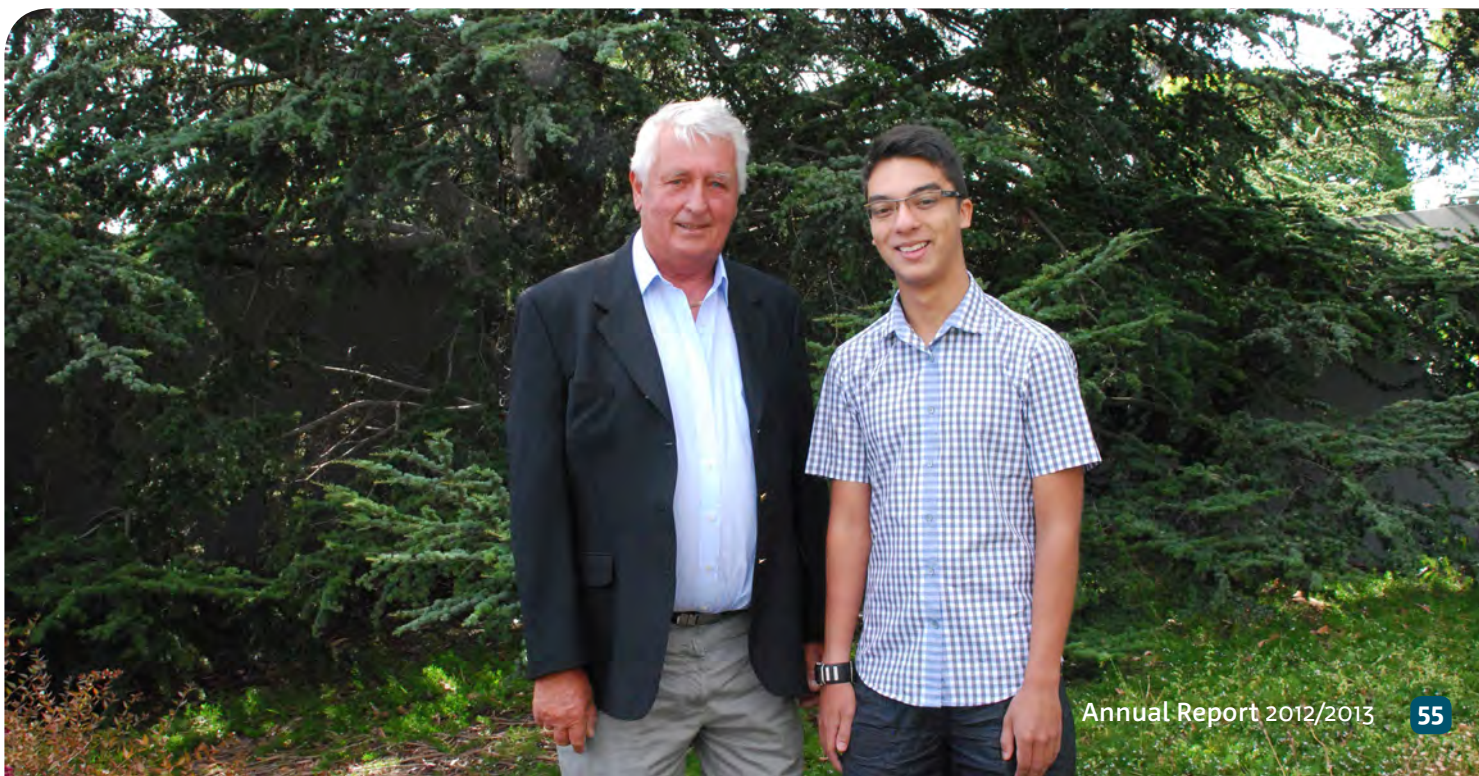
Manningham City Council, individual staff and specific projects delivered by Council have also received external awards and recognition in 2012/2013, including:

- Annual Report Awards - the 2012/2013 Annual Report received a Gold Award at the Australasian Reporting Awards
- SACS Awards – Manager Engineering and Technical Services received the 2013 Award for Leadership in Local Government - Executive.

Community Awards

Council also acknowledges the outstanding achievements of individuals within the community:

- 2014 Citizen of the Year – Steve Graham (pictured below left), a charter member and past president of the Park Orchards Lions Club, and National Chairman of the Lions Club's 'Quest Life Skills' program, which trains thousands of Australian teachers, including teachers from Manningham, to assist children in developing essential living skills and self respect
- 2014 Young Citizen of the Year – James Adam (pictured below right), member of Manningham's Drive Alive Today Tomorrow committee since 2008, has played a significant role as an ambassador for road safety and is also an advocate for a rail line to Doncaster as a member of the Doncaster Rail Advocacy Steering Committee.



Council operations

Equal opportunity employment

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

Policies and practices meet both the diverse needs of employees and those of the community. The EO Policy prohibits discrimination, and provides for all aspects of human resource management to be conducted without regard to race, sex, colour, national origin, religion, sexual orientation, age, marital status, political affiliation or disability in accordance with Section 96 and Schedule 6 of the *Local Government Act 1989* and the *Equal Employment Opportunity Act 2010*.

The EO Policy aims to ensure that all employees can work in an environment that fosters mutual employee respect and working relationships free from harassment and where each employee has the opportunity to progress to the fullest extent of his or her capabilities.

Council's commitment is also extended to members of the public in accessing our products and services.

In the 2012/2013 and 2013/2014 financial years, 425 staff from across the organisation attended Equal Opportunity training. Staff are required to attend a session once at least every two years. Council also continued to implement a range of flexible and responsive workplace practices to support the diverse needs of staff and to improve the delivery of Council's services during 2013/2014.



Industrial Relations

Council staff are employed under the provisions of the Manningham Council Enterprise Bargaining Agreement 2011 (EBA), which became operative on 17 January 2012, following its approval by Fair Work Australia. The nominal expiry date for the Agreement is 30 June 2014.

The EBA appends the Victorian Local Authorities Award 2001 (Part B) and the Nurses (ANF – Victorian Local Government) Award 2002 (Part C).

Negotiations commenced in February with all relevant unions to develop a new Agreement with a focus on continuing financial prudence and a document that provides greater clarity and accessibility.

Occupational Health and Safety

Manningham Council continues its commitment to ensuring the health and safety of all employees, contractors and the public. This is evidenced through the use of procedures, guidelines and management tools contained in our Occupational Health and Safety (OHS) Management System which meets our legislative requirements – *Occupational Health and Safety Act 2004* and *Occupational Health and Safety Regulations 2000*. A review of the system based on a continuous improvement philosophy is being undertaken to ensure deliver of a proactive system across the organisation.

Committees and Consultation

The OHS Committee structure implemented in 2013 was reviewed at the end of the year, resulting in a refinement that sees the two Civic Centre based committees merged. The changes ensure a strong robust mechanism for reporting and controlling hazard in the workplace. Two divisional Committees based at the Civic Centre and the Depot, and chaired by a Director, report up to the Central Safety Committee. This structure allows a strategic approach for the identification and resolution of local issues, as well as any broader issues that have organisational wide impact.

Elected Health and Safety Representatives attend these committees to discuss topics of interest. Council continues to undertake consultation in regard to health and safety outside of formal committee structures, for example, by involving employees in risk assessments, hazard assessments and incident investigations.

Explanatory note

In 2010/2011, Council implemented a new claims management system (QuickClaim) to streamline the management of WorkCover and Insurance Claims. As a result comparable data is only available for a four year period.

Emergencies

There are various types of emergency situations which could occur in Council buildings and surrounds. Council has set up an Emergency Planning Committee (EPC) to determine the types of emergencies and to ensure staff and the Emergency Control Organisation (ECO) are ready to act.

The EPC meets at least quarterly to plan for emergencies and test current systems. Systems of response are tested at least once per year with a drill that involves all staff. Wardens are required to attend regular training provided by external consultants.

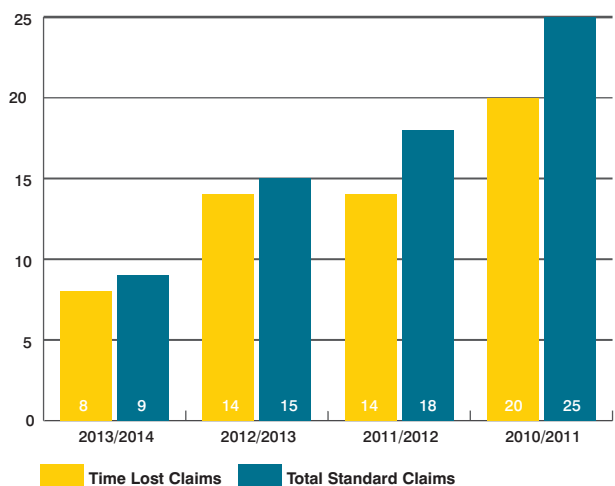
Workplace injuries and claims

Council has continued to improve injury management processes and systems to ensure injured workers are supported at all times during their recovery and return to work. This is carried out in accordance with compliance requirements outlined in the *Workplace Injury Rehabilitation and Compensation Act 2013*.

This focus on early intervention and support for injured workers, along with ongoing training for line managers in injury prevention and return to work obligations, has seen the overall number of standard claims consistently decrease for the last four years from a high of 25 claims in 2010/2011 down to nine claims in 2013/2014.

The end result of this decrease in claims, combined with a reduction in claims costs (due to the in-house focus on injury management) will produce significant savings in Council's WorkCover Premium costs for the 2014/2015 insurance year.

Workcover Claims History



Corporate governance framework

Managing risk

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

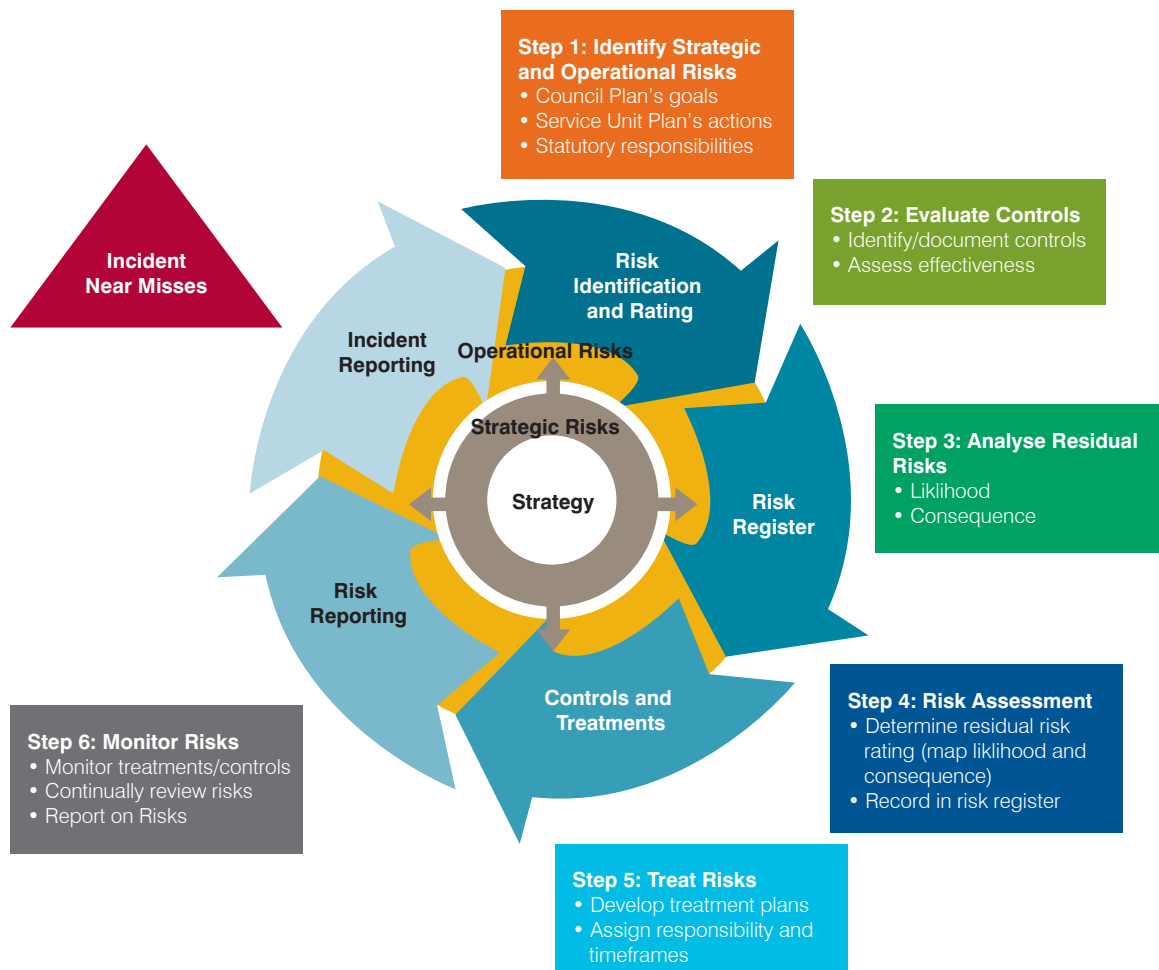
Capitalising on the momentum commencing last year, Council has undertaken a major review of its risk management system, undertaking comprehensive workshops with all levels of management, producing a number of initiatives that now form a new framework. The Audit Committee have given approval to the new framework.

Risk Register reporting to the Risk and Audit Committees will formally commence its new cycle from 30 June 2014, which will align with the new Local Government Reporting Framework. The Risk Management Policy will be presented to Council in August 2014 for final authorisation.

The key elements of the Risk Management Framework are:

- Risk Management Strategy
- Risk Management Policy
- Risk Management Assessment Tool
- Risk Register
- Risk Reporting
- Risk Management Committee
- Audit Committee.

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



Insurance

Public Liability and Professional Indemnity

Manningham Council continues to perform well in regard to the management of its public liability and professional indemnity risk exposure. Insurance cover is provided by Municipal Association of Victoria Insurance. However, the insurance scheme has incurred increased claims from its member councils both in terms of quantity and cost, which has placed significant strain on the scheme as a whole and resulted in council wide increased premiums. Nonetheless, Council's proactive under excess claims management system is achieving reduced claims which will realise premium reduction in the 2014/2015 financial year.

Property and Fidelity

There has been a concerted effort across Council to reduce the potential for incidents that might result in claims. There was only one minor claim under this policy in 2013/2014. This is expected to contribute towards reduced premium trending and savings in the next financial year.

Audit Committee

Our Audit Committee includes four independent members, one of whom is the chair, and three Councillor representatives, one of whom is the Mayor. The Audit Committee is an advisory committee of Council established in accordance with section 139(2) of the Local Government Act 1989 to assist Council to discharge its responsibilities by providing oversight in the areas of financial reporting, risk management, systems of internal controls and compliance with regulatory requirements.

Refer to page 69 for reporting on Auditing.

External audit

The Victorian Auditor-General's Office (VAGO) conducts financial and performance audits of Council as required by the Audit Act 1994. These can be viewed on pages 149-152 of this Annual Report.

Internal Audit

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

Procurement

Procurement at Manningham Council needs to:

- Comply with relevant legislation and internal policy and procedures
- Provide fair and equitable opportunity for competition
- Promote openness and accountability
- Deliver value for money to the organisation.

In 2013/2014:

- Process and cost savings were identified through a utilities management project
- Council worked with eight other Eastern Metropolitan Councils to develop a pavement and line marking for tender
- A contract management policy for all of Council was implemented
- Tree pruning was analysed for possible collaborative approach in late 2014
- Council worked with various metropolitan councils to standardise tender and contract documents issued to market.

Accountability and transparency

We pride ourselves on open government and take seriously our responsibility to be transparent and accountable to the community. The *Freedom of Information Act 1982* gives the community a right to access certain Council documents. Council is committed to full compliance with its obligations under the *Information Privacy Act 2000* and the *Health Records Act 2001*.

Code of Conduct

Manningham has two Codes of Conduct, one for employees and another for councillors. They provide guidelines for accountable and ethical behaviour when acting on behalf of Council in any operational or consultative capacity. The codes are based on the understanding that the public is entitled to expect:

- Council business will be conducted with efficiency, impartiality, integrity and with compassion and sensitivity
- Councillors and staff will obey the spirit and letter of the law and act within the provisions of all relevant statutes, ordinances, regulations and instruments
- Duty to the public will always be given absolute priority
- Councillors and staff will work in the best interests of the community.

The Codes of Conduct for Councillors is available on Council's website.

Best Value

Best Value principles are designed to make sure local services are a reflection of local community needs and expectations, in terms of both quality and cost. Read more about Best Value on page 67.

Customer Service

Council places a strong focus on customer service and responding to the needs of the community in a timely, efficient and courteous manner. Services provided directly by Customer Service staff include all first contact telephone calls and counter inquiries, lodging service requests, payments, issuing of miscellaneous works, burning off and disabled parking permits, and booking hard rubbish collections.

In 2013/2014, the Customer Service team received 117,525 calls (116,360 in 2012/2013). Customer contacts also resulted in 30,684 requests for action (28,694 in 2012/2013).

Complaints and requests process

Customer requests and complaints are managed through a system that records, responds, tracks and reports on those requests in a timely and professional manner. Requests can be made at the Customer Service Desk, via telephone, by mail, email or completing an online request form. The requests are then allocated to the relevant Council officer / unit for action via the Customer Feedback System (CFS).

Council also responds to reports made by residents via free smartphone apps – Snap Send Solve, Neat Streets and My Council.

Asset management

Council is responsible for an extensive range of infrastructure assets, such as buildings, roads and bridges, drainage, parks and recreational facilities. This represents a significant investment made over many generations to ensure that the assets and the services that they deliver are managed in an economical and sustainable manner. The replacement value of these assets (including land and fixed assets) is estimated at \$2 billion, and Council currently spends, on average, around \$13 million per year on the refurbishment and renewal of its infrastructure assets.

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

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

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

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

National Asset Management Assessment Framework (NAMAF)

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

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

The Framework is being used nationally to support improvement in local governments' asset management planning and performance, and to assist councils to achieve a 'Core' or 'Advanced' level of asset management maturity within their organisation. The 'Core' maturity level is the minimum level that all councils should attain and this was to be achieved by Manningham in December 2012.

There are 11 key assessment elements that the NAMAF includes to evaluate asset management performance. A summary of Manningham's performance (scorecard) for 2013/2014 is outlined in the following table and it includes a comparison with outer metropolitan councils:

Key Asset Management Elements	Manningham	Outer Metropolitan
Strategic Planning	Excellence (100%)	Excellence (95%)
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 (100%)	Proficient (90%)
Governance and Management	Excellence (100%)	Excellence (90%)
Levels of Service	Excellence (100%)	Proficient (75%)
Data and Systems	Excellence (97%)	Excellence (90%)
Skills and Processes	Excellence (98%)	Excellence (90%)
Evaluation	Excellence (100%)	Proficient (85%)

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

The Step Program will continue to be implemented in 2014/2015 and will focus on achieving improved NAMAF outcomes, and to support further improvement in asset management performance, financial sustainability and service planning, that will assist Councils to achieve their strategic outcomes. The Council Plan forms a fundamental part of the integrated planning framework. It provides an informed strategic direction for Council decision making.

Council operations

Planning framework

In 2012/2013, and in consultation with the community, Council developed the 2013-2017 Council Plan. This sets the direction for the next four years, forms the basis of Council's efforts and informs its resource allocation. This is achieved after also considering input from other complementary sources, such as the community's changing demographic profile, resident perceptions and satisfaction, and from information generated by the internal performance monitoring and reporting system.

Our strategic planning process

- **Long term planning (20 years).** Developed by Council in consultation with the community, the Community Plan 'Generation 2030' establishes the future long term goals and desires of the community. This Plan informs and guides the four year Council Plan.
- **Medium term planning (four years).** Developed and approved by Council in consultation with the community, the 2013-2017 Council Plan is the major strategic document developed to guide the delivery of services over the next four years. The Council Plan is integrated with the Strategic Resource Plan, which sets out the financial resources and staffing requirements of Council to deliver the Council Plan.
- **Short term planning (12 months).** Every year Council develops an Action Plan to link every action to the delivery of a theme and goal, and ultimately the organisation's vision in the Council Plan. The Annual Budget is framed within the Strategic Resource Plan to ensure that Council can achieve the goals from its annual Action Plan sustainably and effectively.
- **Reporting.** Progress against the Action Plan is reported to Council quarterly, whilst the end of financial year results and achievements in terms of achieving Council Plan goals and financial performance are then reported in Council's Annual Report. Council is committed to reporting on the progress of the implementation of actions and performance through monthly reports to the Executive Management Team, monthly reports to Councillors and quarterly reports to Council.



Generation 2030

The long term community plan, Generation 2030 is now in stage four of the planning process. In this phase, Council reviews and measures the progress of achieving the longer term vision outlined in the Community Plan.

In addition to the community plan, Council is required to prepare a Council Plan and a Municipal Public Health and Wellbeing Plan, as well as reviewing its Planning Scheme. Within each plan Council has to demonstrate how the Council will review and measure the outcomes and impacts achieved as a result of the themes, goals and actions identified.

The timing of the development of these plans has given Council an opportunity to review its present approach towards monitoring, review and evaluation in a more integrated and co-ordinated way, including:

- A commitment to the 'Themes' of the Generation 2030 Community Plan
 - A common evaluation methodology that demonstrates Council's commitment to accountability and evidence based decision making
 - A set of common strategic indicators that can be reported upon regularly.
- The co-ordinated approach to the evaluation and the use of indicators will benefit and assist with:
 - Accountability, transparency and monitoring
 - Meeting the requirements of the relevant Acts
 - Funding applications based on needs and areas where Council is performing well
 - Providing an evidence base for future planning and resource allocation
 - Providing benchmarks and the opportunity to track progress over time.



About the 2013-2017 Council Plan

The 2013-2017 Council Plan has been developed in consideration of wider economic and social influences that impact on the services Council provides, as well as Council's resource allocation. In particular these impacts include the effects of a weaker global and national economy, reduced Federal and State Government spending and cost shift pressures, increasing construction costs, increasing demands in frontline service delivery and community expectations.

Over recent decades, it is recognised that Local Government service provision has moved beyond the traditional narrower focus on 'roads, rates and rubbish' towards broader objectives to promote social, economic and environmental well being of its communities. Local Government faces the challenge of balancing its role of providing a greater range of services; against increased revenue pressures, increased expectations on service delivery standards and growing community expectations.

The themes that emerged through the development of the Generation 2030 Community Plan have been used as a basis for the development of the four-year Council Plan framework. Council's annual action and resourcing priorities during the financial year are focused on the six themes (Strategic Objectives) of the 2013-2017 Council Plan:

1. Our community spirit
2. Enjoy and protect our natural spaces
3. Getting from place to place
4. Planning for where we live
5. Everything we need is local
6. Council leadership and organisational performance.

The Council Plan themes outline the focus for activity and achievements. Each theme has a number of goal statements that indicate what Council and the community

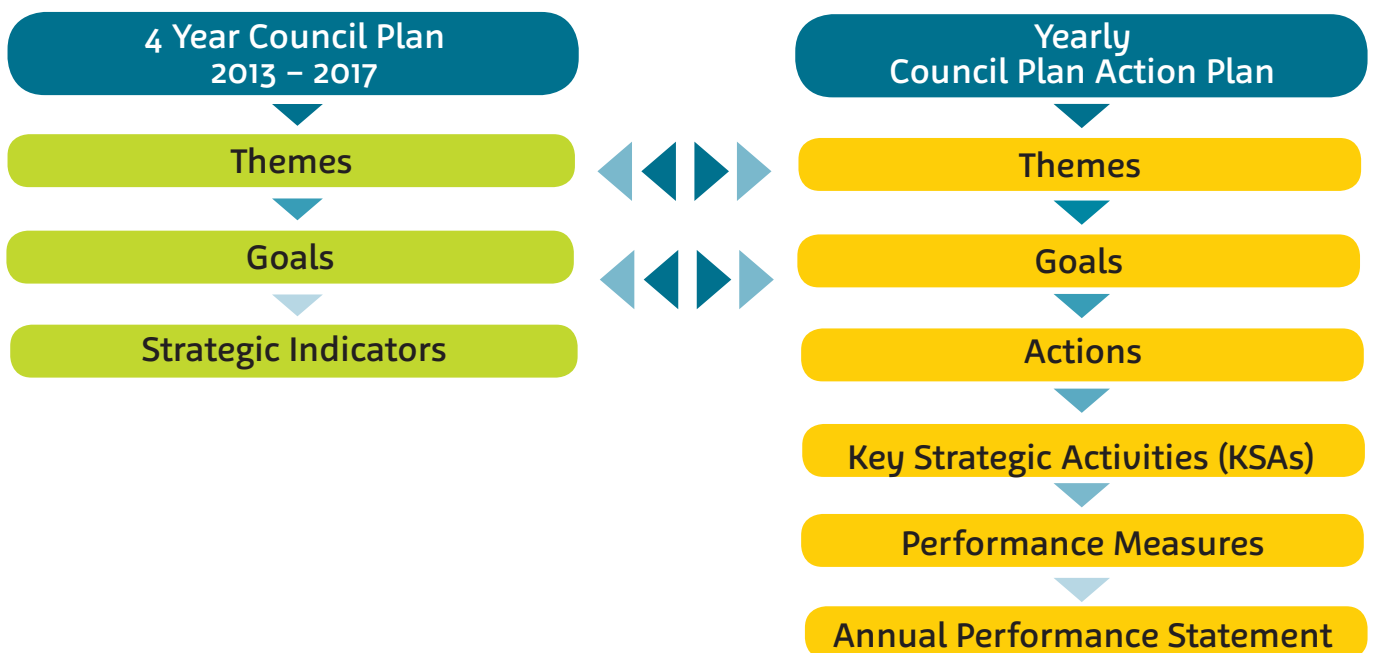
would like to achieve and are supported by specific activities and actions. In addition, a number of actions are identified as Key Strategic Activities (see opposite page for further detail).

Aligned to each theme, Council has identified a number of strategic indicators. These indicators detail 'measures of achievement' and identify areas of outcome and benefit to the community. Achievements against the Council Plan are reported to the community via Council's Annual Report. You will also find this information in the Executive Summary of the ensuing annual Council Plan Action Plans over the coming four year period.

The Council Plan also contains the Strategic Resource Plan which forecasts the financial and human resources needed to deliver the key outcomes of this Plan.

Council Plan Components

In line with the *Local Government Act 1989*, the Council Plan is reviewed annually by the elected Councillors to ensure it remains aligned to delivering Council's vision. On 28 June 2013, Council adopted the 2013-2017 Council Plan and the 2013/2014 Action Plan to implement the Council Plan.



Key Strategic Activities

A Key Strategic Activity (KSA) is a strategic action that is required under the *Local Government Act 1989* (Section 127). It is independently audited to assess the level of achievement by Council. For the 2013/2014 financial year, Council developed ten KSAs with identified performance measures and targets.

Of the ten activities, seven were time targeted and three had percentage performance targets.

Four of the seven time based activities were achieved by the set target dates:

- Complete the development of the Manningham Municipal Public Health and Wellbeing Plan (Theme 1)
- Undertake a review of the Manningham Planning Scheme, in accordance with the requirements of the Planning and Environment Act 1987 (Theme 4)
- Enhance residential amenity by developing a Parking Management Policy to provide a consistent, co-ordinated and equitable approach to assessing competing demands for parking facilities across the municipality (Theme 4)
- Explore a range of Aged Care service delivery arrangements to meet local community needs with consideration of the potential implications of the Commonwealth and State Governments' Health and Aged Care Reforms (Theme 5)

Two of the seven time-based activities were completed after the set target dates, by the end of the financial year:

- Undertake a review of the current Multicultural Strategy (2010-2013) and incorporate actions of the Multicultural Communications Strategy (Theme 1)
- Prepare a Special Charge Drainage Priority Listing (Theme 4).

The other time based activity had significant progress made against it; however, due to re-scoping of the project, the performance target was only partially achieved:

- Invest in a new website to ensure greater access for customers to online information, services and products (Theme 6).

The three performance based activities just fell short of meeting their percentage performance targets (within a 10 per cent variance) due to factors outside the direct control of the organisation:

- Encourage the reduction of household waste sent to landfill by implementing the Waste Management Marketing and Education Plan (Theme 2)
- Process planning applications made under the Manningham Planning Scheme in a timely manner (Theme 4)
- Complete the 2013/2014 Capital Works program to ensure assets are provided and maintained at an appropriate level (Theme 4).

Please refer to the Performance Statement on pages 143-147 for further detail.

Community Satisfaction Survey

Results from the Local Government (LG) Community Satisfaction Survey 2014, show that Manningham residents continue to be satisfied with Council's performance.

This survey is undertaken by an independent market research company, with overall management by the Department of Planning and Community Development. The survey addressed overall performance, lobbying (advocacy), community consultation and engagement, customer service, and Council direction.

In the five core key community satisfaction index score results, Manningham Council scored higher or equal to the State-wide and Outer Melbourne Metropolitan Council averages for all categories except one, and has achieved statistically higher ratings than the State-wide and Outer Melbourne Metropolitan Council results for both consultation and engagement, and lobbying (advocacy).

In 2014, Manningham Council recorded an Overall Performance Index Score of 66. This result is one index point higher than the 2013 result and is significantly higher than the State-wide average for this measure (61) and the Outer Melbourne Metropolitan Council group (63). Manningham also received significantly higher scores for Customer Service (76) compared with the State-wide average (72).

This year, Manningham Council did not opt to seek feedback in the non-core areas for assessment due to cost implications.

Our customer service team is often the first point of contact about services and information, and direct resident enquiries to the relevant Council department. In 2013/2014, they actioned 30,684 requests from the public, ranging from tree pruning and removing branches from nature strips, to graffiti removal and illegal parking.



6. Governance

In this section

- Best Value
- Auditing
- Ethics
- Committees
- Statutory Information

Council is responsible for protecting and enhancing the health of the community, this includes minimising unsafe food being sold. To raise food hygiene standards, our staff carry out inspections of food premises, with 335 inspections completed in 2013/2014.



Best Value

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

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

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

The first is to plan and capture all Best Value activity internally by reporting on these in every Council and EMT Report, Business Case and Capital Works proposal presented to the Executive Management Team and the Council.

Secondly, Council's Manningham Improvements (MI) Program uses a continuous improvement methodology to investigate and improve service delivery. The initial pilot round included investigations of:

- Customer Responsive Payment Options
- Processing Customer Requests.

Furthermore, each of Council's 19 service units identify activities that address Best Value objectives in their Service Unit Plan. Examples of these include:

- **Social and Community Services** – plan and implement a range of community development/health promotion programs in partnership with community organisations (Principle 2, 3 and 5)
- **Cultural Services** – review the effectiveness of the Warrandyte Arts Guide and establish future recommendations (Principle 1, 2, 3 and 5)
- **Economic and Environmental Planning** – review of the Donvale Reserve Management Plan to facilitate the incorporation and increased usage for female sporting organisations (Principle 2, 3 and 5)
- **Engineering Operations** – improving the unit's Operation's permits processes, using CI (connected intelligence) property (Principle 1, 2, and 4)
- **Engineering and Technical Services** – review of stormwater drainage connection process (Principle 1, 2, 3, 4, and 5)
- **Health and Local Laws** – prepare and deliver a maintenance reminder program for parents with regard to overdue vaccinations (Principle 2,3 and 4)
- **Engagement and Corporate Development** – engage the community in planning, delivery and evaluation of policy and services to ensure they are appropriate and effective (Principle 2,3 and 4).

The fourth approach is by way of reporting Best Value activity to the community in the Annual Report.

Auditing

Audit Committee

The primary objective of Manningham's Audit Committee is to assist Council in the effective conduct of its responsibilities for the management of risk and maintenance of a reliable system of internal controls and financial reporting. The role of the Audit Committee also involves input into the development of the strategic and annual audit plans and monitoring of the implementation of the plans and review of the external audit function and findings.

The objectives of the Audit Committee are to:

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

The Audit Committee comprised four independent members and three Councillor members. As at 30 June 2014 the members of the Audit Committee were:

Independent members

Mr Alan Fotheringham (chair)

Dr Robert Sadler

Mr Michael Said

Mr Rob Hogarth

Councillor members

Cr Paul McLeish

Cr Stephen O'Brien

Cr Geoff Gough

The annual remuneration for independent members is \$7,500 for the Chair and \$6,000 for other members.

The Chief Executive Officer, Chief Financial Officer, Executive Manager Governance Services, Manager Finance and the Internal Auditor (contractor – Crowe Horwath) attend Audit Committee Meetings. The Audit Committee typically meets on a quarterly basis, with a fifth meeting convened to review the Annual Financial Statements. The Auditor General's agent attends the special meeting to report any matters of significance in relation to the Financial Statements.

As part of Council's commitment to propriety and good governance, the Chair of the Audit Committee may meet privately with the full Council, in the absence of the Executive Management Team, to discuss any matters which the independent members and the Councillors may wish to raise. The Chair of the Audit Committee reports the substance of those discussions to the following Audit Committee meeting.

Internal Audit

Internal auditing is an independent, objective assurance and consulting activity designed to add value and improve the operations of Council. The Internal Audit process assists Council and the Chief Executive Officer to accomplish our objectives by bringing a systematic, disciplined approach to improve the effectiveness of risk management, control and governance processes.

Council, in consultation with the Audit Committee and the Internal Auditor, develops an annual audit plan. The audit projects in the annual audit plan reflect a mix of Council's identified enterprise risk exposures and operational risks as well as prudent compliance and performance audits.

Ethics

Fraud Policy

The Manningham Fraud Policy and Fraud Prevention Plan were adopted by Manningham Council on 30 March 2004, as part of Council's ongoing commitment to good governance processes, transparency and probity. The policy was reviewed and updated by the Manningham City Council Audit Committee in July 2012.

The aim of the Fraud Policy is on the prevention of any forms of fraud. Council's Internal Audit plan includes projects in areas which traditionally have a high risk of fraudulent activity. Manningham City Council has a comprehensive management process in place to competently manage any fraud related complaints referred to the Chief Executive Officer from any internal or external stakeholders.

As part of Council's staff induction process, all new staff are advised of the Fraud Policy and zero tolerance Council has towards fraud. They are also advised of the management processes to initiate a fraud review and are reminded of their obligations in relation to the Fraud Policy and Fraud Prevention Plan on an ongoing basis.

Any allegations of fraudulent activities within Manningham Council are referred to the Chief Executive Officer for immediate investigation and resolution.

Committees

Council operates several committees that provide advice on specific issues (Advisory Committees). Council is also represented on numerous bodies that serve the Manningham community. Councillor membership on committees is reviewed annually, with representatives appointed in November.

As at 30 June 2013 the following committees and representations were active:

Specialist Committees

These committees assist Council in maintaining its commitment to democratic governance.

Committee	Purpose	Councillor Representative(s)	No. Meetings
Audit	The primary objective of the Audit Committee is to assist Council in the effective conduct of its responsibilities for financial reporting, management of risk and maintaining a reliable system of internal controls.	Council: <ul style="list-style-type: none"> • Cr Paul McLeish • Cr Stephen O'Brien • Cr Geoff Gough Independent: <ul style="list-style-type: none"> • Mr Alan Fotheringham (chair) • Dr Robert Sadler • Mr Michael Said • Mr Rob Hogarth 	5
Executive Performance Review	Chief Executive Officer performance review and management liaison.	<ul style="list-style-type: none"> • Cr Jim Grivokostopoulos (chair) • Cr Meg Downie • Cr Dot Haynes • Cr Geoff Gough 	0

Strategic Committees

These advisory committees provide advice to Council on key issues of strategic importance to the community and continue to advocate where appropriate on behalf of the community.

Committee	Purpose	Councillor Representative(s)	No. Meetings
Transport	Deliver recommendations to Council for improved transport services and infrastructure.	<ul style="list-style-type: none"> Cr Paul McLeish (chair) 	3

Advisory Committees

These committees advise Council about a range of community and social issues that may influence policy, service and program development.

Committee	Purpose	Councillor Representative(s)	No. Meetings
Access and Equity Advisory Committee	Provide strategic advice on local issues, service delivery and planning to ensure equitable access and inclusion are imbedded across all Council operations and services.	<ul style="list-style-type: none"> Cr Sophy Galbally (chair) 	5
Community Safety	Identify key local crime and public safety issues and oversee the implementation of the community safety plan.	<ul style="list-style-type: none"> Cr Jim Grivokostopoulos (chair) 	4
Heritage	Provide advice to Council on the conservation and promotion of heritage places within the municipality. This includes considering applications for funding under the Heritage Restoration Fund.	<ul style="list-style-type: none"> Cr Paul McLeish (chair) 	4
Manningham Art Collection	Acquisition and advisory committee, making recommendations to Council on its Indoor Collection and Public Art Collection.	<ul style="list-style-type: none"> Cr Stephen O'Brien 	2
Manningham Charitable Trust Grants Assessment	Assess applications and recommend allocation of funding.	<ul style="list-style-type: none"> Cr Jim Grivokostopoulos (chair) Cr Michelle Kleinert 	0
Municipal Fire Management Planning	Identify, assess and treat fire risks in the municipality.	<ul style="list-style-type: none"> Cr Meg Downie (chair) 	5
Open Space and Streetscape Design Taskforce	Oversee the design and development of Manningham's public open spaces and streetscapes including implementation of the Public Open Space Strategy 2014.	<ul style="list-style-type: none"> Cr Geoff Gough (chair) Cr Dot Haynes Cr Paul McLeish 	3
Senior Citizens Reference Group	Advise Council on policy and other issues affecting seniors in Manningham.	<ul style="list-style-type: none"> Cr Meg Downie (chair) 	11

Other Committees

Committee	Purpose	Councillor Representative(s)	No. Meetings
Carols	Plans the annual Carols by Candlelight held every December.	<ul style="list-style-type: none"> Cr Michelle Kleinert (chair) 	8

External Committees and Organisations

Council is also represented on a number of external committees and organisations.

Committee/Organisation	Councillor Representative(s)
Eastern Regional Affordable Housing Working Group (ERHWG)	Cr Sophy Galbally
Eastern Transport Coalition (ETC)	Cr Paul McLeish
Manningham Centre Association (MCA)	Cr Jennifer Yang
Manningham Promoting Character	Cr Jim Grivokostopoulos
Manningham Interfaith Network	Cr Dot Haynes
Metropolitan Transport Forum (MTF)	Cr Jennifer Yang
Metropolitan Waste Management Group (MWMG)	Cr Dot Haynes
Municipal Association of Victoria (MAV)	Cr Geoff Gough (substitute Cr Jennifer Yang)
Northern Alliance for Greenhouse Action (NAGA) Executive Committee	Cr Sophy Galbally
Victorian Local Government Association (VLGA)	Cr Jennifer Yang
Whitehorse Manningham Regional Library Corporation (WMRL)	Cr Michelle Kleinert and Cr Meg Downie

Statutory Information

Privacy

Council is committed to protecting the personal privacy of residents and ratepayers. Council will only collect, use or disclose personal information where it is necessary to perform Council functions or where required by law. Council is committed to full compliance with its obligations under the *Information Privacy Act 2000* and the *Health Records Act 2001*.

- *Information Privacy Act 2000* – Two (2) complaints were received during 2013/2014 (both unsubstantiated)
- *Health Records Act 2001* – Nil (0) complaints were received during 2013/2014.

The Information Privacy Policy is available on Council's website.

Documents available for inspection by the public

In accordance with the *Local Government (General) Regulations 2004*, the following information is available on Council's website. Alternatively, it is available for inspection on request at the Civic Centre, 699 Doncaster Road, Doncaster, during normal office hours from 8.00 am to 5.00 pm on weekdays:

- Details of current allowances fixed for the Mayor and Councillors under section 74(a) of the *Local Government Act 1989*
- Senior Officers' total annual remuneration for the current financial year and the previous year set out as a list of remuneration in ranges of \$10,000 that shows the number of officers within each range
- Details of overseas or interstate travel undertaken in an official capacity by Councillors or any member of Council staff in the previous 12 months
- Names of Council officers who were required to submit a return of interest during the financial year and dates the returns were submitted
- Names of Councillors who submitted returns of interest during the financial year and the dates returns were submitted
- Agendas and minutes for ordinary and special meetings held in the previous 12 months kept under Section 93 of the Act except where such minutes relate to parts of meetings which have been closed to members of the public under Section 89 of the Act
- A list of all Special Committees established by Council and the purpose for which each committee was established
- A list of all Special Committees established by Council which were abolished or ceased to function during the financial year

- Minutes of meetings of Special Committees established under Section 86 of the Act and held in the previous 12 months, except where such minutes relate to parts of meetings that have been closed to members of the public under Section 89 of the Act
- Register of delegations kept under Sections 87, 88 and 98 of the Act
- Submissions received under Section 223 of the Act during the previous 12 months
- Agreements to establish regional libraries under Section 196 of the Act
- Register of all property, finance and operating leases involving land, buildings, plant, computer equipment and vehicles entered into by Council
- Register of authorised officers appointed under Section 224 of the Act
- A list of grants and donations made by Council during the financial year
- A list of the names of the organisations of which Council was a member during the financial year and details of all membership fees and other amounts and services provided during that year to each organisation by Council
- A list of contracts valued at \$150,000 or more which Council entered into during the financial year without first engaging in a competitive process and which are not contracts referred to in Section 186(5) of the Act.

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

- An operating statement, a statement of financial position and notes to the financial statements
- A copy of election campaign donation returns retained under Section 62A of the Act.

Freedom of Information

The *Freedom of Information Act 1982* gives the community a right to access certain Council documents. Freedom of Information requests must be made in writing and be accompanied by an application fee. Under legislation Council must decide if the information will be provided (in whole or in part) or whether access will be denied, within 45 days. All enquiries relating to accessing documents under Freedom of Information should be direct to Council's Freedom of Information Officer on 9840 9333.

In 2013/2014, Council received and processed ten Freedom of Information applications.

Protected Disclosure Act

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

Council has adopted a Protected Disclosure procedure to supplement the provisions of the Act and to facilitate the disclosure of any improper conduct by Councillors and Council officers. The role of Council's Protected Disclosure Co-ordinator is to receive and consider all disclosures about improper conduct and detrimental action as defined by the Act.

A copy of the Protected Disclosure procedure is available on Council's website.

In 2013/2014, there have been no disclosure referred by Council to the Independent Broad-based Anti-corruption Commission (IBAC).

National Competition Policy

Manningham Council has complied with the requirements of the Local Government Improvement Incentive program in respect to the National Competition Policy. This Policy covers compliance with trade practices, local laws and competitive neutrality.

Victorian Carers Recognition Act 2012

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

- Distributing printed material through relevant council services
- Displaying posters at council community venues
- Distributing information to carer support groups
- Providing information to organisations represented in Council/community networks.

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

- Providing information to staff working in Home and Community Care and disability services
- Including reference to the Act in Council's updated EEO Policy and provided to staff at Induction
- Including an article in the Council staff newsletter
- Providing information about the Act on the Council staff Intranet.

Council has taken all practicable measures to review and modify policies, procedures and supports to include recognition of the carer relationship and has provided the following additional activities and resources to recognise the care relationship and has updated the Community Care, Assisted Transport, Foot Care and Manningham Activities for Special Kids Program Guidelines for staff and consumers to include reference to.

Local Laws

Council adopted Manningham's Community Local Law on 30 April 2013. The Community Local law replaces Manningham's General, Public Health and Doncaster Hill Local Laws. The preparation, content and format of the Local Law is in accordance with The Ministerial Guidelines. A Community Impact Statement was developed to inform and consult the community about the Local Law. The Community Local Law complies with National Competition Policy requirements and is compatible and consistent with the Victorian Charter of Human Rights.

Domestic Animal Management Plan performance indicators

Council commenced implementation of its new Domestic Animal Management (DAM) Plan. It addresses:

- Training of authorised officers
- Registration and identification
- Nuisance complaints
- Dog attacks and dog confinement
- Declared dogs
- Overpopulation and high euthanasia
- Domestic animal business.

Domestic Animal Management Plan performance indicators

Indicator	Data as at 30 June 2013	Target	Data as at 30 June 2014	Comments
Dog registration rate: (per cent dogs registered / estimated dog population)	11753/20700 = 57%	65%	11198/20700 = 54%	This figure is currently under target as final reminders have not yet been sent out and a doorknock of properties with unregistered animals still to occur.
Cat registration rate: (per cent cats registered/ estimated cat population)	4706/13500 =35%	50%	4335/13500 =32%	As above. Numbers expected to increase after final reminders and doorknocks are completed.
Dog Complaints: (number of dog complaints per 1,000 population)	8.15 per 1000 population	Less than 10	4.4 per 1000 population	Target achieved.
Cat Complaints: (number of cat complaints per 1,000 population)	0.3 per 1000 population	Less than 0.5	0.32 per 1000 population	Target achieved.
Dog Attacks: (number of dog attacks causing injury per 1,000 population)	0.043 per 1000 population	0.22 Less than 25	0.33 per 1000 population	There has been a slight increase in dog attacks; however, a majority of these attacks were attacks on animal and not bites or attacks on people
Dog Rehousing Rate: (per cent total dogs rehoused/ total dogs impounded)	10%	10%	29/365 = 8%	Target achieved. This means most dogs are going back home to their owners.
Dog Reclaim Rate: (per cent total dogs reclaimed by owner/total dogs impounded)	88%	90%	328/365 = 90%	Target achieved. Of the dogs impounded, 90% are collected by owner, and only 2% had to be euthanised (this was mainly due to them being unsuitable for rehousing).
Cat Rehousing Rate: (per cent total cats rehoused/total cats impounded)	48%	15%	69/119 = 58%	Just over half of cats impounded were rehoused to a new home.
Cat Reclaim Rate: (per cent total cats reclaimed by owner/total cats impounded)	26%	10%	15/119 = 13%	Target achieved.
Cat Euthanasia Rate: (per cent total cats euthanased/ total cats impounded)	24%	75%	35/119 =29%	Target achieved. The euthanasia rate is low compared to the state average as most cats are re-homed or reclaimed by owners.
Declared Dog Compliance Rates: (number declared/number complaint/number of audits)	100%	100%	100%	All declared dogs inspected bi-annually. All complying with restrictions.
Domestic Animal Business Compliance Rates: (number registered/number compliant/number of audits)	100%	100%	100%	All animal businesses operating according to code of practice. All businesses inspected annually.

Victorian Local Government Indicators

The following Victorian Local Government indicators are provided to assist in the evaluation of Council's performance during the 2013/2014 financial year. The State Government introduced the indicators to help the community and Council judge the health of the local government sector and to benchmark individual and overall industry improvement over time.

Performance					
	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014
Affordability					
All Rates					
Average rates and charges per assessment	\$1,459	\$1,531	\$1,619	\$1,730	\$1,803
Residential Rates					
Average residential rates and charges per assessment	\$1,388	\$1,485	\$1,572	\$1,678	\$1,756
Sustainability					
Debts					
Average liabilities per assessment	\$415	\$466	\$646	\$648	\$632
Operating Results					
Operating results per assessment	\$300	\$97	\$308	\$338	\$285
Services					
Operating Costs					
Average operating expenditure per assessment	\$2,029	\$2,155	\$2,238	\$2,131	\$2,184
Overall Performance*					
Community satisfaction rating for overall performance generally of Council	Index mean 68	Index mean 67	Index mean 67	Index mean 65	Index mean 66
Infrastructure					
Capital Expenditure					
Capital expenditure per assessment	\$610	\$631	\$1,204	\$601	\$604
Renewal					
Infrastructure renewal	60.5%	61.6%	82.0%	66%	68%
Renewal and Maintenance					
Infrastructure renewal and maintenance	77.1%	75.4%	88.8%	79%	81%
Governance					
Advocacy/Lobbying*					
Community satisfaction rating for Council's advocacy and community representation on key local issues	Index mean 60	Index mean 63	Index mean 58	Index mean 56	Index mean 61
Community Engagement*					
Community satisfaction rating for Council's engagement in decision making on key local issues	Index mean 60	Index mean 62	Index mean 59	Index mean 57	Index mean 60

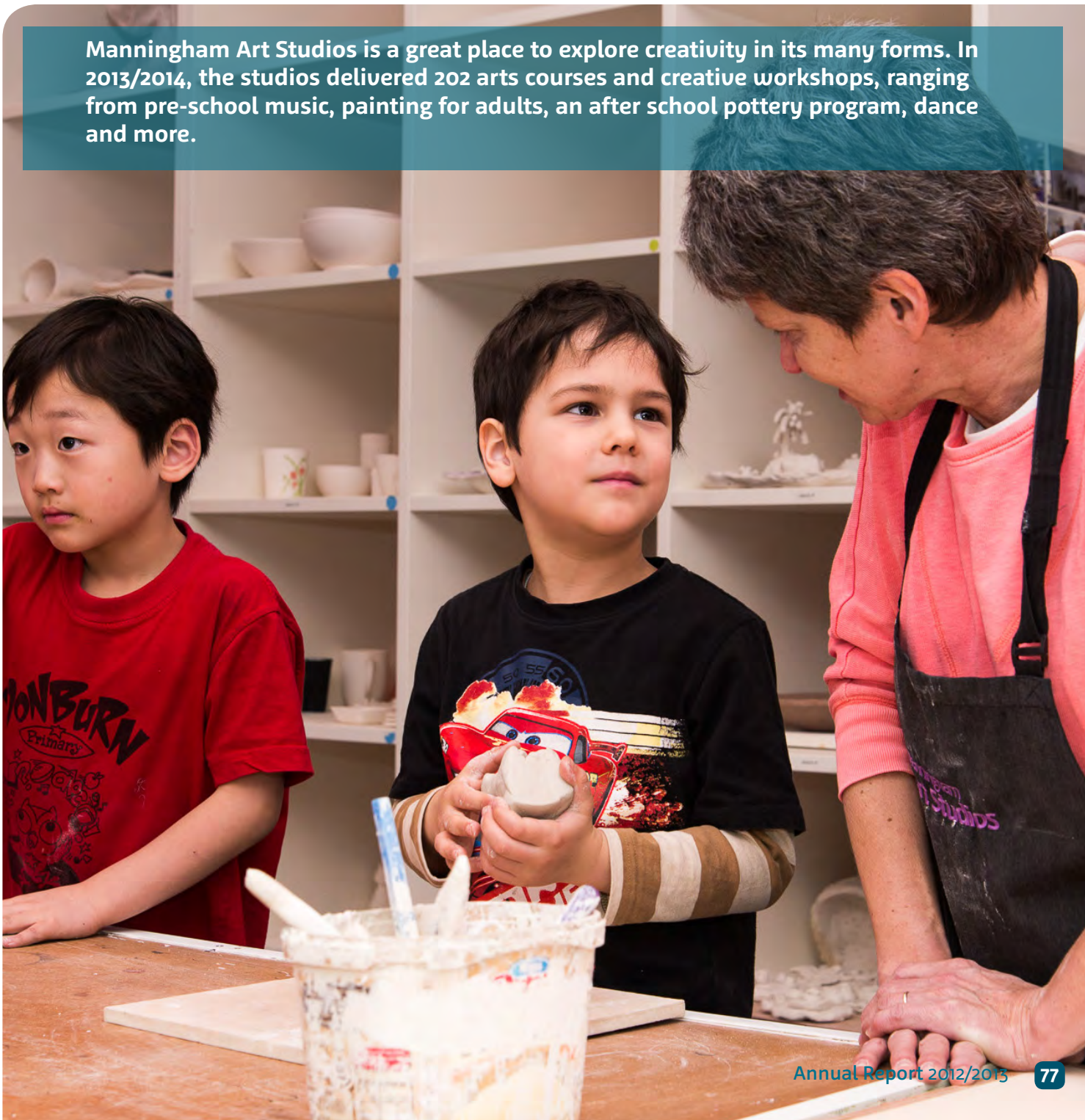
* The source for the results are the 2014 Local Government Satisfaction Survey. All the results were either higher or the same as the State-wide and Outer Metropolitan Melbourne Council averages, with the exception of Council Direction which was four index points lower than the Outer Metropolitan Council average. A full copy can be found on Council's website.

7. Financials

In this section

- Plain English Guide to the financials
- Financial statements
- Standard statements
- Performance statement
- Auditor General's report

Manningham Art Studios is a great place to explore creativity in its many forms. In 2013/2014, the studios delivered 202 arts courses and creative workshops, ranging from pre-school music, painting for adults, an after school pottery program, dance and more.



Plain English Guide to the Financials

Introduction

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

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

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

What is contained in the Financial Report?

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

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

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

Comprehensive Income Statement

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

- The sources of Council's revenue under various income headings
- The expenses incurred in running the Council during the year. These expenses relate only to the Operations' and do not include the cost associated with capital purchases or the building of assets. While capital purchase costs are not included in the Expenses there is an item for 'Depreciation'. This value is the value of the assets 'used up' during the year.

The key figure to look at is the surplus for the year. A surplus means that the revenue was greater than the operating expenses. The cash element in the surplus is mainly used to fund the Capital Works Program.

Balance Sheet

This one page summary is a snapshot of the financial situation as at 30 June. It shows what the Council owns as Assets and what it owes as Liabilities. The bottom line of this Statement is Net Assets, or Equity, and this is the net worth of Council which has been built up over many years. The Assets and Liabilities are further separated into Current and Non-current categories. Current assets or Current liabilities are those which will fall due in the next 12 months, or cannot be deferred for greater than 12 months.

The components of the Balance Sheet are:

Current and Non-Current Assets

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

Current and Non-Current Liabilities

- Trade and other payables is the value to whom Council owes money as at 30 June
- Trust funds and deposits represents monies held in Trust by Council
- Provisions include accrued salary and leave entitlements
- Superannuation liability refers to monies owed to the superannuation fund for future superannuation benefits of staff on a defined benefits plan
- 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 a very specific Australian Accounting Standard 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 and other forms of highly liquid investments that can readily be converted to cash, such as cash invested with banks. Council's cash arises from, and is used in, three main areas:

Cash flows to and from the following sources:

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.

Notes to the Accounts

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

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

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

- The cost of the various functions of Council
- The break-down of expenses, revenues, reserves and assets.

- Contingent liabilities
- Transactions with persons related to Council
- Financial performance indicators
- Capital projects undertaken.

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

Standard Statements

The Standard Statements section provides three of the four statements mentioned above (Comprehensive Income Statement, Balance Sheet and Cash Flow Statement) together with a further statement being the Statement of Capital Works.

These Standard Statements provide a comparison between the actual results for the year and the budget that was set at the start of the year. All major differences are explained in accompanying notes.

The Statement of Capital Works sets out the expenditure on creating or buying Property, Infrastructure, Plant and Equipment assets by each category of asset. It also shows how much has been spent on renewing, upgrading, expanding or creating new assets of this type.

Statements by Principal Accounting Officer and Councillors

The Certification of the Principal Accounting Officer is made by the person responsible for the financial management of Council that, in her/his opinion, the Financial Statements have met all the statutory and professional reporting requirements. The Certification of Councillors is made by two councillors on behalf of Council that, in their opinion, the Financial Statements are fair and not misleading.

Auditor-General's Report

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

Financial Report

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Comprehensive Income Statement For the Year Ended 30 June 2014

	Note	2014 \$'000	2013 \$'000
Income			
Rates and charges	3	83,326	79,086
Statutory fees and fines	4	1,740	1,714
User fees and charges	5	9,725	9,187
Grants - operating (recurrent)	6	9,364	9,843
Grants - operating (non-recurrent)	6	71	449
Grants - capital (recurrent)	6	378	730
Grants - capital (non-recurrent)	6	1,926	4,472
Other income	7	2,912	2,068
Contributions - cash	8	1,519	1,598
Contributed assets - non-monetary assets	9	3,034	3,350
Net gain/(loss) on disposal of property, plant and equipment, infrastructure, and other fixed assets	10	(164)	141
Share of gain/(loss) from investment in associate accounted for by the equity method	11	263	112
Total income		114,094	112,750
Expenses			
Employee costs	12	43,730	41,200
Materials, services and contracts	13	19,632	19,181
Depreciation and amortisation	14	19,507	18,645
Impairment loss on assets held for sale		-	503
Borrowing costs	15	240	-
Other expenses	16	17,788	17,814
Total expenses		100,897	97,343
Surplus/(deficit) for the year		13,197	15,407
Other comprehensive income			
Net asset revaluation increment/(decrement)	30(a)	75,512	(21,596)
Total comprehensive result		88,709	(6,189)

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

Balance Sheet as at 30 June 2014

	Note	2014 \$'000	2013 \$'000
Assets			
Current assets			
Cash and cash equivalents	17	42,517	38,385
Trade and other receivables	18	6,208	6,573
Non-current assets classified as held for sale	20	-	1,672
Other assets	21	1,163	843
Total current assets		49,888	47,473
Non-current assets			
Trade and other receivables	18	31	31
Financial assets	19	163	150
Investment in associate	11	1,839	1,576
Property, plant and equipment, infrastructure, and other fixed assets	22	1,586,014	1,500,216
Intangible assets	23	1,808	1,568
Total non-current assets		1,589,855	1,503,541
Total assets		1,639,743	1,551,014
Liabilities			
Current liabilities			
Trade and other payables	24	9,909	9,943
Trust funds and deposits	25	5,173	4,815
Provisions	26	10,562	10,282
Superannuation liability	27	-	273
Income received in advance	29	573	558
Total current liabilities		26,217	25,871
Non-current liabilities			
Provisions	26	904	876
Superannuation liability	27	-	7,633
Interest-bearing loans and borrowings	28	7,279	-
Total non-current liabilities		8,183	8,509
Total liabilities		34,400	34,380
Net Assets		1,605,343	1,516,634
Equity			
Accumulated surplus		602,090	588,136
Asset revaluation reserves	30(a)	999,868	925,660
Other reserves	30(b)	3,385	2,838
Total Equity		1,605,343	1,516,634

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

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Statement of Changes in Equity For the Year Ended 30 June 2014

	Note	Total	Accumulated surplus	Asset revaluation reserves	Other reserves
		\$'000	\$'000	\$'000	\$'000
2014					
Balance at beginning of the financial year		1,516,634	588,136	925,660	2,838
Surplus for the year		13,197	13,197	-	-
Net asset revaluation increment/(decrement)	30 (a)	75,512	1,304	74,208	-
Transfers from other reserves	30 (b)	-	614	-	(614)
Transfers to other reserves	30 (b)	-	(1,161)	-	1,161
Balance at end of the financial year		1,605,343	602,090	999,868	3,385
Change in equity for the financial year		88,709	13,954	74,208	547

	Note	Total	Accumulated surplus	Asset revaluation reserves	Other reserves
		\$'000	\$'000	\$'000	\$'000
2013					
Balance at beginning of the financial year		1,522,823	564,932	954,626	3,265
Surplus for the year		15,407	15,407	-	-
Net asset revaluation increment/(decrement)	30 (a)	(21,596)	7,370	(28,966)	-
Transfers from other reserves	30 (b)	-	2,466	-	(2,466)
Transfers to other reserves	30 (b)	-	(2,039)	-	2,039
Balance at end of the financial year		1,516,634	588,136	925,660	2,838
Change in equity for the financial year		(6,189)	23,204	(28,966)	(427)

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 2014

	Note	2014 \$'000	2013 \$'000
Cash flows from operating activities			
Rates and charges		82,491	78,115
User charges, fees and fines		11,927	11,541
Grants - operating		9,774	10,684
Grants - capital		2,304	5,202
Contributions		1,519	1,598
Interest		1,633	1,465
Other receipts		1,310	2,086
GST on receipts		1,012	1,918
Payments to suppliers		(37,675)	(36,245)
GST on payments to suppliers		(3,661)	(3,437)
Payments to employees		(43,279)	(41,404)
Defined benefits unfunded super liability payment		(7,906)	-
Net GST refund		2,558	1,824
Net cash provided by (used in) operating activities	31	22,007	33,347
Cash flows from investing activities			
Payments for property, plant and equipment, infrastructure, and other fixed assets		(27,925)	(27,401)
Proceeds from disposal of property, plant and equipment, infrastructure, and other fixed assets		2,426	9,832
Net increase (decrease) in trust funds and deposits		345	(9,700)
Net cash provided by (used in) investing activities		(25,154)	(27,269)
Cash flows from financing activities			
Loans and advances made		7,900	-
Payments of loans and advances		(621)	-
Net cash provided by (used in) financing activities		7,279	-
Net increase (decrease) in cash and cash equivalents		4,132	6,078
Cash and cash equivalents at the beginning of the financial year		38,385	32,307
Cash and cash equivalents at the end of the financial year	17	42,517	38,385
Financing arrangements	33		
Restricted assets	34		

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

Financial Report

Notes to the Financial Report For the Year Ended 30 June 2014

Introduction

- (a) 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.
- (b) The purpose of the Council is to:
- Provide for the peace, order, and good government of the municipal district;
 - Promote the social, economic and environmental viability, and sustainability of the municipal district;
 - Ensure that resources are used efficiently and effectively and services are provided in accordance with the Best Value Principles to best meet the needs of the local community;
 - Improve the overall quality of life of people in the local community;
 - Promote appropriate business and employment opportunities;
 - Ensure that services and facilities provided by the Council are accessible and equitable;
 - Ensure the equitable imposition of rates and charges; and
 - Ensure transparency and accountability in Council decision making.
- (c) Other Disclosures:
External Auditor - Auditor-General of Victoria
Internal Auditor - Crowe Horwath
Solicitors - Maddocks
Bankers - Commonwealth Bank of Australia
Website address - www.manningham.vic.gov.au
- (d) General Purpose Financial Report
- This financial report is a general purpose financial report that consists of Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows, and notes accompanying these financial statements. The general purpose financial report complies with Australian Accounting Standards, other authoritative pronouncements of the Australian Accounting Standards Board, the *Local Government Act 1989*, and the *Local Government (Finance and Reporting) Regulations 2004*.

Note 1 Significant accounting policies

(a) Basis of accounting

This financial report has been prepared on the accrual and going concern basis.

This financial report has been prepared under the historical cost convention, except where specifically stated in notes 1(h), 1(j), and 1(t).

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

Note 1 Significant accounting policies (continued)**(b) Changes of accounting policies***AASB 13 Fair Value Measurement*

Council has applied AASB 13 for the first time in the current year. AASB 13 establishes a single source of guidance for fair value measurements. The fair value measurement requirements of AASB 13 apply to both financial instrument items and non-financial instrument items for which other A-IFRS require or permit fair value measurements and disclosures about fair value measurements, except for share-based payment transactions that are within the scope of AASB 2 Share-based Payment, leasing transactions that are within the scope of AASB 17 Leases, and measurements that have some similarities to fair value but not fair value (e.g. net realisable value for the purposes of measuring inventories or value in use for impairment assessment purposes).

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 in the principal (or most advantageous) market at the measurement date under current market conditions. Fair value under AASB 13 is an exit price regardless of whether that price is directly observable or estimated using another valuation technique. Also, AASB 13 includes extensive disclosure requirements.

AASB 13 requires prospective application from 1 January 2013. In addition, specific transitional provisions were given to entities such that they need not apply the disclosure requirements set out in the Standard in comparative information provided for periods before the initial application of the Standard. In accordance with these transitional provisions, Council has not made any new disclosures required by AASB 13 for the 2013 comparative period (please see note 22 disclosures).

Other than the additional disclosures, the application of AASB 13 has not had any material impact on the amounts recognised in the financial statements.

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.

AASB 119 Employee benefits

In the current year, Council has applied AASB 119 Employee Benefits (as revised in 2011) and the related consequential amendments for the first time. AASB 119 changes the definition of short-term employee benefits. These were previously benefits that were due to be settled within twelve months after the end of the reporting period in which the employees render the related service, however, short-term employee benefits are now defined as benefits expected to be settled wholly before twelve months after the end of the reporting period in which the employees render the related service. As a result, accrued annual leave balances which were previously classified by Council as short-term benefits no longer meet this definition and are now classified as long-term benefits. This has resulted in a change of measurement for that portion of annual leave provision from an undiscounted to discounted basis.

This change in classification has not materially altered Councils measurement of the annual leave provision.

Note 1 Significant accounting policies (continued)

(c) Revenue recognition

Rates, grants, and contributions

Rates, grants, and contributions (including developer contributions) are recognised as revenues when the Council obtains control over the assets comprising these receipts.

Control over assets acquired from rates is obtained at the commencement of the rating year as it is an enforceable debt linked to the rateable property or, where earlier, upon receipt of the rates.

A provision for doubtful debts on rates has not been established as unpaid rates represents a charge against the rateable property that will be recovered when the property is next sold.

Control over granted assets is normally obtained upon their receipt (or acquittal) or upon earlier notification that a grant has been secured, and are valued at their fair value at the date of transfer.

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

Where grants recognised as revenue during the financial year were obtained on condition that they be expended in a particular manner or used over a particular period and those conditions were undischarged at balance date, the unused grant is disclosed in note 6. The note also discloses the amount of unused grant from prior years that was expended on Council's operations during the current year.

A liability is recognised in respect of revenue that is reciprocal in nature to the extent that the requisite service has not been provided at balance date.

User fees and fines

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

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

Sale of property, plant and equipment and infrastructure

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

Rents

Rents are recognised as revenue when the payment is due or the payment is received, whichever first occurs. Rental payments received in advance are recognised as a prepayment until they are due.

Interest

Interest is recognised progressively as it is earned.

Other income

Other income is measured at the fair value of the consideration received or receivable and is recognised when Council gains control over the right to receive the income.

Note 1 Significant accounting policies (continued)

(d) Depreciation and amortisation of non-current assets

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

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

Artworks are not depreciated.

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

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

Asset class

Property

Buildings	75 - 100 years
Building on leased land	Term of lease or 75 yrs

Plant and equipment

Furniture, equipment and computers	4 - 20 years
Plant and machinery	5 - 25 years

Infrastructure

Roads, streets and bridges	
Bridges - concrete	100 years
Bridges - timber	60 years
Footpaths - roads	100 years
Footpaths - parks	60 years
Kerb and channel	100 years
Road - pavement	25 years
Road - sub-pavement	100 years
Drains	100 years

Other

Artworks	Infinite life
Recreation	20 years
Waste garbage bins	15 years

Intangible assets

Software	5 years
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(e) 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.

(f) Borrowing costs

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

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

Note 1 Significant accounting policies (continued)

(g) Recognition and measurement of assets

Acquisition

The purchase method of accounting is used for all acquisitions of assets, being the fair value of assets provided as consideration at the date of acquisition plus any incidental costs attributable to the acquisition. Fair value is the amount for which the asset could be exchanged between knowledgeable willing parties in an arm's length transaction.

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

The following classes of assets have been recognised in note 22. In accordance with Council's policy, the threshold limits detailed below have applied when recognising assets within an applicable asset class and unless otherwise stated are consistent with the prior year:

Class of asset	"Threshold limit \$'000"
Property	
Land	0
Land under Roads	0
Buildings	5
Plant and equipment	
Furniture, equipments and computers	1
Plant and machinery	1
Infrastructure	
Roads, streets and bridges	
Bridges	10
Footpaths	10
Kerb and channel	10
Roads	10
Drains	10
Other	
Artworks	1
Recreation	1
Waste garbage bins	1
Intangible assets	
Software	1

Revaluation

Subsequent to the initial recognition of assets, non-current physical assets, other than plant and equipment are measured at their fair value. Council reviewed the carrying value of the individual classes of non-current physical assets at balance date to ensure that each asset class materially approximated its fair value. Where the carrying value materially differed from the fair value at balance date the class of asset was revalued to fair value. Fair value being either the amount for which the assets could be exchanged between knowledgeable willing parties in an arms length transaction where available markets exist, or otherwise at their current replacement cost less accumulated depreciation.

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

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

Land under roads

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

Impairment of assets

At each reporting date, the Council reviews the carrying value of its assets to determine whether there is any indication that these assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs to sell and value in use, is compared to the asset's carrying value. Value in use is the depreciated replacement cost. Any excess of the assets carrying value over its recoverable amount is expensed to the comprehensive income statement, unless the asset is carried at the revalued amount in which case, the impairment loss is recognised directly against the revaluation surplus in respect of the same class of asset to the extent that the impairment loss does not exceed the amount in the revaluation surplus for that same class of asset.

Note 1 Significant accounting policies (continued)

(h) Cash and cash equivalents

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

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

(i) Financial assets

Financial investments held to maturity are measured at cost.

Financial assets classified as available-for-sale are reflected at their fair value. Unrealised losses and gains arising from changes in fair value are taken directly to equity. The Council assesses at each balance date whether there is objective evidence that a financial asset is impaired. A significant or prolonged decline in the fair value of a security below its cost is considered as an indicator that the securities are impaired. If any such evidence exists for available-for-sale financial assets, the cumulative loss is removed from equity and recognised as an expenditure in the Comprehensive Income Statement.

(i) Investment in associate

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.

(k) Trust funds and deposits

Amounts received as trust deposits and retention amounts controlled by Council are recognised as trust funds until they are returned or forfeited (refer to note 25).

(l) Employee costs

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

Wages and salaries

Liabilities for wages and salaries and rostered days off are recognised and measured as the amount unpaid at balance date. Council includes appropriate oncost such as workers' compensation and payroll costs.

Annual leave

Annual leave entitlements are accrued on a pro-rata basis in respect of services provided by employees up to balance date and are measured at the amount expected to be paid, including superannuation and annual leave loading, when the accrued obligation is settled. All annual leave entitlements are classified as current liabilities. Annual leave entitlements that are expected to be settled within 12 months of balance date, based on past experience of payments, are classified as a short term liability and measured at nominal value. Annual leave entitlements that are expected to be settled later than 12 months after balance date are classified as a long term current liability and measured at the present value of the estimated future cash outflows. Council uses Commonwealth bond rates for discounting future cash flows.

Long service leave

Long service leave entitlements are assessed at balance date having regard to expected employee remuneration rates on settlement, superannuation payable on the entitlement, and other factors including accumulated years of employment and experience of employee departure per year of service. Unconditional long service leave entitlements are classified as current liabilities. Long service leave entitlements classified as current liabilities that are expected to be settled within 12 months of balance date, based on past experience of payments, are classified as a short term liability and measured at nominal value. Long service leave entitlements classified as current liabilities that are expected to be settled later than 12 months after balance date are classified as a long term current liability and are measured at the present value of the estimated future cash outflows. Long service leave accruals for employees with less than 7 years service are classified as a non-current liability and are valued at the present value of expected future cash flows. Council uses Commonwealth bond rates for discounting future cash flows.

Termination benefits

Termination benefits are payable when employment is terminated before the normal retirement date, or when an employee accepts voluntary redundancy in exchange for these benefits. The council recognises termination benefits when it is demonstrably committed to either terminating the employment of current employees according to a detailed formal plan without possibility of withdrawal or providing termination benefits as a result of an offer made to encourage voluntary redundancy. Benefits falling due more than 12 months after balance sheet date are discounted to present value.

Employee benefits on-costs

Employee benefits on-costs (workers compensation, superannuation, annual leave and long service leave accrued while on LSL) are recognised separately from provision for employee benefits.

Superannuation

The superannuation expense for the reporting year is the amount of the statutory contribution made to the superannuation plans which provide benefits to employees, including past employees who are members of a defined benefits scheme, together with any movements in Council's liabilities arising from re-measurement of the superannuation fund's obligations for defined benefit scheme members. Details of these arrangements are recorded in note 35.

Note 1 Significant accounting policies (continued)

(m) Leases

Operating leases

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

(n) Allocation between current and non-current

Liabilities

A liability is classified as a current liability if it is expected, or due, to be settled in the entity's normal 12 month operating cycle, or it is held primarily for the purpose of being traded, or the Council does not have an unconditional right to defer settlement of the liability for at least twelve months after the reporting date. All other liabilities are classified as non-current liabilities.

Assets

An asset is classified as a current asset if it is expected to be realised in, or is intended for sale or consumption in, the entity's normal 12 month operating cycle, or held primarily for the purpose of trading or is a cash or a cash equivalent (as defined in AASB 107 Cash Flow Statements) that is restricted from being exchanged or used to settle a liability for at least twelve months after the reporting date. All other assets are classified as non-current.

(o) Agreements equally proportionately unperformed

The Council does not recognise assets and liabilities arising from agreements that are equally proportionately unperformed. Such agreements are recognised on an 'as incurred' basis.

(p) Goods and Services Tax (GST)

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

Cash flows are presented in the cash flow statement on a net basis. The GST on receipts, GST on payments and the net GST recoverable from, or payable to, the ATO are disclosed separately.

(q) Rounding

Unless otherwise stated, amounts in the financial report have been rounded to the nearest thousand dollars.

(r) Website costs

Costs in relation to websites are charged as an expense in the period in which they were incurred.

(s) Non-current assets held for sale

A non-current asset held for sale is measured at the lower of its carrying amount and fair value less costs to sell and are not subject to depreciation and treated as current. For a non-current asset to be classified as held for sale, the asset must be available for immediate sale in its present condition subject only to terms that are usual and customary for sales of such assets and its sale must be highly probable and the asset's sale (or disposal group sale) is expected to be completed within 12 months from the date of classification.

(t) Contingent assets and contingent liabilities

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

(u) Trade and other receivables

Receivables are carried at amortised cost using the effective interest rate method. A provision for doubtful debts is recognised when there is objective evidence that an impairment has occurred.

(v) Financial guarantees

Financial guarantee contracts are recognised as a liability at the time the guarantee is issued. The liability is initially measured at fair value, and if there is material increase in the likelihood that the guarantee may have to be exercised, at the higher of the amount determined in accordance with AASB 137 Provisions, Contingent Liabilities and Contingent Assets and the amount initially recognised less cumulative amortisation, where appropriate. In the determination of fair value, consideration is given to factors including the probability of default by the guaranteed party and the likely loss to Council in the event of default.

Notes to the Financial Report For the Year Ended 30 June 2014

Note 2 Pending accounting standards

The following Australian Accounting Standards have been issued or amended and are applicable to the Council but are not yet effective.

They have not been adopted in preparation of the financial statements at reporting date.

Pronouncement	Summary	Application Date	Impact on Council
AASB 9 Financial Instruments	<p>AASB 9 standard is one of a series of amendments that are expected to eventually completely replace AASB 139. During 2010-11, the standard will be expanded to include new rules on measurement of financial liabilities and hedge accounting. Currently the existing provisions of AASB 139 will continue to apply in these areas.</p> <p>AASB 9 simplifies the classifications of financial assets into those to be carried at amortised cost and those to be carried at fair value – the 'available for sale' and 'held-to-maturity' categories no longer exist. AASB 9 also simplifies requirements for embedded derivatives and removes the tainting rules associated with held-to-maturity assets.</p> <p>The new categories of financial assets are:</p> <ul style="list-style-type: none"> • Amortised cost – those assets with 'basic loan features'. • Fair value through other comprehensive income - this treatment is optional for equity instruments not held for trading (this choice is made at initial recognition and is irrevocable). • Fair value through profit and loss - everything that does not fall into the above two categories. <p>The following changes also apply:</p> <ul style="list-style-type: none"> • Investments in unquoted equity instruments must be measured at fair value. However, cost may be the appropriate measure of fair value where there is insufficient more recent information available to determine a fair value. • There is no longer any requirement to consider whether 'significant or prolonged' decline in the value of financial assets has occurred. The only impairment testing will be on those assets held at amortised cost, and all impairments will be eligible for reversal. <p>Similarly, all movements in the fair value of a financial asset now go to the income statement, or, for equity instruments not held for trading, other comprehensive income. There is no longer any requirement to book decrements through the income statement, and increments through equity.</p>	1 Jul 2015	<p>The impact is not likely to be extensive in the local government sector. Although it will vary considerably between entities. While the rules are less complex than those of AASB 139, the option to show equity instruments at cost has been largely removed, which is likely to lead to greater volatility within the income statement. However it may also lead to an improved financial position for some entities.</p> <p>This will also create a requirement to measure some instruments annually that has not previously existed.</p>
AASB 10 Consolidated Financial Statements	<p>This Standard forms the basis for determining which entities should be consolidated into an entity's financial statements. AASB 10 defines 'control' as requiring exposure or rights to variable returns and the ability to affect those returns through power over an investee, which may broaden the concept of control for public sector entities.</p>	1 Jul 2014	<p>The AASB have finalised deliberations on ED 238 and any modifications made to AASB 10 for not-for-profit entities, Council will need to re-assess the nature of its relationships with other entities, including those that are currently not consolidated.</p>

Financial Report

Notes to the Financial Report For the Year Ended 30 June 2014

Note 2 Pending accounting standards (continued)			
Pronouncement	Summary	Application Date	Impact on Council
	<p>The AASB has issued an exposure draft ED 238 Consolidated Financial Statements – Australian Implementation Guidance for Not-for-Profit Entities that explains and illustrates how the principles in the Standard apply from the perspective of not-for-profit entities in the private and public sectors.</p> <p>This Standard forms the basis for determining which entities should be consolidated into an entity's financial statements. AASB 10 defines 'control' as requiring exposure or rights to variable returns and the ability to affect those returns through power over an investee, which may broaden the concept of control for public sector entities.</p> <p>The AASB has issued an exposure draft ED 238 Consolidated Financial Statements – Australian Implementation Guidance for Not-for-Profit Entities that explains and illustrates how the principles in the Standard apply from the perspective of not-for-profit entities in the private and public sectors.</p>		
AASB 11 Joint Arrangements	This Standard deals with the concept of joint control, and sets out a new principles-based approach for determining the type of joint arrangement that exists and the corresponding accounting treatment. The new categories of joint arrangements under AASB 11 are more aligned to the actual rights and obligations of the parties to the arrangement.	1 Jul 2014	The AASB has finalised deliberations and any modifications made to AASB 11 for not-for-profit entities, Council will need to assess the nature of arrangements with other entities in determining whether a joint arrangement exists in light of AASB 11.
AASB 12 Disclosure of Interests in Other Entities	<p>This Standard requires disclosure of information that enables users of financial statements to evaluate the nature of, and risks associated with, interests in other entities and the effects of those interests on the financial statements. This Standard replaces the disclosure requirements in AASB 127 Separate Financial Statements and AASB 131 Interests in Joint Ventures.</p> <p>The exposure draft ED 238 proposes to add some implementation guidance to AASB 12, explaining and illustrating the definition of a 'structured entity' from a not-for-profit perspective.</p>	1 Jul 2014	Impacts on the level and nature of the disclosures will be assessed based on the eventual implications arising from AASB 10, AASB 11 and AASB 128 Investments in Associates and Joint Ventures.
AASB 127 Separate Financial Statements	This revised Standard prescribes the accounting and disclosure requirements for investments in subsidiaries, joint ventures and associates when an entity prepares separate financial statements.	1 Jul 2014	The impact of this standard will need to be assessed in line with the final deliberations by the AASB on the application of this standard to not for profit entities.
AASB 128 Investments in Associates and Joint Ventures	This revised Standard sets out the requirements for the application of the equity method when accounting for investments in associates and joint ventures.	1 Jul 2014	The impact of this standard will need to be assessed in line with the final deliberations by the AASB on the application of this standard to not for profit entities.
AASB 1053 Application of Tiers of Australian Accounting Standards and AASB 2010-2 Amendments to Australian Accounts Standard arising from Reduced Disclosure Requirements	These standards set out the tiers of financial reporting and the reduced disclosure framework.	1 Jul 2014	Council has yet to determine the impact of this standard.

Notes to the Financial Report For the Year Ended 30 June 2014

		2014	2013
		\$'000	\$'000
Note 3	Rates and charges		
	General rates	70,879	66,842
	Supplementary rates	308	637
	Waste charges	12,070	11,510
	Recreational land	69	97
	Total rates and charges	83,326	79,086
	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 2013/14 was \$32,371 million (2012/13, \$32,011 million). The 2013/14 rate in the CIV dollar was 0.002190 (2012/13, 0.002086).		
	The date of the last general revaluation of land for rating purposes within the municipal district was 1 January 2012, and the valuation first applied to the rating period commencing 1 July 2012.		
	The date of the next general revaluation of land for rating purposes within the municipal district is 1 January 2014, and the valuation will be first applied in the rating year commencing 1 July 2014.		
Note 4	Statutory fees and fines		
	Infringements and costs	1,308	1,379
	Land and property information certificates	253	206
	Permits	179	129
	Total statutory fees and fines	1,740	1,714
Note 5	User fees and charges		
	Leisure centre management fee	236	241
	Hall hire and function centre charges	2,265	1,824
	Social and community services charges	533	482
	Town planning fees	821	648
	Aged services fees	834	802
	Registration fees	1,174	1,109
	Advertising fees	500	572
	Culture and recreation fees	183	148
	Chargeable works fees	654	549
	Rent and lease charges	1,620	1,724
	Other fees and charges	905	1,088
	Total user fees and charges	9,725	9,187
Note 6	Grants		
	Grants were received in respect of the following:		
	Summary of grants		
	Federally funded grants	672	896
	State funded grants	10,717	13,263
	Others	350	1,335
	Total grants	11,739	15,494

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Notes to the Financial Report For the Year Ended 30 June 2014

		2014	2013
		\$'000	\$'000
Note 6	Grants (continued)		
Recurrent			
Operating			
	Victoria Grants Commission - general purpose grant	1,190	2,340
	School crossing supervisors	139	129
	Maternal and child health, and immunisation	663	617
	Family and children	690	525
	Aged services	6,202	5,865
	Other	480	367
		9,364	9,843
Capital			
	Victoria Grants Commission - local roads	378	730
		378	730
		9,742	10,573
Total recurrent			
Non-recurrent			
Operating			
	Economic and environment	30	190
	Family and children	-	49
	Aged services	-	75
	Other	41	135
		71	449
Capital			
	Civic Precinct	-	111
	Recreation	155	956
	Federal Government - Roads to Recovery	402	402
	Economic and environment	645	1,053
	Capital works community contributions	-	534
	Other	724	1,416
		1,926	4,472
		1,997	4,921
		11,739	15,494
Total Grants			
Grants recognised as revenue during the year that were obtained on condition that they be expended in a specified manner that had not occurred at balance date were:			
	Economic and environment	135	495
	Family and children	99	7
	Aged services	-	30
	Victoria Grants Commission	-	1,636
	Recreation	-	231
	Other	215	581
		449	2,980
Grants recognised as revenue in prior years and were expended during the current year in the manner specified by the grantor were:			
	Economic and environment	495	340
	Family and children	7	8
	Victoria Grants Commission	1,636	1,637
	Recreation	231	10
	Transport	-	29
	Other	489	78
		2,858	2,102
		(2,409)	878
Net increase (decrease) in restricted assets resulting from grant revenues for the year.			

Notes to the Financial Report For the Year Ended 30 June 2014

		2014	2013
		\$'000	\$'000
Note 7	Other income		
	Interest on investments	1,369	1,212
	Interest on rates and charges	250	209
	Other	1,293	647
	Total other income	2,912	2,068
Note 8	Contributions - cash		
	Resort and recreation contributions (a)	1,078	1,578
	Doncaster hill activity centre contributions (b)	83	-
	Other contributions	358	20
	Total contributions - cash	1,519	1,598
	(a) Resort and recreation contributions received during the year are transferred to other reserves pursuant to section 18 of the <i>Subdivision Act 1988</i> (Resort and recreation reserve) (refer note 30(b)).		
	(b) Doncaster hill activity centre contributions are made under the provisions of the Municipal Planning Scheme requiring developer contributions towards the cost of specific infrastructure and services in the Doncaster hill activity centre area (refer note 30(b)).		
	Contributions recognised as revenue during the year that were obtained on condition that they be expended in a specified manner that had not occurred at balance date were:		
	Other contributions	1	20
	Net increase/(decrease) in restricted assets resulting from contributions revenue for the year.	1	20
Note 9	Contributed assets - non-monetary assets		
	Developer contributed assets	3,034	3,350
	Total contributed assets - non-monetary assets	3,034	3,350
Note 10	Net gain/(loss) on disposal of property, plant and equipment, infrastructure, and other fixed assets		
	Land		
	Proceeds from disposal	1,694	8,549
	Written down value of assets disposed	-	(426)
	Written down value of assets disposed - non-current asset held for sale	(1,543)	(7,736)
	Net gain/(loss) on disposal	151	387
	Buildings		
	Proceeds from disposal	129	574
	Written down value of assets disposed	-	(88)
	Written down value of assets scrapped	(112)	-
	Written down value of assets disposed - non-current asset held for sale	(129)	(574)
	Net gain/(loss) on scrapped	(112)	(88)
	Plant and machinery		
	Proceeds from disposal	566	707
	Written down value of assets disposed	(325)	(429)
	Written down value of assets scrapped	(3)	-
	Net gain/(loss) on disposal/scrapped	238	278

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Notes to the Financial Report For the Year Ended 30 June 2014

		2014	2013
		\$'000	\$'000
Note 10	Net gain/(loss) on disposal of property, plant and equipment, infrastructure, and other fixed assets (continued)		
Furniture, equipments and computers			
	Proceeds from disposal	37	2
	Written down value of assets disposed	(40)	(1)
	Net profit/(loss) on disposal	(3)	1
Roads, streets and bridges			
	Written down value of assets scrapped	(154)	(390)
	Net gain/(loss) on scrapped	(154)	(390)
Drains			
	Written down value of assets scrapped	(241)	(8)
	Net gain/(loss) on scrapped	(241)	(8)
Recreation			
	Written down value of assets scrapped	(43)	(39)
	Net gain/(loss) on scrapped	(43)	(39)
	Total	(164)	141
	Total proceeds from disposal	2,426	9,832
	Total written down value of assets disposed	(365)	(944)
	Total written down value of assets scrapped	(553)	(437)
	Total written down value of assets - non-current asset held for sale	(1,672)	(8,310)
	Net gain/(loss) on disposal/scrapped	(164)	141
Note 11	Investment in associate		
Whitehorse-Manningham Regional Library Corporation			
<i>Background</i>			
Manningham City Council has a 29.76% 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 2014, per the draft WMRLC financial statements, has been taken up as income of \$262,644 during the year ended 30 June 2014 (income of \$111,840 in 2012/13). 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	2,151	2,497
	Receivables	55	15
	Other assets	128	120
	Receivables - Council Contribution	-	1,712
		2,334	4,344
Non-current assets			
	Property & equipment	6,076	5,364
		6,076	5,364
	Total assets	8,410	9,708
Current liabilities			
	Payables	584	736
	Provisions	1,490	1,508
	Interest bearing liabilities	-	1,712
		2,074	3,956
Non-current liabilities			
	Provisions	158	139
		158	139
	Total liabilities	2,232	4,095
	Net assets	6,178	5,613

Notes to the Financial Report For the Year Ended 30 June 2014

		2014	2013
		\$'000	\$'000
Note 11	Investment in associate (continued)		
<i>Movement in carrying value of investment</i>			
	Carrying value of investment at start of year	1,576	1,464
	Share of surplus/(deficit) for year	263	112
	Carrying value of investment at end of year	1,839	1,576
Note 12	Employee costs		
	Wages and salaries	36,518	34,605
	Casual staff	968	710
	Salary oncost (a)	5,854	5,505
	Other employee costs	390	380
	Total employee costs	43,730	41,200
	(a) includes annual leave and long service leave provision, Workcover and superannuation costs.		
Note 13	Materials, services and contracts		
	Materials and services	3,494	3,459
	Fleet costs - fuel, oil tyres	742	711
	Contractors - community building repairs and maintenance	1,220	1,144
	Contractors - parks, gardens, sporting reserves and street trees	3,197	2,970
	Contractors - drains, roads and footpaths	1,401	1,383
	Contractors - waste collection services	9,578	9,514
	Total materials, services and contracts	19,632	19,181
Note 14	Depreciation and amortisation		
Property, plant and equipment, infrastructure, and other fixed assets			
	Buildings	3,070	2,947
	Plant and machinery	1,397	1,426
	Furniture, equipments and computers	796	742
	Roads, streets and bridges	8,465	7,988
	Drains	3,162	3,080
	Recreation	1,819	1,689
	Waste garbage bins	383	383
		19,092	18,255
Intangible assets			
	Software	415	390
	Total depreciation and amortisation	19,507	18,645

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Notes to the Financial Report For the Year Ended 30 June 2014

	2014	2013
	\$'000	\$'000
Note 15 Borrowing costs		
Interest - Borrowings	240	-
Total borrowing costs	240	-
Note 16 Other expenses		
Community grants and contributions		
Community grants	1,803	1,841
Library contributions	3,425	2,990
	5,228	4,831
Utilities		
Utilities, rent and cleaning	1,481	1,275
Street lighting	1,228	1,178
	2,709	2,453
Other expenses		
Councillors' allowances	277	250
Fire levy	157	1,053
Insurance	1,060	1,008
Leases	289	435
Consultants - engineering	257	303
Consultants - human resources	131	98
Consultants - economic and environmental	294	361
Consultants - other	288	237
Bank charges	293	279
Catering (including function centre)	1,056	781
Office expenses	104	136
Legal	1,068	583
Software licences	835	845
Telephone	504	469
Travel	54	61
Bad and doubtful debts	62	64
Advertising	179	225
Postage	227	238
Printing	252	286
Training	211	317
Design fees and maintenance - non capital	1,042	1,216
Statutory charges	76	73
Other	1,135	1,212
	9,851	10,530
Total other expenses	17,788	17,814
Note 17 Cash and cash equivalents		
Cash on hand	8	8
Cash at bank	1,009	877
Investments in term deposits and at-call with banks held to maturity	41,500	37,500
Total cash and cash equivalents	42,517	38,385

Users of the financial report should refer to note 34 for details of restrictions on cash assets and to note 36 for details of Council's commitments.

Notes to the Financial Report For the Year Ended 30 June 2014

		2014	2013
		\$'000	\$'000
Note 18	Trade and other receivables		
	Current		
	Rates debtors	3,246	2,879
	Infringement debtors	509	492
	Special rate schemes	475	341
	Net GST receivable	750	659
	Other debtors	1,232	2,235
	Provision for doubtful debts	(4)	(33)
		6,208	6,573
	Non-current		
	Other receivables	31	31
	Infringement court	720	657
	Provision for doubtful debts - infringement court	(720)	(657)
		31	31
	Total trade and other receivables	6,239	6,604
Note 19	Financial assets		
	Current		
	Term deposit investment - refundable Manningham Centre Association bond (a)	163	150
	Total financial assets	163	150
	(a) Interest and principle is refundable to the Manningham Centre Association on termination of the agreement.		
Note 20	Non-current assets classified as held for sale		
	Land at carrying value	-	1,543
	Building at carrying value	-	129
	Total non-current assets classified as held for sale	-	1,672
Note 21	Other assets		
	Current		
	Accrued income - interest	136	150
	Accrued income - other	867	379
	Prepayments	160	314
	Total other assets	1,163	843
Note 22	Property, plant and equipment, infrastructure, and other fixed assets		
	Summary		
	at cost	89,470	89,730
	less accumulated depreciation	(27,355)	(25,420)
		62,115	64,310
	at valuation as at 30 June 2014	1,937,245	-
	less accumulated depreciation	(415,700)	-
		1,521,545	-
	at valuation as at 30 June 2013	2,875	1,831,284
	less accumulated depreciation	(2,779)	(397,617)
		96	1,433,667
	at valuation as at 30 June 2011	2,258	2,239
		2,258	2,239
	Total	1,586,014	1,500,216

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Notes to the Financial Report For the Year Ended 30 June 2014

		2014	2013
		\$'000	\$'000
Note 22	Property, plant and equipment, infrastructure, and other fixed assets (continued)		
Property			
Land			
at cost		338	-
at valuation as at 30 June 2014		883,862	-
at valuation as at 30 June 2013		-	820,779
		884,200	820,779
Land Under Roads			
at cost		548	510
		548	510
Buildings			
at cost		189	5,862
less accumulated depreciation		-	(17)
		189	5,845
at valuation as at 30 June 2014		285,944	-
less accumulated depreciation		(83,700)	-
		202,244	-
at valuation as at 30 June 2013		-	265,518
less accumulated depreciation		-	(74,236)
		-	191,282
		202,433	197,127
		1,087,181	1,018,416
Total Property			
Details of the Council's land and buildings and information about the fair value hierarchy as at 30 June 2014 are as follows:			
	<i>Level 1</i>	<i>Level 2</i>	<i>Level 3</i>
Land	-	4,668	879,532
Buildings	-	2,378	200,055
Total	-	7,046	1,079,587
Users of the financial report should refer to note 1(b) for further details and information on fair value measurement.			
Plant and Equipment			
Plant and machinery			
at cost		11,672	11,763
less accumulated depreciation		(6,481)	(6,498)
		5,191	5,265
Furniture, equipment and computers			
at cost		11,831	11,593
less accumulated depreciation		(8,367)	(7,615)
		3,464	3,978
		8,655	9,243
Total Plant and Equipment			

Notes to the Financial Report For the Year Ended 30 June 2014

				2014	2013		
				\$'000	\$'000		
Note 22	Property, plant and equipment, infrastructure, and other fixed assets (continued)						
Infrastructure							
Roads, streets and bridges							
	at cost			8,243	7,256		
	less accumulated depreciation			(11)	(8)		
				8,232	7,248		
	at valuation as at 30 June 2014			437,433	-		
	less accumulated depreciation			(211,959)	-		
				225,474	-		
	at valuation as at 30 June 2013			-	430,060		
	less accumulated depreciation			-	(210,544)		
				-	219,516		
				233,706	226,764		
Drains							
	at cost			3,467	3,383		
	less accumulated depreciation			(8)	(8)		
				3,459	3,375		
	at valuation as at 30 June 2014			330,006	-		
	less accumulated depreciation			(120,041)	-		
				209,965	-		
	at valuation as at 30 June 2013			-	312,052		
	less accumulated depreciation			-	(110,441)		
				-	201,611		
				213,424	204,986		
	Total Infrastructure			447,130	431,750		
Details of the Council's infrastructure information about the fair value hierarchy as at 30 June 2014 are as follows:							
		<i>Level 1</i>	<i>Level 2</i>	<i>Level 3</i>			
	Roads, streets and bridges	-	-	233,706			
	Drains	-	-	213,424			
	Total	-	-	447,130			
Recreation assets							
	at cost			41,790	40,341		
	less accumulated depreciation			(12,488)	(11,274)		
	Total			29,302	29,067		
Waste garbage bins							
	at fair value as at 30 June 2013			2,875	2,875		
	less accumulated depreciation			(2,779)	(2,396)		
	Total			96	479		

Valuation of waste garbage bins was undertaken by Council's Manager of Engineering Operations, Mr Nando Castauro B.Eng (Civil).

The valuation is at fair value based on current replacement cost less accumulated depreciation at the date of valuation being 30 June 2013.

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Notes to the Financial Report For the Year Ended 30 June 2014

	2014	2013
	\$'000	\$'000
Note 22	Property, plant and equipment, infrastructure, and other fixed assets (continued)	
Artworks		
at cost	19	19
	19	19
at valuation as at 30 June 2011	2,258	2,239
	2,258	2,239
Total	2,277	2,258
Valuation of Artworks was last undertaken by Mr Warren E Joel, of Leonard Joel, market valuation being 30 June 2011.		
Work in progress at cost		
Land	8	8
Buildings	5,732	4,619
Plant & Machinery	-	147
Roads	3,902	1,368
Drains	700	718
Recreation assets	866	1,929
Information Technology	165	214
Total	11,373	9,003
Total property, plant and equipment, infrastructure and other fixed assets	1,586,014	1,500,216

Valuation basis

Valuations were completed as at 30 June 2014 for Council. Valuations for 30 June 2014 are at fair value.

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

Non-specialised land and non-specialised buildings

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

For non-specialised land and non-specialised buildings, an valuation was performed by Council's Valuer, Mr Graham Brewer FAPI, Certified Practicing 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 2014.

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 depreciations. 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 Valuer, Mr Graham Brewer FAPI, Certified Practicing 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 2014.

Notes to the Financial Report For the Year Ended 30 June 2014

Note 22 | Property, plant and equipment, infrastructure, and other fixed assets (continued)

Infrastructure assets

Infrastructure assets are valued using the written down replacement cost of each asset. The written down replacement cost is calculated based on the remaining life of the asset, which in turn is determined based on their condition of roads, footpaths, kerb and channel, bridges and drains.

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

A valuation of Council's infrastructure assets was performed by Council's Manager, Engineering and Technical Service, Mr Roger Woodlock B.Eng (Civil). The valuation was performed based on the depreciated replacement cost of the assets. The effective date of the valuation is 30 June 2014.

There were no changes in valuation techniques throughout the period to 30 June 2014.

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

Reconciliation of Level 3 fair value

	Specialised land	Specialised buildings	Road, street and bridges	Drains
Opening balance	816,884	195,140	226,764	204,986
Depreciation	-	(3,037)	(8,465)	(3,162)
Impairment loss	-	-	-	-
Revaluation	59,854	(478)	7,318	8,374
Acquisitions (disposals)	2,794	8,430	8,089	3,226
Transfers	-	-	-	-
Closing balance	879,532	200,055	233,706	213,424

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Notes to the Financial Report For the Year Ended 30 June 2014

Note 22

Property, plant and equipment, infrastructure, and other fixed assets (continued)

Description of significant unobservable inputs into level 3 valuations.

	Valuation technique	Significant unobservable inputs	Range (weighted average)	Sensitivity of fair value measurement to changes in significant unobservable inputs
Property				
Specialised land	Market based direct comparison approach (refer above)	Extent and impact of restriction of use	Average 43%	Increase or decrease in the extent of restriction would result in a significantly lower or higher fair value.
Specialised buildings	Depreciated replacement cost	Direct cost per square metre Useful life of specialised buildings	\$1,432/m ² 75 - 100 years	Increase or decrease in the estimated useful life of the asset would result in a significantly lower or higher fair value.
Infrastructure				
Roads - surface and base	Depreciated replacement cost	Cost per square metre Useful life of roads - surface and base	\$63.15 - \$94.01 25 - 100 years	Increase or decrease in the cost per lineal metre would result in a significantly lower or higher fair value.
Footpaths	Depreciated replacement cost	Cost per lineal metre Useful life of footpaths	\$39.29 - \$85.57 60 - 100 years	Increase or decrease in the cost per lineal metre would result in a significantly lower or higher fair value.
Kerb and channel	Depreciated replacement cost	Cost per lineal metre Useful life of kerb and channel	\$63.71 100 years	Increase or decrease in the cost per lineal metre would result in a significantly lower or higher fair value.
Bridges (concrete and timber)	Depreciated replacement cost	Cost per square metre of deck Useful life of bridges (concrete and timber)	\$1,800 - \$6,000/m ² 60 - 100 years	Increase or decrease in the cost per unit would result in a significantly lower or higher fair value.
Drains	Depreciated replacement cost	Cost per lineal metre Useful life of drains	\$175 - \$1,372 100 years	Increase or decrease in the cost per lineal metre would result in a significantly lower or higher fair value.

Notes to the Financial Report For the Year Ended 30 June 2014

Note 22 Property, plant and equipment, infrastructure, and other fixed assets (continued)

2014	Balance at beginning of financial year	Acquisition of assets	Revaluation increments (decrements)	Depreciation and amortisation	Written down value of disposals	Contributed assets	Transfers	Balance at end of financial year
		(note 45)	(note 30a)	(note 14)	(note 10)	(note 9)		
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Land	820,779	338	60,288	-	-	2,794	1	884,200
Land under roads	510	-	-	-	-	38	-	548
Buildings	197,127	5,273	(468)	(3,070)	(112)	-	3,683	202,433
Plant and machinery	5,265	1,502	-	(1,397)	(328)	-	149	5,191
Furniture, equipment and computers	3,978	323	-	(796)	(40)	-	(1)	3,464
Roads, streets and bridges	226,764	6,910	7,318	(8,465)	(154)	-	1,333	233,706
Drains	204,986	2,780	8,374	(3,162)	(241)	202	485	213,424
Recreation	29,067	1,741	-	(1,819)	(43)	-	356	29,302
Artworks	2,258	19	-	-	-	-	-	2,277
Waste garbage bins	479	-	-	(383)	-	-	-	96
Work in progress	9,003	8,505	-	-	-	-	(6,135)	11,373
Total	1,500,216	27,391	75,512	(19,092)	(918)	3,034	(129)	1,586,014

2013	Balance at beginning of financial year	Acquisition of assets	Revaluation increments (decrements)	Depreciation and amortisation	Written down value of disposals	Contributed assets	Transfers	Balance at end of financial year
		(note 45)	(note 30a)	(note 14)	(note 10)	(note 9)		
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Land	841,849	-	(23,455)	-	(426)	3,215	(404)	820,779
Land under roads	507	-	-	-	-	3	-	510
Buildings	159,218	5,848	(4,919)	(2,947)	(88)	-	40,015	197,127
Plant and machinery	4,654	1,488	-	(1,426)	(429)	-	978	5,265
Furniture, equipment and computers	3,128	1,439	-	(742)	(1)	-	154	3,978
Roads, streets and bridges	223,511	6,209	4,375	(7,988)	(390)	4	1,043	226,764
Drains	202,289	2,466	2,403	(3,080)	(8)	128	788	204,986
Recreation	28,267	1,781	-	(1,689)	(39)	-	747	29,067
Artworks	2,242	17	-	-	-	-	(1)	2,258
Waste garbage bins	863	-	-	(383)	-	-	(1)	479
Work in progress	45,221	7,864	-	-	-	-	(44,082)	9,003
Total	1,511,749	27,112	(21,596)	(18,255)	(1,381)	3,350	(763)	1,500,216

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Notes to the Financial Report For the Year Ended 30 June 2014

		2014	2013
		\$'000	\$'000
Note 23	Intangible assets		
	Software	7,784	7,130
	Amortisation	(5,976)	(5,562)
	Total intangible assets	1,808	1,568

Note 24	Trade and other payables		
	Current		
	Trade payables	631	720
	Employee benefits and related costs	2,341	2,061
	Accrued expenses	6,937	7,162
	Total trade and other payables	9,909	9,943

Note 25	Trust funds and deposits		
	Current		
	Contract retention	585	610
	Landscape bonds	2,500	2,183
	Miscellaneous works deposits	157	123
	Asset protection bonds	1,374	1,238
	Subdivider deposits	138	300
	Refundable Manningham Centre Association bond	163	150
	Other refundable deposits	256	211
	Total trust funds and deposits	5,173	4,815

Note 26	Provisions			
		Annual leave	Long service leave	Total
		\$'000	\$'000	\$'000
2014				
	Balance at beginning of the financial year	3,729	7,429	11,158
	Amounts used	(2,585)	(1,246)	(3,831)
	Additional provisions	2,578	1,561	4,139
	Balance at the end of the financial year	3,722	7,744	11,466
2013				
	Balance at beginning of the financial year	3,721	6,918	10,639
	Amounts used	(2,868)	(756)	(3,624)
	Additional provisions	2,876	1,267	4,143
	Balance at the end of the financial year	3,729	7,429	11,158

Notes to the Financial Report For the Year Ended 30 June 2014

		2014	2013
		\$'000	\$'000
Note 26	Provisions (continued)		
Employee benefits			
Current			
<i>Annual leave</i>			
Annual leave liabilities have been classified as current as there is no unconditional right to defer settlement for at least 12 months after reporting date. Assessments indicate that actual settlement of the liabilities will occur as follows and where the settlement is forecast for more than 12 months after reporting date is reported at present value using the five year treasury bond as the discount factor.			
Current short-term: settlement within 12 months of balance date		2,617	2,811
Current long-term: settlement beyond 12 months of balance date (note 1)		1,105	918
		3,722	3,729
<i>Long service leave</i>			
Long service leave liabilities for staff with greater than 7 years service have been classified as current where there is no unconditional right to defer settlement for at least 12 months after reporting date. Assessments indicate that actual settlement of the liabilities will occur as follows and where the settlement is forecast for more than 12 months after reporting date is reported at present value using the 5 year treasury bond as the discount factor.			
Current short-term: settlement within 12 months of balance date		482	331
Current long-term: settlement beyond 12 months of balance date (note 1)		6,358	6,222
		6,840	6,553
Non-current			
Long service leave		904	876
		904	876
Aggregate carrying amount of employee benefits:			
Current		10,562	10,282
Non-current		904	876
Total		11,466	11,158
The following assumptions were adopted in measuring the present value of leave:			
Weighted average increase in employee costs		3.40%	4.00%
Weighted average discount rates		3.17%	3.32%
Weighted average settlement periods		12	12
Total all provisions			
Current		10,562	10,282
Non-current		904	876
		11,466	11,158
Note 27	Superannuation liability		
Current			
Council's share of defined benefit superannuation liability (including Workcover)		-	245
Library's share of defined benefit superannuation liability (including Workcover)		-	28
		-	273
Non-Current			
Council's share of defined benefit superannuation liability (including Workcover)		-	6,856
Library's share of defined benefit superannuation liability (including Workcover)		-	777
		-	7,633
		-	7,906
Total superannuation liability			
Council paid a contribution of \$7.906 million in July 2013 to meet Council's obligation in relation to members of the defined benefit plan. Council funded this payment through an interest-bearing load (refer note 28 and note 35).			

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Notes to the Financial Report For the Year Ended 30 June 2014

	2014	2013
	\$'000	\$'000
Note 28	Interest-bearing loans and borrowings	
Non-Current		
Borrowings - secured	7,279	-
	7,279	-
Total interest-bearing loans and borrowings	7,279	-
The maturity profile for Council's borrowings is:		
Not later than one year	-	-
Later than one year and not later than five years	7,279	-
Later than five years	-	-
	7,279	-
Aggregate carrying amount of interest-bearing loans and borrowings:		
Current	-	-
Non-current	7,279	-
	7,279	-
Note 29	Income received in advance	
Rent	300	372
Rates	273	186
Total income received in advance	573	558

Notes to the Financial Report For the Year Ended 30 June 2014

Note 30 Reserves

(a) Asset revaluation reserves

2014 Property, plant and equipment, infrastructure, and other fixed assets movement	Balance at beginning of reporting year	Increment/ (decrement)	Realised Revaluation Reserve	Balance at end of reporting year
	\$'000	\$'000	\$'000	\$'000
Land	632,276	60,288	(1,239)	691,325
Buildings	82,443	(468)	(89)	81,886
Plant and machinery	38	-	24	62
Recreational assets	205	-	-	205
Artworks	1,276	-	-	1,276
Furniture, equipment and computers	1,083	-	-	1,083
Roads, streets and bridges	98,584	7,318	-	105,902
Drains	109,755	8,374	-	118,129
Total	925,660	75,512	(1,304)	999,868

2013 Property, plant and equipment, infrastructure, and other fixed assets movement	Balance at beginning of reporting year	Increment/ (decrement)	Realised Revaluation Reserve	Balance at end of reporting year
	\$'000	\$'000	\$'000	\$'000
Land	663,013	(23,455)	(7,282)	632,276
Buildings	87,453	(4,919)	(91)	82,443
Plant and machinery	38	-	-	38
Recreational assets	202	-	3	205
Artworks	1,276	-	-	1,276
Furniture, equipment and computers	1,083	-	-	1,083
Roads, streets and bridges	94,209	4,375	-	98,584
Drains	107,352	2,403	-	109,755
Total	954,626	(21,596)	(7,370)	925,660

(b) Other reserves

2014	Balance at beginning of reporting year	Increment/ (decrement)	Realised Revaluation Reserve	Balance at end of reporting year
	\$'000	\$'000	\$'000	\$'000
Resort and recreation reserve (a)	2,642	(593)	1,078	3,127
Doncaster Hill activity centre reserve (b)	-	(21)	83	62
Family day care workcover levy reserve (c)	196	-	-	196
Total	2,838	(614)	1,161	3,385

2013	Balance at beginning of reporting year	Increment/ (decrement)	Realised Revaluation Reserve	Balance at end of reporting year
	\$'000	\$'000	\$'000	\$'000
Resort and recreation reserve (a)	2,675	(2,072)	2,039	2,642
Doncaster Hill activity centre reserve (b)	394	(394)	-	-
Family day care workcover levy reserve (c)	196	-	-	196
Total	3,265	(2,466)	2,039	2,838

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

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

(c) The Family day care Workcover levy was established to control funds collected from family day care user charges to assist in defraying the cost of future claims for Workcover by family day care providers. Council discontinued this service in 2009/10.

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Notes to the Financial Report For the Year Ended 30 June 2014

	2014	2013
	\$'000	\$'000
Note 31	Reconciliation of cash flows from operating activities to surplus/(deficit) for the year	
Surplus/(deficit) for the year	13,197	15,407
Depreciation/amortisation	19,507	18,645
(Gain)/loss on disposal of property, plant and equipment, infrastructure	164	(141)
Contributed assets	(3,034)	(3,350)
Share of (gain)/loss from associate	(263)	(112)
Impairment loss on assets held for sale	-	503
Adjustment for work in progress write-off to other expenses	10	348
<i>Change in assets and liabilities:</i>		
(Increase)/decrease in trade and other receivables	365	325
(increase)/decrease in other assets	(320)	1,400
Increase/(decrease) in trade and other payables	(35)	(298)
(Decrease)/increase in other assets and liabilities	15	101
Increase/(decrease) in unfunded superannuation liability	(7,906)	-
(Increase)/decrease in provisions	307	519
Net cash provided by/(used in) operating activities	22,007	33,347
Note 32	Reconciliation of cash and cash equivalents	
Cash and cash equivalents (note 17)	42,517	38,385
	42,517	38,385
Note 33	Financing arrangements	
Bank overdraft	1,000	1,000
Used facilities	-	-
Unused facilities	1,000	1,000
Note 34	Restricted assets	
Council has cash and cash equivalents (note 17) and financial assets (note 19) that are subject to restrictions. As at the reporting date, Council had legislative restrictions in relation to reserve funds (Resort and Recreation Reserve). The Municipal Planning Scheme was amended in February 2004 to provide for compulsory developer contributions from developers in the Doncaster hill activity centre area for application on specific services and infrastructure in that area.		
Trust funds and deposits (note 25)	5,173	4,815
Reserve funds (note 30(b) (a) and (b))	3,189	2,642
Total restricted assets	8,362	7,457
Note 35	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. The defined benefit section provides lump sum benefits based on years of service and final average salary. The defined contribution section receives fixed contributions from Manningham City Council and the Manningham City Council's legal or constructive obligation is limited to these contributions.		
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 category, Vision Super, 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 2014, this was 9.25% required under Superannuation Guarantee legislation). Our commitment to accumulation contribution plans is limited to making contributions in accordance with our minimum statutory requirements. No further liability accrues to the employer as the superannuation benefits accruing to employees are represented by their share of the net assets of the Fund.		
Effective from 1 July 2014, the Superannuation Guarantee contribution rate is legislated to increase to 9.5%.		

Note 35 Superannuation (continued)

Defined Benefit

As provided under Paragraph 34 of AASB 119, 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 multi-employer sponsored plan.

As a multi-employer sponsored plan, the Fund was established as a mutual scheme to allow for the mobility of the workforce between the participating employers without attaching a specific liability to particular employees and their current employer. Therefore, 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 employer. While there is an agreed methodology to allocate any shortfalls identified by the Fund Actuary for funding purposes, there is no agreed methodology to allocate benefit liabilities, assets and costs between the participating employers for accounting purposes. Therefore, the Actuary is unable to allocate benefit liabilities, assets and costs between employers for the purposes of AASB 119.

Council has not received any notification of any future shortfall liability calls.

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. The Fund's employer funding arrangements comprise of three components (which are detailed below) are:

1. Regular contributions - which are ongoing contributions needed to fund the balance of benefits for current members and pensioners;
2. Funding calls – which are contributions in respect of each participating employer's share of any funding shortfalls that arise; and
3. Retrenchment increments – which are additional contributions to cover the increase in liability arising from retrenchments.

Manningham City Council is also required to make additional contributions to cover the contribution tax payable on the contributions referred to above.

Employees are also required to make member contributions to the Fund. As such, assets accumulate in the Fund to meet member benefits, as defined in the Trust Deed, as they accrue.

Employer contributions

Regular contributions

On the basis of the results of the most recent full actuarial investigation conducted by the Fund's Actuary as at 31 December 2011, 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 2014, this rate was 9.25% of members' salaries. This rate increased to 9.5% on 1 July 2014 and is expected to increase in line with the required Superannuation Guarantee 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 (the funded resignation or retirement benefit is calculated as the VBI multiplied by the benefit).

Note 35 Superannuation (continued)

Funding calls

The Fund is required to comply with the superannuation prudential standards. Under the superannuation prudential standard SPS 160, the Fund is required to target full funding of its vested benefits. There may be circumstances where:

- A fund is in an unsatisfactory financial position at an actuarial investigation (i.e. its vested benefit index (VBI) is less than 100% at the date of the actuarial investigation); or
- A fund's VBI is below its shortfall limit at any time other than at the date of the actuarial investigations.

If either of the above occur, the fund 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. There may be circumstances where the Australian Prudential Regulation Authority (APRA) may approve a period longer than three years.

The Fund monitors its VBI on a quarterly basis and the Fund has set (with APRA approval) its shortfall limit at 97%.

Vision Super has detailed a 31 March 2014 VBI estimate of 104.6%. As at the time of preparation of this report the VBI percentage for 30 June 2014 had not been released.

In the event that the Fund Actuary determines that there is a shortfall based on the above requirement, the Fund's participating employers (including Manningham City Council) are required to make an employer contribution to cover the shortfall. The methodology used to allocate the shortfall was agreed in 1997 to fairly and reasonably apportion the shortfall between the participating employers.

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.

The pre-1 July 1993 and post-30 June 1993 service liabilities of the Fund are based on:

- The service periods of all active members split between the active members pre-1 July 1993 and post-30 June 1993 service period;
- The service periods of all deferred members split between the deferred members pre-1 July 1993 and post-30 June 1993 service period; and
- The pensioner (including fixed term pension) liabilities which are allocated to the pre-1993 period.

The pre-1 July 1993 component of the shortfall is apportioned between the participating employers based on the employer's share of the total participating employer payroll at 30 June 1993.

The post-30 June 1993 component of the shortfall is apportioned between the participating employers based on the employer's share of the total participating employer payroll 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. In the unlikely event that the Fund is wound up and there is a surplus in the Fund, the surplus cannot be applied for the benefit of the defined benefit employers where there are on-going defined benefit obligations. The surplus would be transferred to the fund accepting those defined benefit obligations (including the lifetime pension obligations) of the Fund.

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.

Differences between calculations

The Fund surplus or deficit (i.e. the difference between fund assets and liabilities) is calculated differently for funding purposes (i.e. calculating required contributions), for the calculation of accrued benefits as required in AAS 25 - Financial Reporting by Superannuation Plans and for the values needed for the AASB 119 - Employee Benefits disclosure in the Manningham City Council's financial statements. AAS 25 requires that the present value of the defined benefit liability be calculated based on benefits that have accrued in respect of membership of the plan up to the measurement date, with no allowance for future benefits that may accrue.

Retrenchment increments

During 2013-14, Manningham City Council was not required to make payments to the Fund in respect of retrenchment increments (\$nil, 2012/13). Manningham City Council's liability to the Fund as at 30 June 2014, for retrenchment increments, accrued interest and tax is \$0 (\$nil, 2012/13).

Shortfall amounts

The Local Authorities Superannuation Fund's latest actuarial investigation as at 31 December 2011 identified an unfunded liability of \$406 million (excluding contributions tax) in the defined benefit category of which Manningham City Council is a contributing employer.

Manningham City Council was made aware of the expected shortfall during the 2011/12 year and was informed of its share of the shortfall on 2 August 2012. Manningham City Council has not been advised of any further adjustments.

Manningham City Council's share of the shortfall amounted to \$7.906 million which was expensed in the 2011/12. Council settled this liability in full during July 2013. No further call has been made on Council since the 2 August 2012 notification.

Notes to the Financial Report For the Year Ended 30 June 2014

Note 35 Superannuation (continued)

Accrued benefits

The Fund's liability for accrued benefits was determined in the 31 December 2011 actuarial investigation pursuant to the requirements of Australian Accounting Standard Board AAS25 follows:

	31/12/11
	\$'000
Net Market Value of Assets	4,315,324
Accrued Benefits (per accounting standards)	4,642,133
Difference between Assets and Accrued Benefits	(326,809)
Vested Benefits	4,838,503
(Minimum sum which must be paid to members when they leave the fund)	

The financial assumptions used to calculate the Accrued Benefits for the defined benefit category of the Fund were:

Net Investment Return	7.50% p.a.
Salary Inflation	4.25% p.a.
Price Inflation	2.75% p.a.

The next full actuarial investigation of the Fund's liability for accrued benefits will be based on the Fund's position as at 30 June 2014. The anticipated completion date of this actuarial investigation is 19 December 2014.

Superannuation contributions

Contributions by Manningham City Council (excluding any unfunded liability payments) to the above superannuation plans for the financial year ended 30 June 2014 are detailed below:

Scheme	Type of scheme	Rate	2014	2013
			\$'000	\$'000
Vision Super	Defined benefits plan	9.25%	343	373
Vision Super	Accumulation funds	9.25%	2,327	2,272
Other Funds	Accumulation funds	9.25%	605	514
			3,275	3,159

Note 36 Commitments

Council has entered into the following commitments

2014	Not later than 1 year	Later than 1 year and not later than 2 years	Later than 2 years and not later than 5 years	Later than 5 years	Total
	\$'000	\$'000	\$'000	\$'000	\$'000
Operating					
Garbage collection	4,934	5,133	16,680	-	26,747
Meals for delivery	274	279	873	-	1,426
Hard and green waste collection	837	854	2,666	-	4,357
Property valuation	100	250	450	-	800
Total	6,145	6,516	20,669	-	33,330
Capital					
Roads	2,990	-	-	-	2,990
Other - recreation and open space	1,269	-	-	-	1,269
Buildings	12,070	-	-	-	12,070
Plant and equipment	450	-	-	-	450
Total	16,779	-	-	-	16,779

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Notes to the Financial Report For the Year Ended 30 June 2014

2013

	Not later than 1 year	Later than 1 year and not later than 2 years	Later than 2 years and not later than 5 years	Later than 5 years	Total
	\$'000	\$'000	\$'000	\$'000	\$'000
Operating					
Garbage collection	4,906	5,196	17,508	-	27,610
Meals for delivery	326	333	1,038	-	1,697
Hard and green waste collection	847	932	3,401	-	5,180
Property valuation	268	100	600	-	968
Total	6,347	6,561	22,547	-	35,455
Capital					
Roads	2,789	-	-	-	2,789
Other - recreation and open space	2,809	-	-	-	2,809
Buildings	8,028	-	-	-	8,028
Plant and equipment	671	-	-	-	671
Total	14,297	-	-	-	14,297

2014	2013
\$'000	\$'000

Note 37 Operating leases

(a) Operating lease commitments

At the reporting date, Council had the following obligations under non-cancellable operating leases for the lease of equipment and land, and buildings for use within Council's activities (these obligations are not recognised as liabilities):

Not later than one year	499	440
Later than one year and not later than five years	723	693
Later than five years	1,231	1,482
	2,453	2,615

(b) Operating lease receivables

At the reporting date, Council had the following operating leases for the lease of Council owned land and buildings:

Not later than one year	775	721
Later than one year and not later than five years	1,910	2,175
Later than five years	3	216
	2,688	3,112

Note 38 Contingent liabilities and contingent assets

(a) Contingent liabilities

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, from time to time, met with claims and demands for damages allegedly arising from the actions, or inactions, of Council or its officers.

Council's risk management plan includes securing insurance to cover insurable risks where this is an appropriate risk management option. Council has taken out insurance with MAV Insurance to limit Council's exposure to liabilities arising from actions of the Council or its employees where it is appropriate to do so.

Council is presently involved in seven open claims and a total of 37 claims received in 2013/14 (115 claims in 2012/13) on Council for alleged personal injury, property damage, and professional negligence. As these matters are yet to be finalised, Council's liability, if any, has yet to be established. No allowance for these contingencies has been made in the financial report, however, the maximum excess or amount for potential settlement below the excess value that could be payable by Council in total is estimated by Council's insurers to be \$28,000 (\$20,000 in 2012/13). Council is not aware of any other contingent liabilities or claims that would fall outside of the terms of Council's insurance policies.

Public and products liability

Council is exposed to the risk of claims for damages, and resulting litigation, in respect to third party property damage and personal injury for events which occur as a result of alleged negligence by Council in management of assets and infrastructure owned by or under its control, and negligence in the delivery of services. Public liability insurance with a cover of \$400 million is held by Council and a policy deductible of \$20,000 applies for each and every claim made. Council's liability is therefore limited to the extent of the policy deductible. The insurer is MAV Insurance.

Notes to the Financial Report For the Year Ended 30 June 2014

Note 38 Contingent liabilities and contingent assets (continued)

Professional indemnity

Alleged provision of inaccurate or inappropriate advice, and failure to meet statutory responsibilities for enforcement of specific legislation, can result in claims for damages being lodged against the Council. It is not possible to quantify the amount of such claims with any degree of accuracy, as what is claimed usually bears no relationship to either a final award or an ex-gratia payment with a denial of liability. Council holds insurance cover in the amount of \$300 million, with a policy deductible of \$20,000 applicable to each and every claim made. The insurer is MAV Insurance.

Bank guarantees issues

Council is responsible for the following bank guarantee:

Department of Primary Industries for \$150,000 in connection with Extractive Industry Licence No. 54-1.

Capital funding grant

Council has exposure to contingent liabilities where the conditions attached to a capital funding grant requires repayment in full or part of the granted sum should the terms of the grant agreement not be fulfilled by Council.

Superannuation

Council makes contribution to the Local Authorities Superannuation Fund (the Fund) for defined benefit superannuation benefits of employees and past employees with defined benefit benefits.

Council has obligations under a defined benefit superannuation scheme that may result in the need to make additional contributions to the scheme to ensure that the liabilities of the Fund are covered by the assets of the Fund. As a result of the increased volatility in financial markets the likelihood of making such contributions in future periods has increased. At balance date it is not known if additional contributions will be required, their timing or potential amount. Refer also note 12 and 35.

(b) Contingent assets

Developer contributed assets

Developer contributions to be received in respect of estates subject to future subdivisions total \$833,321 (2012/13, \$325,130).

Note 39 Financial instruments

(a) Accounting policy, terms, and conditions

Recognised financial instruments	Note	Accounting policy	Terms and conditions
Financial assets			
Cash and cash equivalents	17	Cash on hand and at bank, and money market call account are valued at face value. Interest is recognised as it accrues.	On call deposits returned a floating interest rate of 2.63% (3.10% in 2012/13). The interest rate at balance date was 2.50% (2.75% in June 2013). Funds returned a fixed interest rate of between 2.50% (2.75% in 2012/13), and 3.65% (4.50% in 2012/13) net of fees.
Trade and other receivables	18	Receivables are carried at nominal amounts due less any provision for doubtful debts. A provision for doubtful debts is recognised when collection in full is no longer probable. Collectability of overdue accounts is assessed on an ongoing basis.	General debtors are unsecured and arrears do not attract interest. Credit terms are based on 30 days.
Financial assets	19	Deposits at call are recognised at face value. Investments are valued at cost. Investments and deposits at call are held to maximise interest returns of surplus cash.	On call deposits returned a floating interest rate of 2.63% (3.10% in 2012/13). The interest rate at balance date was 2.50% (2.75% in June 2013).
Financial liabilities			
Trade and other payables	24	Liabilities are recognised for amounts to be paid in the future for goods and services provided to Council as at balance date whether or not invoices have been received.	General creditors are unsecured, not subject to interest charges, and are normally settled within 30 days of invoice receipt.
Trust funds and deposits	25	Trust funds and deposits are recognised as amounts held by Council in lieu of bond and/or deposit requirements to be settled in a future period.	Trust fund and deposits are not subject to interest charges, and are normally settled upon satisfaction of the terms of the bond or deposit requirement.
Interest-bearing loans and borrowings	28	Loans are carried at their principal amounts, which represent the present value of future cash flows associated with servicing the debt. Interest is accrued over the period it becomes due and recognised as part of payables.	Borrowings are secured by way of mortgages over the general rates of the Council. The weighted average interest rate on borrowings is 3.36% (Nil in 2012/13).

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Notes to the Financial Report For the Year Ended 30 June 2014

Note 39 Financial instruments (continued)

(b) Interest Rate Risk

Council's exposure to interest rate risk and the effective interest rates of financial assets and financial liabilities, both recognised and unrecognised, at balance date are as follows:

2014	Fixed interest maturing in:					Total
	Floating interest rate	1 year or less	Over 1 to 5 years	More than 5 years	Non-interest bearing	
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Financial assets						
Cash and cash equivalents	1,009	41,500	-	-	8	42,517
Financial assets	-	163	-	-	-	163
Trade and other receivables	-	-	-	-	2,453	2,453
Total financial assets	1,009	41,663	-	-	2,461	45,133
Weighted average interest rate	3.52%	3.50%				
Financial liabilities						
Trade and other payables	-	-	-	-	9,909	9,909
Trust funds and deposits	-	-	-	-	5,173	5,173
Interest-bearing loans and borrowings	-	-	7,279	-	-	7,279
Total financial liabilities	-	-	7,279	-	15,082	22,361
Weighted average interest rate			3.36%			
Net financial assets (liabilities)	1,009	41,663	(7,279)	-	(12,621)	22,772
2013	Fixed interest maturing in:					Total
	Floating interest rate	1 year or less	Over 1 to 5 years	More than 5 years	Non-interest bearing	
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Financial assets						
Cash and cash equivalents	877	37,500	-	-	8	38,385
Financial assets	-	150	-	-	-	150
Trade and other receivables	-	-	-	-	3,202	3,202
Total financial assets	877	37,650	-	-	3,210	41,737
Weighted average interest rate	4.17%	3.96%				
Financial liabilities						
Trade and other payables	-	-	-	-	9,943	9,943
Trust funds and deposits	-	-	-	-	4,815	4,815
Interest-bearing loans and borrowings	-	-	-	-	-	-
Total financial liabilities	-	-	-	-	14,758	14,758
Weighted average interest rate			0.00%			
Net financial assets/(liabilities)	877	37,650	-	-	(11,548)	26,979

Notes to the Financial Report For the Year Ended 30 June 2014

Note 39 Financial instruments (continued)

(c) Net Fair Values

The aggregate net fair values of Council's financial assets and financial liabilities, both recognised and unrecognised, at balance date are as follows:

Financial Instruments	Total carrying amount as per Balance Sheet		Aggregate net fair value	
	2014	2013	2014	2013
	\$'000	\$'000	\$'000	\$'000
Financial assets				
Cash and cash equivalents	42,517	38,385	42,517	38,385
Financial assets	163	150	163	150
Trade and other receivables	2,453	3,202	2,453	3,202
Total financial assets	45,133	41,737	45,133	41,737
Financial liabilities				
Trade and other payables	9,909	9,943	9,909	9,943
Trust funds and deposits	5,173	4,815	5,173	4,815
Interest-bearing loans and borrowings	7,279	-	7,279	-
Total financial liabilities	22,361	14,758	22,361	14,758

(d) Credit risk

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 those assets as indicated in the Balance Sheet.

(e) Risks and risk mitigation

The risks associated with entity's main financial instruments and policies for minimising these risks are detailed below.

Market risk

Market risk is the risk that the fair value or future cash flows of financial instruments will fluctuate because of changes in market prices.

Council's exposure to market risk are primarily through interest rate risk with insignificant exposure to other price risks and no exposure to foreign currency risk. Components of market risk to which the council are exposed are discussed below.

Interest rate risk

Interest rate risk refers to the risk that the value of a financial instrument or cash flows associated with the instrument will fluctuate due to changes in market interest rates. Interest rate risk arises from interest bearing financial assets and liabilities. Interest bearing assets are predominantly short term liquid assets. As at 30 June 2014 Council had long term loans or borrowings and is therefore exposed to interest rate risk on these classes of financial liabilities.

Interest rate risk on financial assets are managed through Council's investment policy which requires the investment of surplus funds only with financial institutions approved under the section 143 of the *Local Government Act 1989*. The Council's investment policy provides for investment restrictions such as investment placement with authorised deposit taking institutions (ADIs), placement according to Standard and Poor's credit ratings for investment institutions, staging of investment duration, and for the regular monitoring of investment performance and investment institution credit ratings. Investment performance and investment placement are reported regularly to Council.

Credit risk

Credit risk is the risk of financial loss to Council arising from the non-completion of an obligation under a financial instrument by a party with whom Council has contracted. Council has exposure to credit risk on all financial assets included in the balance sheet. The maximum exposure to credit risk at balance date in relation to each class of recognised financial asset is represented by the carrying amount of that financial asset.

Council manages credit risk exposure through the application of debtor management policies that include arrangement for the timely collection of debts, escalation of recovery actions, and monitoring of debt collection performance. Council also managed credit risk exposure through the application of security bonds and provisions of the *Local Government Act 1989* that permit the classification of certain debts as charges against property.

Financial assets classed as trade and other receivables consist of a large number of customers, spread across the consumer, business and government sectors. As Council's main debtors are government departments the credit risk associated with the Council's financial assets is assessed as minimal. Where a credit risk is assessed as probable of realisation an allowance for doubtful debts is raised.

Details of credit risk for transactions that are not included in the balance sheet are disclosed in note 38, contingent liabilities and contingent assets.

Financial Report

Notes to the Financial Report For the Year Ended 30 June 2014

Note 39 Financial instruments (continued)

Other debtors

At balance date, debtors representing financial assets of \$2.453 million (2012/13: \$3.202 million) were past due but not impaired. These amounts relate to a number of independent customers for whom there is no recent history of default. The ageing analysis of these debtors is as follows:

	2014	2013
	\$'000	\$'000
Up to 3 months	2,054	2,845
3 to 6 months	57	26
Over 6 months	342	331
	2,453	3,202
Movements in the provision for doubtful debts is as follows:		
Balance at the beginning of the year	33	40
Provision for impairment recognised during the year	-	30
Debtors written off during the year as uncollectible	(26)	(9)
Amounts provided but recovered during the year	(3)	(28)
Balance at end of year	4	33

The creation and release of the provision for doubtful debts has been included in bad debts and doubtful debts in the comprehensive income statement. Amounts charged to the provision account are generally written off when there is no expectation of recovering additional cash.

Liquidity risk

Liquidity risk includes the risk that, as a result of our operational liquidity requirements:

- We will not have sufficient funds to settle a transaction on the date;
- We will be forced to sell financial assets at a value which is less than what they are worth; or
- We may be unable to settle or recover a financial assets at all.

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

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

The table below lists the contractual maturities for financial liabilities.

2014	6 months or less	6-12 months	1-2 years	2-5 years	>5 years	Contracted Cash Flow	Carrying Amount
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Trade and other payables	9,909	-	-	-	-	9,909	9,909
Trust funds and deposits	898	777	1,002	1,302	1,194	5,173	5,173
Interest-bearing loans and borrowings	-	-	7,279	-	-	7,279	7,279
Total financial liabilities	10,807	777	8,281	1,302	1,194	22,361	22,361
2013	6 months or less	6-12 months	1-2 years	2-5 years	>5 years	Contracted Cash Flow	Carrying Amount
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Trade and other payables	9,943	-	-	-	-	9,943	9,943
Trust funds and deposits	693	801	927	1,349	1,045	4,815	4,815
Interest-bearing loans and borrowings	-	-	-	-	-	-	-
Total financial liabilities	10,636	801	927	1,349	1,045	14,758	14,758

(f) Sensitivity disclosure analysis

Taking into account past performance, future expectations, economic forecasts, and management's knowledge and experience of the financial markets, the consolidated entity believes the following movements are 'reasonably possible' over the next 12 months. Market interest rates are sourced from the Reserve Bank of Australia.

The table below discloses the impact on net operating result and equity for each category of financial instruments held by the Council at year-end, if there were a parallel shift of +1% and -2% in market interest rates from year-end rates of 2.50%.

Notes to the Financial Report For the Year Ended 30 June 2014

Note 39 Financial instruments (continued)

Market risk exposure

	Carrying amount subject to interest	Interest rate risk			
		-2%		+1%	
		-200 basis points		+100 basis points	
		Profit	Equity	Profit	Equity
2014					
Financial assets:					
Cash and cash equivalents	42,517	(850)	(850)	425	425
Financial assets	163	(3)	(3)	2	2
Trade and other receivables	2,453	(49)	(49)	25	25
	45,133	(902)	(902)	452	452
Financial liability:					
Interest-bearing loans and borrowings	7,279	(146)	(146)	73	73
	7,279	(146)	(146)	73	73
2013					
Financial assets:					
Cash and cash equivalents	38,385	(768)	(768)	384	384
Financial assets	150	(3)	(3)	2	2
Trade and other receivables	3,202	(64)	(64)	32	32
	41,737	(835)	(835)	418	418
Financial liability:					
Interest-bearing loans and borrowings	-	-	-	-	-
	-	-	-	-	-

(g) Fair value hierarchy

All financial assets carried at fair value are measured at quoted prices in active markets for identical assets or liabilities.

Note 40 Auditors' remuneration

	2014	2013
	\$'000	\$'000
Audit fees		
Victorian Auditor-General	59	57
Other parties	29	30
Internal audit fees	80	106
Total auditors' remuneration	168	193

Note 41 Events occurring after balance date

No matters have occurred since reporting date that require disclosure in the financial statements.

Financial Report

Notes to the Financial Report For the Year Ended 30 June 2014

Note 42 Related party transactions

(i) Responsible Persons

Names of persons holding the position of a Responsible Person at the Council at any time during the year are:

Councillors

Councillor Downie (Re-elected 8 November 2012)
 Councillor Galbally (Elected 8 November 2012)
 Councillor Gough (Re-elected 8 November 2012)
 Councillor Grivokostopoulos (Elected 8 November 2012, Mayor from 12 November 2013)
 Councillor Haynes (Elected 8 November 2012)
 Councillor Kleinert (Elected 8 November 2012)
 Councillor McLeish (Elected 8 November 2012)
 Councillor O'Brien (Elected 8 November 2012)
 Councillor Yang (Re-elected and Mayor from 8 November 2012 to 8 November 2013)

Chief Executive Officer

Mr Joe Carbone (Appointed Chief Executive Officer on 21 January 2013)
 Mr Rob Spargo (Appointed as Acting Chief Executive between 28 October 2013 to 4 November 2013)

(ii) Remuneration of Responsible Persons

The numbers of Responsible Officers, whose total remuneration from Council and any related entities fell within the following bands:

	2014	2013
	No.	No.
Less than \$10,000	-	5
\$10,000 - \$19,999	7	6
\$20,000 - \$29,999	-	1
\$30,000 - \$39,999	-	1
\$40,000 - \$49,999	1	-
\$50,000 - \$59,999	1	1
\$110,000 - \$119,999	-	1
\$170,000 - \$179,999	-	1
\$210,000 - \$219,999	1	-
\$250,000 - \$259,999	-	1
\$310,000 - \$319,999	1	-
	11	17
	\$'000	\$'000
Total remuneration for the reporting year for Responsible Persons included above amounted to:	807	798

(iii) Termination payments of \$nil were made by the Council to a person who held a position of Responsible Person during the reporting year 2013/14 (2012/13, \$61,496).

(iv) No loans have been made, guaranteed or secured by the Council to a Responsible Person during the reporting year 2013/14 (2012/13, nil).

(v) Other transactions

No transactions other than remuneration payments, or the reimbursement of expenses as approved by Council with Responsible Persons, or Related Parties of such Responsible Persons, during the reporting year (2012/13, nil).

Notes to the Financial Report For the Year Ended 30 June 2014

Note 42 Related party transactions (continued)

(vi) Senior Officers remuneration

A Senior Officer other than a Responsible Person, is an officer of Council who:

- a) has management responsibilities and reports directly to the Chief Executive; or
- b) whose total annual remuneration exceeds \$133,000.

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

	2014	2013
	No.	No.
Income Range:		
<\$120,000	4	-
\$120,000 - \$129,999	1	-
\$130,000 - \$139,999	3	5
\$140,000 - \$149,999	7	3
\$150,000 - \$159,999	3	4
\$160,000 - \$169,999	2	3
\$170,000 - \$179,999	1	1
\$180,000 - \$189,999	-	1
\$190,000 - \$199,999	-	2
\$200,000 - \$209,999	2	1
\$210,000 - \$219,999	1	-
\$230,000 - \$239,999	1	-
	25	20
	\$'000	\$'000
Total remuneration, excluding resignation benefits, for the reporting year for Senior Officers included above, amounted to:	3,589	3,179

Employee entitlements paid to Senior Officers who resigned during the 2013/14 year amounted to \$136,637 (2012/13, \$48,637).

Financial Report

Notes to the Financial Report For the Year Ended 30 June 2014

Note 43 Revenues, expense and assets by functions/activities

2014	Chief Executive	Community Programs	Planning and Environment	Assets and Engineering	Financial Services	Governance Services	Shared Services	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<i>Income</i>								
Grants	-	7,574	302	365	3,494	4	-	11,739
Other	28	2,051	5,094	2,351	90,772	2,223	-	102,519
Other comprehensive income statement items	-	-	-	-	(164)	-	-	(164)
Total	28	9,625	5,396	2,716	94,102	2,227	-	114,094
Expenses	(2,468)	(22,454)	(12,291)	(35,017)	(18,145)	(10,251)	(271)	(100,897)
Surplus/(deficit) for the year	(2,440)	(12,829)	(6,895)	(32,301)	75,957	(8,024)	(271)	13,197
Assets attributed to functions/activities	-	32,445	-	457,020	1,144,810	5,468	-	1,639,743
2013								
2013	Chief Executive	Community Programs	Planning and Environment	Assets and Engineering	Financial Services	Governance Services	Shared Services	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<i>Income</i>								
Grants	-	7,134	421	478	7,461	-	-	15,494
Other	4	1,818	5,183	1,716	86,486	1,908	-	97,115
Other comprehensive income statement items	-	-	-	271	(130)	-	-	141
Total	4	8,952	5,604	2,465	93,817	1,908	-	112,750
Expenses	(2,415)	(21,669)	(13,134)	(33,383)	(16,797)	(9,945)	-	(97,343)
Surplus/(deficit) for the year	(2,411)	(12,717)	(7,530)	(30,918)	77,020	(8,037)	-	15,407
Assets attributed to functions/activities	-	33,254	-	439,727	1,072,242	5,791	-	1,551,014

Executive Directorate

The Executive Directorate is responsible for providing a range of strategic and operational services to service units and the Council as a whole.

Services provided include expenditure relating to Councillors, civic relations, marketing, external audit, special projects and Office of the Chief Executive.

Other significant cost/revenue items include depreciation of infrastructure and corporate assets, collection of rate payments on behalf of Council, government grants, investment income, and contributed assets.

The Directorate is comprised of the following units: Chief Executive Officer
Mayor and Councillors

Community Programs

The Community Programs Directorate promotes and enhances community well being through funding programs, advocacy, service provision, community partnerships, and regulatory activity. Services provided include meals-on-wheels, aged and disability services, maternal and child health, preschools and child care services, art and craft centres, sporting facilities, buildings, community halls, and Library Services.

The Directorate is comprised of the following units: Aged and Disability Services
Cultural Services
Family and Children Services

Notes to the Financial Report For the Year Ended 30 June 2014

Note 43 Revenues, expense and assets by functions/activities (continued)

Planning and Environment Directorate

The Planning and Environment Directorate promotes and enhances environmental services to protect and enhance the municipality. These services include strategic and statutory planning, public health, regulatory services, recreation and open space planning, urban design, environmental planning and programs, economic development and business support.

The Directorate is comprised of the following units:

- Building Services
- Economic and Environmental Planning
- Health and Local Laws
- Statutory Planning

Assets and Engineering Directorate

The Assets and Engineering Directorate is responsible for the provision of a safe and accessible network of roads and related services, asset preservation, and maintenance. This includes construction, maintenance, road planning and operations, bus shelters, bicycle paths, street lighting, construction of private street and separate rate schemes, drainage, street cleaning, parks, reserves, fleet management, and waste management.

The Directorate is comprised of the following units:

- Strategic Projects
- Engineering and Technical Services
- Engineering Operations
- Municipal Emergency Management
- Parks and Recreation
- Asset Management and Capital Works

Financial Services Directorate

The Chief Financial Officer is responsible for providing a range of strategic and operational services to service units and Council. These services include procurement, financial accounting, investments, budgets, finance, payroll, performance accounting, valuations and administration of Council leased properties.

The Service is comprised of the following units:

- Corporate Finance
- Financial Services
- Property and Valuation Services
- Procurement and Contract Services

Governance Services Directorate

These services include governance, customer service, Function Centre, Council records and engagement and corporate development.

The Service is comprised of the following units:

- Customer Service and Function Centre
- Governance
- Records Management
- Engagement and Corporate Development

Shared Services Directorate

The Shared Services directorate is responsible for providing internal and external communications, marketing, human resources, management/recruitment, information technology, project management relating to organizational change and continuous improvement initiatives within Council services.

The Service is comprised of the following units:

- Communications and Marketing
- Human Resources
- Information Technology
- Project Management Office

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Notes to the Financial Report For the Year Ended 30 June 2014

Note 44 Financial ratios (performance indicators)

(a) Debt servicing ratio (to identify the capacity of Council to service its outstanding debt)

Debt servicing costs

Total revenue

Debt servicing costs refer to the payment of interest on loan borrowings, finance lease and bank overdraft.

The ratio expresses the amount of interest paid as a percentage of Council's total revenue excluding revenue from asset sales.

(b) Debt commitment ratio (to identify Council's debt redemption strategy)

Debt servicing and redemption costs

Rate revenue

The strategy involves the payment of loan principal and interest, finance lease principal and interest.

The ratio expresses the percentage of rate revenue utilised to pay interest and redeem debt principal.

(c) Revenue ratio (to identify Council's dependence on non-rate income)

Rate revenue

Total revenue

The level of Council's reliance on rate revenue is determined by assessing rate revenue as a proportion of the total revenue of Council excluding revenue from asset sales.

(d) Debt exposure ratio (to identify Council's exposure to debt)

Total indebtedness

Total realisable assets

For the purposes of the calculation of financial ratios, realisable assets are those assets which can be sold and which are not subject to any restriction on realisation or use.

Any liability represented by a restricted asset (note 34) is excluded from total indebtedness.

The following assets are excluded from total assets when calculating Council's realisable assets: restricted assets, roads, streets and bridges, drains, recreation assets and Council's investment in associate.

This ratio enables assessment of Council's solvency and exposure to debt. Total indebtedness refers to the total liabilities of Council. Total liabilities are compared to total realisable assets which are all Council assets not subject to any restriction and are able to be realised. The ratio expresses the multiple of total liabilities for each dollar of realisable assets.

	2014	2014	2013	2013	2012	2012
	\$'000	(%)	\$'000	(%)	\$'000	(%)
	240		0		0	
	114,094	0.2%	112,750	0.0%	114,797	0.0%
	861	1.0%	0	0.0%	0	0.0%
	83,326		79,086		73,102	
	83,326	73.0%	79,086	70.1%	73,102	63.7%
	114,094		112,750		114,797	
	29,227		29,565	2.7%	29,243	
	1,156,299	2.5%	1,083,806		1,096,535	2.7%

Notes to the Financial Report For the Year Ended 30 June 2014

Note 44 Financial ratios (performance indicators) (continued)

	2014	2014	2013	2013	2012	2012
	\$'000	(%)	\$'000	(%)	\$'000	(%)
(e) Working capital ratio (to assess Council's ability to meet current commitments)						
Current assets	49,888		47,473		51,528	
Current liabilities	26,217	190.3%	25,871	183.5%	35,061	147.0%
<p>The ratio expresses the level of current assets the Council has available to meet its current liabilities. A working capital ratio of between 150% and 100% indicates that there is a medium risk in repaying short term liabilities as they fall due. Council has adopted a working capital ratio target of 120% in the Financial Strategy.</p>						
(f) Adjusted working capital ratio (to assess Council's ability to meet current commitments)						
Current assets	49,888		47,473		51,528	
Current liabilities less long service leave	19,377	257.5%	19,318	245.7%	28,784	179.0%
<p>The ratio expresses the level of current assets the Council has available to meet its current liabilities. An adjusted working capital ratio of greater than 150% indicates that there is low risk in repaying short-term liabilities as and when they fall due.</p> <p>Current liabilities have been reduced to reflect the long service leave that is shown as a current liability because Council does not have an unconditional right to defer settlement of the liability for at least twelve months after the reporting date, but is not likely to fall due within 12 months after the end of the period.</p>						
(g) Underlying result ratio (to assess Council's ability to finance operational and capital expenditure)						
Underlying result	10,163		12,560		4,259	
Total underlying revenue	113,650	8.9%	119,091	10.5%	106,495	4.0%
<p>The underlying result ratio is a measure of financial sustainability and ability to finance operating and capital expenditure. A positive result indicates a surplus of revenue which is available to be utilised for capital funding. An underlying result ratio consistently above zero indicates low risk in financial sustainability.</p> <p>Total underlying revenue does not include non-cash developer contributions or other one-off (non-recurring) revenues and therefore the adjusted net surplus also excludes those revenues.</p>						
(h) Indebtedness ratio (to assess Council's ability to meet longer-term commitments)						
Non-current liabilities	8,183		8,509		8,547	
Own sourced revenue	97,539	8.4%	92,196	9.2%	85,574	10.0%
<p>The indebtedness ratio is longer -term measure that compares non-current liabilities to own source revenue. It complements the working capital ratio which is a short-term measure. Own source revenue excludes capital grants as these are incomes for specific purposes. A high percentage indicates possible difficulties in meeting long-term commitments. An indebtedness ratio of consistently less than 50% indicates low risk in ability to finance longer-term debt from own source revenues.</p>						

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Notes to the Financial Report For the Year Ended 30 June 2014

Note 44 | Financial ratios (performance indicators) (continued)

	2014	2014	2013	2013	2012	2012
	\$'000	(%)	\$'000	(%)	\$'000	(%)
(i) Self-financing ratio (to assess Council's ability to generate cash for capital investment)						
Net operating cash flows	22,007		33,347		35,453	
Total underlying revenue	113,650	19.4%	119,091	28.0%	106,495	33.3%
<p>The self-financing ratio is a measure of ability to fund the replacement of assets from cash generated by operations. A self-financing ratio consistently above 20% is considered as an indicator of low risk in capacity to generate cash from operations to support normal infrastructure funding requirements.</p> <p>Total underlying revenue does not include non-cash developer contributions or other one-off (non-recurring) revenues and therefore the adjusted net surplus also excludes those revenues.</p>						
(j) Investment gap ratio (to measure the level of capital investment relative to depreciation)						
Capital expenditure	27,925		27,401		54,414	
Depreciation	19,507	143.2%	18,645	147.0%	17,309	314.4%
<p>The investment gap ratio indicates whether infrastructure expenditure is occurring at a rate faster than infrastructure depreciation. This is an indicator of longer-term infrastructure renewal capacity. An infrastructure gap ratio of 150% or above indicates low risk of insufficient spending on asset renewal.</p>						
(k) Renewal gap ratio (to measure the level of asset renewal/upgrade relative to depreciation)						
Renewal expenditure	19,721		18,718		27,200	
Depreciation	19,507	101.1%	18,645	100.4%	17,309	157.1%
<p>The renewal gap ratio indicates whether infrastructure renewal expenditure is occurring at a rate faster than depreciation. This is an indicator of longer-term infrastructure renewal capacity. An infrastructure gap ratio of higher than 100% indicate that spending on existing assets is greater than the depreciation.</p>						

Notes to the Financial Report For the Year Ended 30 June 2014

Note 45 Capital expenditure

	Note	2014 \$'000	2013 \$'000
Capital expenditure areas			
Physical environment (roads and drains)		11,367	10,076
Buildings and Parks and Recreation		9,850	9,133
Economic and environment (streetscape, townscape, and open space)		3,047	2,230
Service infrastructure		708	2,120
Doncaster Hill strategy		914	2,001
Plant and equipment		1,505	1,552
Total property, plant and equipment, infrastructure, and other fixed assets		27,391	27,112
Intangible assets		534	289
Total capital expenditure		27,925	27,401
Represented by:			
Renewal	(a)	13,614	13,522
Upgrade	(b)	6,107	5,196
New	(c)	8,204	8,683
Total capital expenditure		27,925	27,401
Property, plant and equipment, infrastructure, and other fixed assets movement			
The movement between the previous year and the current year in property, plant and equipment, infrastructure, and other fixed assets as shown in the Balance Sheet links to the net of the following items:			
Acquisition of property, plant and equipment, infrastructure, and other fixed assets	22	27,391	27,112
Asset revaluation movement	22	75,512	(21,596)
Contributed assets	9	3,034	3,350
Depreciation/amortisation	14	(19,092)	(18,255)
Written down value of assets disposed or scrapped	10	(918)	(1,381)
Transfers and other	22	(129)	(763)
Net movement in property, plant and equipment, infrastructure, and other fixed assets	22	85,798	(11,533)

(a) Renewal

Expenditure on an existing asset which returns the service potential or the life of the asset up to that which it had originally. It is periodically required expenditure, relatively large (material) in value compared with the value of the components or sub-components of the asset being renewed. As it reinstates existing service potential, it has no impact on revenue, but may reduce future operating and maintenance expenditure if completed at the optimum time.

(b) Upgrade

Expenditure which enhances an existing asset to provide a higher level of service or expenditure that will increase the life of the asset beyond that which it had originally. Upgrade expenditure is discretionary and often does not result in additional revenue unless direct user charges apply. It will increase operating and maintenance expenditure in the future because of the increase in the council's asset base.

(c) New

Expenditure which extends an existing asset, at the same standard as is currently enjoyed by residents, to a new group of users. It is discretionary expenditure which increases future operating and maintenance costs, because it increases council's asset base, but may be associated with additional revenue from the new user group.

Financial Report

Notes to the Financial Report For the Year Ended 30 June 2014

Note 46 Underlying result

		2014	2013
	Note	\$'000	\$'000
Total comprehensive result		88,709	(6,189)
Net asset revaluation increment/(decrement)	30(a)	(75,512)	21,596
Surplus/(deficit) for the year		13,197	15,407
Contributed assets - non-monetary assets	9	(3,034)	(3,350)
Impairment loss on assets held for sale		-	503
Underlying result		10,163	12,560

The underlying result is an important indicator of Council's long-term financial sustainability, and is applied to calculate the underlying result ratio as represented in the Financial ratios (performance indicators) note (refer note 44(g)). The underlying result, as defined by Council, is represented by the total comprehensive result adjusted for non-monetary contributed assets and other once-off transactions. It identifies whether Council is generating enough revenue to finance operating and capital expenditure.

Certification of the Financial Report

In my opinion, the accompanying financial report has been prepared in accordance with the *Local Government Act 1989*, the *Local Government (Finance and Reporting) Regulations 2004*, Australian Accounting Standards and other mandatory professional reporting requirements.



Kevin Ayre CPA

Principal Accounting Officer

19 August 2014

In our opinion, the accompanying financial report presents fairly the financial transactions of Manningham City Council for the year ended 30 June 2014 and the financial position of Council as at that date.

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

We, the Councillors, have been authorised by the Council to certify the financial report in its final form.



Jim Grivokostopoulos

Mayor

19 August 2014



Stephen O'Brien

Councillor

19 August 2014



Joe Carbone

Chief Executive Officer

19 August 2014

Standard Statements

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Notes to the Standard Statements

Note 1: Basis of preparation of Standard Statements

Council is required to prepare and include audited Standard Statements within its Annual Report. Four Statements are required - Standard Income Statement, Standard Balance Sheet, Standard Cash Flow Statement and Standard Capital Works Statement.

These statements and supporting notes form a special purpose financial report prepared to meet the requirements of the *Local Government Act 1989* and *Local Government (Finance and Reporting) Regulations 2004*.

The Standard Statements have been prepared on accounting bases consistent with those used for the General Purpose Financial Report (Financial Report) and the Annual Budget. The results reported in these statements are consistent with those reported in the Financial Report.

The Standard Statements are not a substitute for the Financial Report. There are no Australian Accounting Standards that relate to the Standard Statements.

The Standard Statements compare Council's financial strategy, expressed through its annual budget, with actual performance. The *Local Government Act 1989* requires explanation of any material variances. Council has adopted a materiality threshold based on 10% variation to budget or where further explanation is warranted. Explanations have not been provided for variations below the materiality threshold unless the variance is considered to be material because of its nature.

The budget figures included in the Standard Statements are those adopted by Council on 25 June 2013 for the 2013/14 financial year. The budget was based on assumptions that were relevant at the time of adoption of the budget. The Council set guidelines and parameters for revenue and expense targets in this budget in order to meet Council's financial performance targets for both the short and long term.

Detailed information on the actual financial results is contained in the Financial Report. The detailed budget can be obtained by contacting Council or through the Council's website. The Standard Statements must be read with reference to these documents.

Standard Income Statement

The Standard Income Statement shows what has happened during the year in terms of revenue, expenses and other adjustments from all activities.

The Standard Income Statement requires revenue to be separately disclosed where the item is of such a size, nature or incidence that its disclosure is relevant in explaining the performance of Manningham City Council.

The Standard Income Statement also shows the movement in equity, so that a separate Statement of Changes in Equity is not required.

Standard Balance Sheet

The Standard Balance Sheet shows a snap shot of the financial position as at the end of the year. It shows the total of what is owned (assets) less what is owed (liabilities). The bottom line of this statement is net assets, which is the net worth of Council.

The change in net assets between two year's Standard Statements Balance Sheets shows how the financial position has changed over that period.

The assets and liabilities are separated into current and non-current. Current means those assets or liabilities which fall due in the next 12 months.

Standard Cash Flow Statement

The Standard Cash Flow Statement shows what has happened during the year in terms of cash. It explains what cash movements have resulted in the difference in the cash balance at the beginning and the end of the year.

The net cash flows from operating activities shows how much cash remains after paying for services to the community which is available for expenditure on capital works or retention in cash reserves. The information in the Standard Cash Flow Statement assists users in the assessment of Council's ability to generate cash flows, meet financial commitments as they fall due including the servicing of borrowings and fund changes in the scope or nature of activities and obtain external finance.

A reconciliation of operating result and net cash flows from operating activities has been added to highlight non-cash items of significance.

Standard Statement of Capital Works

The Standard Statement of Capital Works sets out all capital expenditure in relation to non-current assets during the year. It also shows whether this expenditure is renewing, expanding or upgrading existing assets or creating new assets. This is important because each of these categories has a different impact on Council's future costs.

The property, plant and equipment movement reconciliation sheet is included to show how the Standard Capital Works Statement figures relate to the Standard Balance Sheet.

Standard Statements

Standard Income Statement For the Year Ending 30 June 2014

	Budget 2013/14 \$'000	Actuals 2013/14 \$'000	Variances		Ref
			\$'000	%	
Revenue					
Rates and waste charges	83,427	83,326	(101)	(0.1)	
Statutory fees and fines	1,630	1,740	110	6.7	
User charges	9,164	9,725	561	6.1	1
Interest income	1,215	1,619	404	33.3	2
Operating grants (recurrent)	8,549	9,364	815	9.5	3
Operating grants (non-recurrent)	140	71	(69)	(49.3)	
Capital grants and contributions (recurrent)	379	378	(1)	(0.3)	
Capital grants and contributions (non-recurrent)	3,091	1,926	(1,165)	(37.7)	4
Operating contributions (cash)	1,540	1,519	(21)	(1.4)	
Operating contributions (non-monetary assets)	450	3,034	2,584	574.2	5
Net gain/(loss) on disposal of property, plant and equipment, infrastructure, and other fixed assets	274	(164)	(438)	(159.9)	6
Other revenue	359	1,556	1,197	333.4	7
Total revenue	110,218	114,094	3,876	3.5	
Expenses					
Employee costs	43,944	43,730	214	0.5	
Materials, services and contracts	19,821	19,632	189	1.0	
Utilities	2,498	2,709	(211)	(8.4)	8
Community Grants	5,357	5,228	129	2.4	
Depreciation and amortisation	19,541	19,507	34	0.2	
Borrowing costs	460	240	220	47.8	9
Other expenses	8,678	9,851	(1,173)	(13.5)	10
Total expenses	100,299	100,897	(598)	(0.6)	
Surplus for the period	9,919	13,197	3,278	33.0	
Other comprehensive income					
Net asset revaluation increment/(decrement)	22,950	75,512	52,562	229.0	11
Total comprehensive income for the year	32,869	88,709	55,840	169.9	

variances in brackets = unfavourable

Standard Income Statement For the Year Ending 30 June 2014

Variance Explanation report

Ref.	Item	Explanation
1	User charges	Outcome: Greater than budget \$561,000 or 6.1%
		Higher than anticipated use of the Function Centre and Community Halls generated \$279,000 higher revenue than budgeted. Community use of the Art Centre and MC ² community facility also generated additional income and contributed \$114,000 of the increase.
2	Interest income	Outcome: Greater than budget \$404,000 or 33.3%
		Interest on Council investments was higher than budgeted due to increased cash holdings which resulted chiefly from capital works carried forward from 2013/14 to 2014/15 of \$6.60 million.
3	Operating grants (recurrent)	Outcome: Greater than budget \$815,000 or 9.5%
		During the year Council received additional aged care and family and childrens services grants of \$430,000 and \$267,000 respectively, for the provision of services in the community. In addition, Council received grants in advance primarily for fire management and family services.
4	Capital grants and contributions (non-recurrent)	Outcome: Less than budget \$1,165,000 or 37.7%
		A \$1.0 million capital grant for the Aquarena Leisure Centre redevelopment budgeted for 2013/14 is now forecast to be received in 2014/15.
5	Operating contributions (non-monetary assets)	Outcome: Greater than budget \$2,584,000 or 574.2%
		The level of assets contributed to Council was \$2.58 million higher than budgeted and reflects the transfer of \$2.72 million of VicRoads land along the Eastern Freeway to Council.
6	Net gain/(loss) on disposal of property, plant and equipment, infrastructure, and other fixed assets	Outcome: Less than budget \$438,000 or 159.9%
		The replacement of existing assets as part of the 2013/14 capital program resulted in a writedown on assets being \$550,000 greater than budget. During 2013/14 Council settled on the sale of 177 Foote Street, Templestowe with the proceeds used to fund construction of the MC ² community facility that opened in 2012/13.
7	Other revenue	Outcome: Greater than budget \$1,197,000 or 333.4%
		Additional income of \$450,000 was generated from royalties associated with the partial fill of the former quarry in Blackburn Road. During 2013/14 Council raised \$248,000 in revenue for the Tunstall Square Activity Centre Marketing Scheme with expenditure to be incurred over the following five years. Council also received \$154,000 resulting from the closure of the Coldstream organic waste site and \$105,000 in compensation for allowing the use of Council land for a sewage pumping station.
8	Utilities	Outcome: Greater than budget \$211,000 or 8.4%
		The cost of utilities was higher than budgeted and was attributable to higher water charges and increased water usage, primarily in municipal parks and sports fields.
9	Borrowing costs	Outcome: Less than Budget \$220,000 or 47.8%
		The interest rate received on a loan to fund Council's superannuation repayment was lower than forecast.
10	Other expenses	Outcome: Greater than budget \$1,173,000 or 13.5%
		Expenditure of \$1.04 million funded through the capital program has been classified as non capital and transferred to operating expenditure.
11	Net asset revaluation increment/(decrement)	Outcome: Greater than Budget \$52,562,000 or 229%
		The 2014 revaluation of property, plant and equipment, infrastructure, other fixed assets resulted in an increase in asset values by \$75.51 million. Land assets increased in value by \$60.29 million or 7.3% reflecting the movement in property values during the year. The Budget had forecast an increase of \$22.95 million in asset values based on prior year favourable movements.

Standard Statements

Standard Balance Sheet as at 30 June 2014

	Budget	Actuals	Variances		Ref
	2013/14	2013/14	\$'000	%	
	\$'000	\$'000	\$'000	%	
Assets					
Current assets					
Cash and cash equivalents	30,432	42,517	12,085	39.7	12
Trade and other receivables	5,505	6,208	703	12.8	13
Prepayments and accrued income	1,480	1,163	(317)	(21.4)	14
Total current assets	37,417	49,888	12,471	33.3	
Non-current assets					
Investment (Regional Library)	1,464	1,839	375	25.6	15
Trade and other receivables	31	31	-	-	
Financial assets	-	163	163	100.0	16
Property, plant and equipment, infrastructure, and other fixed assets	1,546,171	1,586,014	39,843	2.6	17
Intangible assets	1,659	1,808	149	9.0	
Total non-current assets	1,549,325	1,589,855	40,530	2.6	
Total assets	1,586,742	1,639,743	53,001	3.3	
Liabilities					
Current liabilities					
Trade and other payables	11,023	9,909	1,114	10.1	18
Trust funds and deposits	4,500	5,173	(673)	(15.0)	19
Provisions	10,261	10,562	(301)	(2.9)	
Interest-bearing loans and borrowings	654	-	654	100.0	20
Income received in advance	457	573	(116)	(25.4)	21
Total current liabilities	26,895	26,217	678	2.5	
Non-current liabilities					
Provisions	641	904	(263)	(41.0)	22
Interest-bearing loans and borrowings	6,631	7,279	(648)	(9.8)	23
Total non-current liabilities	7,272	8,183	(911)	(12.5)	
Total liabilities	34,167	34,400	(233)	(0.7)	
Net assets	1,552,575	1,605,343	52,768	3.4	
Equity					
Accumulated surplus	589,917	602,090	12,173	2.1	24
Asset revaluation reserves	958,851	999,868	41,017	4.3	25
Other reserves	3,807	3,385	(422)	(11.1)	26
Total equity	1,552,575	1,605,343	52,768	3.4	

variances in brackets = unfavourable

Standard Balance Sheet as at 30 June 2014

Variance Explanation report

Ref.	Item	Explanation
12	Cash and cash equivalents	Outcome: Greater than budget \$12,085,000 or 39.7% Capital works expenditure was less than forecast with \$6.60 million in committed projects being carried forward to 2014/15. Trust and Reserve funds increased in value by \$0.91 million during the year and unbudgeted grants received in advance during 2013/14 total \$450,000. The balance of cash carried forward from 2012/13 was \$1.86 million higher than forecast and the higher than budgeted surplus for the year contributed to favourable variance.
13	Trade and other receivables	Outcome: Greater than budget \$703,000 or 12.8% Trade and other receivables were \$703,000 higher than budget and includes monies owed to Council for rates, user charges, grants, fines and other charges.
14	Prepayments and accrued income	Outcome: Less than budget \$317,000 or 21.4% Payment of expenses in advance was \$151,000 less than budgeted. Accrued income includes the final quarter of the 2013/14 State Government Pension Rate Rebate that will be received by Council in 2014/15.
15	Investment (Regional Library)	Outcome: Greater than budget \$375,000 or 25.6% The net assets of the Whitehorse Manningham Regional Library Corporation increased by \$565,000 in 2013/14 with Council's share of the increase being \$263,000.
16	Financial assets	Outcome: Greater than budget \$163,000 or 100% This asset relates to a security deposit held as part of the agreement that Council has with the Manningham Centre Association. A corresponding liability is recorded in trust funds and deposits.
17	Property, plant and equipment, infrastructure, and other fixed assets	Outcome: Greater than budget \$39,843,000 or 2.6% The 2014 revaluation of property, plant and equipment, infrastructure, other fixed assets resulted in an increase in asset values by \$75.51 million. The budget had forecast a \$22.95 million in asset values based on prior year movements. Land assets increased in value by \$60.29 million or 7.3% reflecting the strong movement in property values during the year. Capital expenditure during 2013/14 did not achieve budget with \$6.60 million carried forward to 2014/15 and a further \$1.04 million classified as not capital and expensed in the Income Statement.
18	Trade and other payables	Outcome: Less than budget \$1,114,000 or 10.1% The level of accrued expenses and trade payables was less than budget reflecting the higher levels of payments for works in progress and payments made in the latter part of 2013/14 for materials and services.
19	Trust funds and deposits	Outcome: Greater than budget \$673,000 or 15% During 2013/14 the level of contract retention monies, landscape, asset protection and other bonds and securities collected as part of the normal operations of Council increased by \$358,000.
20	Interest-bearing loans and borrowings	Outcome: Less than budget \$654,000 or 100% As at 30 June 2014, Council has an interest only loan that is due for settlement in 2015/16. The full value of this loan is therefore recorded as a non-current liability.
21	Income received in advance	Outcome: Greater than budget \$116,000 or 25.4% Income was received in advance during 2013/14 for the 2014/15 year and includes property rentals, facility hirings and general rates and charges.
22	Provisions non-current	Outcome: Greater than budget \$263,000 or 41% The variance relates to employee long service leave entitlements where settlement is forecast for more than 12 months after reporting date.
23	Interest-bearing loans and borrowings	Outcome: Greater than budget \$648,000 or 9.8% In July 2013, Council made a \$7.91 million contribution to meet Council's share of a defined benefits liability to Vision Super. The payment was funded by a loan and as at 30 June 2014, the principle amount outstanding is \$7.279 million with repayment due in 2015/16. This loan will be renegotiated during 2014/15.
24	Accumulated surplus	Outcome: Greater than budget \$12,173,000 or 2.1% The accumulated surplus from 2012/13 was \$8.2 million higher than forecast and the current year surplus of \$13.20 million from the Standard Income Statement is \$3.28 million higher than budgeted.
25	Asset revaluation reserves	Outcome: Greater than budget \$41,017,000 or 4.3% The 2014 revaluation of property, plant and equipment, infrastructure and other fixed assets resulted in an increase in asset values by \$75.51 million. Land assets increased in value by \$60.29 million or 7.3% reflecting the strong movement in property values during the year. Roads streets and bridge assets were revalued by \$7.32 million and drainage assets by \$8.37 million. The Budget had forecast an increase of \$22.95 million in asset values based on prior year favourable movements.
26	Other reserves	Outcome: Less than budget \$422,000 or 11.1% The value of developer levy contributions in the Resort and recreation reserve brought forward from 2012/13 was \$0.23 million lower than than originally forecast.

Standard Statements

Standard Cash Flow Statement for the Year Ending 30 June 2014

	Budget 2013/14 \$'000	Actuals 2013/14 \$'000	Variances		Ref
			\$'000	%	
Cash flows from operating activities					
Rates and charges	83,353	82,491	(862)	(1.0)	
User charges, fees and fines	10,724	11,927	1,203	11.2	27
Operating grants	8,689	9,774	1,085	12.5	28
Capital grants	3,470	2,304	(1,166)	(33.6)	29
Contributions	1,540	1,519	(21)	(1.4)	
Interest	1,215	1,633	418	34.4	30
Other receipts	359	1,310	951	264.9	31
GST on receipts	847	1,012	165	19.5	
Payments to suppliers	(36,142)	(37,435)	(1,293)	(3.6)	
GST on payments to suppliers	(3,535)	(3,661)	(126)	(3.6)	
Payments to employees	(43,696)	(43,279)	417	1.0	
Defined benefits unfunded super liability payment	-	(7,906)	(7,906)	100.0	32
Borrowing cost	(460)	(240)	220	47.8	33
Net GST refund	2,688	2,558	(130)	(4.8)	
Net cash provided by (used in) operating activities	29,052	22,007	(7,045)	24.2	
Cash flows from investing activities					
Payments for property, plant and equipment, infrastructure, and other fixed assets	(35,543)	(27,925)	7,618	21.4	34
Proceeds from sale of property, plant and equipment, infrastructure, and other fixed assets	2,652	2,426	(226)	(8.5)	
Net increase/(decrease) in trust funds and deposits	-	345	345	100.0	35
Net cash provided by (used in) investing activities	(32,891)	(25,154)	7,737	23.5	
Cash flows from financing activities					
Proceeds from borrowings	7,906	7,900	(6)	0.1	
Repayment of superannuation liability	(7,906)	-	7,906	100.0	36
Repayment of borrowings	(621)	(621)	-	-	
Net cash provided by (used in) financing activities	(621)	7,279	7,900	1,272.1	
Net increase (decrease) in cash and cash equivalents	(4,460)	4,132	8,592	192.6	
Cash and cash equivalents at the beginning of the year	34,892	38,385	3,493	10.0	
Cash and cash equivalents at the end of the year	30,432	42,517	12,085	39.7	
Reconciliation of surplus (deficit) and net cash flows from operating activities					
For the year ending 30 June 2014					
Surplus for the year	9,919	13,197	3,278	33.0	
Depreciation and amortisation	19,541	19,507	(34)	(0.2)	
(Profit) Loss on sale of property, plant and equipment, infrastructure and other fixed assets	(274)	164	438	(159.9)	
Contributed assets	(450)	(3,034)	(2,584)	574.2	
Other - share of loss from associate	-	(263)	(263)	(100.0)	
Net movement in current assets and liabilities	315	(7,564)	(7,879)	(2,497.8)	
Net cash inflow from operating activities	29,052	22,007	7,045	24.2	

variances in brackets = unfavourable

Standard Cash Flow Statement for the Year Ending 30 June 2014

Variance Explanation report

Ref.	Item	Explanation
27	User charges, fees and fines	Outcome: Greater than budget \$1,203,000 or 11.2%
		Cash collected from user charges, fees and fines was \$1.20 million higher than budget and includes higher Function Centre and Community Hall hire income, Art Centre and MC ² usage fees and leasing revenues from Council properties. Income was also received in advance for the 2014/15 year.
28	Operating grants	Outcome: Greater than budget \$1,085,000 or 12.5%
		During the year Council received additional aged care and community services grants for the provision of services in the community. In addition to these, Council also received Fire Planning Resources grant allocation in advance.
29	Capital grants	Outcome: Less than budget \$1,166,000 or 33.6%
		A \$1.0 million capital grant for the Aquarena Leisure Centre redevelopment budgeted for 2013/14 is now forecast to be received in 2014/15.
30	Interest	Outcome: Greater than budget \$418,000 or 34.4%
		Interest on Council investments was higher than budgeted due to increased cash holdings which resulted chiefly from capital works carried forward from 2013/14 to 2014/15 of \$6.60 million.
31	Other receipts	Outcome: Greater than budget \$951,000 or 264.9%
		Additional income of \$450,000 was generated from royalties associated with the partial fill of the former quarry in Blackburn Road. Council also received \$154,000 resulting from the closure of the Coldstream organic waste site and \$105,000 in compensation for allowing the use of Council land for a sewage pumping station.
32	Defined benefits unfunded super liability payment	Outcome: Greater than budget \$7,906,000 or 100%
		In July 2013, Council made a \$7.91 million contribution to meet Council's share of a defined benefits liability to Vision Super. This payment was included in the adopted Budget under Cash Flows from Financing Activities.
33	Borrowing cost	Outcome: Less than budget \$220,000 or 47.8%
		The interest rate received on a loan to fund Council's superannuation repayment was lower than forecast which resulted in savings of \$220,000 against budget.
34	Payments for property, plant and equipment, infrastructure, and other fixed assets	Outcome: Less than budget \$7,618,000 or 21.4%
		Payments for capital projects was \$7.62 million less than budget.
		Capital works projects that have been committed in 2013/14 and scheduled for completion in 2014/15 total \$6.66 million. The major projects in this group include Aquarena Leisure Centre upgrade \$2.0 million, Drainage Strategy \$1.11 million, Stinton Reserve Former Landfill Site (rehabilitation) \$705,000, Colman Cricket Club Extension \$415,000, Sportsground Refurbishment \$360,000, Asset Management Strategy Buildings \$258,000 and Mullum Mullum Linear Park Stage 1 Currawong \$135,000.
		In addition, expenditure of \$1.04 million for maintenance and design fees funded through the capital program has been transferred to operating expenditure.
35	Net increase/ (decrease) in trust funds and deposits	Outcome: Less than budget \$345,000 or 100%
		During 2013/14 the level of bonds and trust deposits lodged with Council increased by \$547,000. The budget did not forecast any increase in bonds and deposits.
36	Repayment of superannuation liability	Outcome: Less than budget \$7,906,000 or 100%
		During the year a payments of \$7.91 million was made to Vision Super for Council's defined benefits superannuation liability. This item was budgeted as a cash outflow from financing activities, however the payment is classified as an operating expense (see note 32 above).

Standard Statements

Standard Statement of Capital Works for the Year Ending 30 June 2014

Capital works areas	Budget 2013/14 \$'000	Actuals 2013/14 \$'000	Variances		Ref
			\$'000	%	
Physical environment (roads and drains)	13,161	11,367	1,794	13.6	37
Social and cultural (buildings and general leisure)	15,700	9,850	5,850	37.3	38
Economic and environment (streetscape, townscape and open space)	3,463	3,047	416	12.0	39
Service infrastructure	388	708	(320)	(82.5)	40
Doncaster Hill strategy	499	914	(415)	(83.2)	41
Plant and equipment	1,768	1,505	263	14.9	42
Total property, plant and equipment, infrastructure, and other fixed assets	34,979	27,391	7,588	21.7	
Intangible assets	564	534	30	5.3	
Total capital works	35,543	27,925	7,618	21.4	
Represented by:					
Renewal	17,346	13,614	3,732	21.5	
Upgrade	6,307	6,107	200	3.2	
New	11,890	8,204	3,686	31.0	
Total capital works	35,543	27,925	7,618	21.4	

Property, plant and equipment, infrastructure, and other fixed assets movement reconciliation worksheet	Budget 2013/14 \$'000	Actuals 2013/14 \$'000	Variances		Ref
			\$'000	%	
The movement between the previous year and the current year in property, plant and equipment, infrastructure, and other fixed assets as shown in the Balance Sheet links to the net of the following items:					
Total capital works	34,979	27,391	(7,588)	(21.7)	
Asset revaluation movement	22,950	75,512	52,562	229.0	43
Contributed assets	450	3,034	2,584	574.2	44
Depreciation/amortisation	(19,541)	(19,092)	449	2.3	
Written down value of assets disposed	(578)	(918)	(340)	(58.8)	45
Other	564	(129)	(693)	(122.9)	46
Net movement in property, plant and equipment, infrastructure, and other fixed assets	38,824	85,798	46,974	121.0	

variances in brackets = unfavourable

Standard Statement of Capital Works for the Year Ending 30 June 2014

Variance Explanation report

Ref.	Item	Explanation
37	Physical environment (roads and drains)	<p>Outcome: Less than budget \$1,794,000 or 13.6%</p> <p>Expenditure on rehabilitation works at the Stintons Reserve former landfill site was \$705,000 less than budget and primarily relates to planning permit delays and protracted negotiations with State Government authorities relating to the management of contaminated water exiting the former landfill site. These works are now forecast to be carried out in 2014/15.</p> <p>Expenditure on the Drainage Strategy was \$1.11 million less than budget and chiefly relates to planning permit delays and extended consultation with State and Federal Government Agencies associated with the Bolin Bolin Wetlands project and Birrarung outfall drain. The Summit Drive drainage project was also delayed as a result of access difficulties due to wet weather. These projects are now forecast to be carried out in 2014/15.</p>
38	Social and cultural (buildings and general leisure)	<p>Outcome: Less than budget \$5,850,000 or 37.3%</p> <p>Aquarena Leisure Centre upgrade expenditures were \$3.72 million less than budget and primarily relates to the extensive tender negotiations required and the scheduling of this project to minimise the business interruption at the centre. This has resulted in \$2.0 million committed works being carried forward for completion in 2014/15 and grant funded works planned for 2013/14 also now forecast to be carried out in 2014/15.</p> <p>A further \$1.21 million in capital projects incomplete at 30 June 2014 are forecast to be completed in 2014/15 and include: Stintons Reserve refurbishment \$360,000, Colman Park Pavilion extension \$415,000, Doncaster Reserve Pavilion upgrade and Oval extension \$200,000 and Deep Creek Reserve Car Park was \$142,000 and Highball facility at Mullum Mullum Reserve \$90,000.</p>
39	Economic and environment (streetscape, townscape and open space)	<p>Outcome: Less than budget \$416,000 or 12%</p> <p>Expenditure on Mullum Mullum Linear Park Stage 3 was \$465,000 less than budget and relates to project planning and design delays. This project is included in the 2014/15 capital works program.</p>
40	Service infrastructure	<p>Outcome: Greater than budget \$320,000 or 82.5%</p> <p>Expenditure on the Depot accommodation upgrade was \$345,000 higher than the adopted budget and funded from a carry forward from the 2012/13 capital works program.</p>
41	Doncaster Hill Strategy	<p>Outcome: Greater than budget \$415,000 or 83.2%</p> <p>During 2013/14 Council purchased a property on Doncaster Hill for future transport linkages. This purchase was not included in the adopted budget and was funded from the 2013/14 capital works program allocation.</p>
42	Plant and equipment	<p>Outcome: Less than budget \$263,000 or 14.9%</p> <p>The programmed replacement of Council's vehicles and mobile plant was \$263,000 less than budget and can be attributed to a reduction in the sale prices which are dictated by market rates.</p>
43	Asset revaluation movement	<p>Outcome: Greater than budget \$52,562,000 or 229%</p> <p>The 2014 revaluation of property, plant and equipment, infrastructure, other fixed assets resulted in an increase in asset values by \$75.51 million. Land assets increased in value by \$60.29 million or 7.3% reflecting the strong movement in property values during the year. Roads streets and bridge assets were revalued by \$7.32 million and drainage assets by \$8.37 million. The Budget had forecast an increase of \$22.95 million in asset values based on prior year favourable movements.</p>
44	Contributed assets	<p>Outcome: Greater than budget \$2,584,000 or 574%</p> <p>The level of assets contributed to Council was \$2.58 million higher than budgeted and reflects the transfer of \$2.72 million of VicRoads land along the Eastern Freeway to Council.</p>
45	Written down value of assets disposed	<p>Outcome: Greater than budget \$340,000 or 58.8%</p> <p>The replacement of existing assets as part of the 2013/14 capital program resulted in a writedown on assets being \$550,000 greater than budget.</p>
46	Other	<p>Outcome: Less than budget \$693,000 or 122.9%</p> <p>This item represents other net movements in property, plant and equipment, infrastructure and other fixed assets including assets held for sale and transfer from work in progress.</p>

Certification of Standard Statements for the Year Ending 30 June 2014

In my opinion the accompanying standard statements have been prepared on accounting bases consistent with the financial report and in accordance with the *Local Government Act 1989* and the *Local Government (Finance and Reporting) Regulations 2004*.



Kevin Ayre CPA

Principal Accounting Officer

19 August 2014

In our opinion the accompanying standard statements have been prepared on accounting bases consistent with the financial report and in accordance with the *Local Government Act 1989* and the *Local Government (Finance and Reporting) Regulations 2004*.

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

We, the Councillors, have been authorised by the Council to certify the standard statements in its final form.



Jim Grivokostopoulos

Mayor

19 August 2014



Stephen O'Brien

Councillor

19 August 2014



Joe Carbone

Chief Executive Officer

19 August 2014

Performance Statement

Manningham Council's 2013/14 Performance Statement presents a snapshot of Council's performance against non-financial measures over the preceding financial year. The Key Strategic Activities (KSAs) that were selected are important actions from Manningham's Council Plan Action Plan and relate directly to the objectives and strategies of Council Plan 2013-2017.

The Performance Statement measures the performance for specific KSAs against the targets and measures set in Appendix E of the 2013/14 Annual Budget, as is required by the *Local Government Act 1989* and the *Local Government (Finance and Reporting) Regulations 2004*.

Lead Service Unit Acronyms

Aged and Disability Services	ADSS	Engineering Operations	EO
Communications and Marketing	CM	Local Laws	LL
Directorate of Assets and Engineering	DAE	Social and Community Services	SC
Engineering and Technical Support	ETS	Statutory Planning	SP

Summary Analysis

- Ten KSAs were nominated for the 2013/14 financial year.
- Seven activities had time based targets and three activities were performance based (percentage targets).
- Of the seven time based activities:
- Six were completed by 30 June 2014.
 - Four were completed and achieved by their internally identified target dates.
 - One was completed within 30 days of the internally identified target date. (1.1.1.1)
 - One was completed by the 30 June 2014, however outside the identified target date. (4.3.1.4)
 - The remaining KSA regarding the website and intranet (6.1.1.45) was not completed by the end of June 2014.
 - The three performance target KSAs were delivered within 0.9 - 8.7% of the internally imposed stretch targets.

Performance Statement

KSA	Action Description	Lead Unit	Measure	Target
Strategic Objective: Our community spirit				
1.1.1.1	Undertake a review of the current Multicultural Strategy (2010-2013) and incorporate actions of the Multicultural Communications Strategy.	SC	Review of the Multicultural Strategy completed and adopted for exhibition and comment.	31 May 2014
1.3.1.2	Complete the development of the Manningham Municipal Public Health and Wellbeing Plan.	SC	Manningham Municipal Health and Wellbeing Plan developed and submitted to the Department of Health within timeframe specified.	30 September 2013
Strategic Objective: Enjoy and protect our natural spaces				
2.3.1.3	Encourage the reduction of household waste sent to landfill by implementing the Waste Management Marketing and Education Plan.	EO	Proportion of waste diverted from landfill.	> 57 per cent
Strategic Objective: Planning for where we live				
4.1.1.1	Undertake a review of the Manningham Planning Scheme, in accordance with the requirements of the <i>Planning and Environment Act 1987</i>.	SP	Review of the Manningham Planning Scheme completed and submitted to the Minister of Planning within timeframe specified.	30 June 2014
4.1.1.3	Process planning applications made under the Manningham Planning Scheme in a timely manner.	SP	The proportion of planning applications processed within 60 days.	≥ 80 per cent
4.3.1.1	Complete the 2013/14 Capital Works program to ensure assets are provided and maintained at an appropriate level.	DAE	Actual Capital expenditure against adopted capital works budget.	> 90 per cent

Comments

Not Achieved

The Multicultural Strategy was reviewed and incorporated into the Draft Access, Equity and Diversity Strategy 2014-2017, which was endorsed to go out on public exhibition by Council on 24 June 2014, just short of the 31 May 2014 target timeframe.

Key components of the review included:

- A survey of 250 overseas born residents was conducted between November 2013 and March 2014.
- Recommendation to include it within a broader Access, Equity and Diversity Strategy 2014-2017 which has been developed as a framework for a number of Council's social policies.
- The Action Plan in the Draft Access, Equity and Diversity Strategy 2014-2017 includes specific actions from the Multicultural Communications Strategy.

Achieved

The Municipal Public Health and Wellbeing Plan was presented to the Municipal Public Health and Wellbeing Plan Steering Committee on the 1 October 2013 and endorsed by Council on 29 October 2013. This was within the State Government timeframe of 31 October 2013.

The draft Municipal Public Health and Wellbeing Plan was reviewed in partnership with a number of local and regional organisations, and was put out for public comment in September 2013, before being amended and finalised within the target timeframe.

Not Achieved

The percentage of household waste diverted from landfill was 56.11 per cent in 2013/14, just below target.

It should be noted that Manningham Council is currently ranked number one in metropolitan Melbourne for its diversion rate of waste from landfill and its diversion rate is well above the state average of 45 per cent.

Council has undertaken a range of actions to assist the community to continue to minimise waste through the implementation of the Waste Management Education and Marketing Plan 2012-2017, with more than 30 of 55 actions completed or underway. Some of these actions are listed below:

- Completed 13,000 recycling bin inspections which found that 75 per cent of bins contained the correct material.
- Hosted a "Detox Your Home" free chemical drop off in March 2014 with over 38,000kg of chemical waste being dropped off
- Commenced a bundled green waste service together with the 'at-call' hard waste service

Achieved

Council adopted the Manningham Planning Scheme Review 2014 on 24 June 2014.

Not Achieved

75 per cent of all planning applications were determined within the 60 day statutory limit. Council's Statutory Planning Unit has determined 799 applications in 2013/14.

The Unit has experienced an influx in applications in the past 12 months and this has affected its capacity to achieve its target for the year within the existing resources. Ordinarily there is a slowing of applications received in the first half of each year where a degree of 'catch up' occurs; however, the Unit received 78 more applications in the first four month of this year compared to the previous year.

It should be noted that the turnaround times achieved by Manningham Council are substantially higher than the metropolitan average which was last reported as 65 per cent (2012/13).

Not Achieved

Council spent \$28.904 million (81.3 per cent) of the Capital Works Program for 2013/14 against the adopted budget of \$35.544 million, which is below the target of 90 per cent.

At the end of June 2014, a number of projects were not sufficiently advanced or have been deferred due to project planning and approval delays, protracted community and stakeholder consultation, contractor availability and performance issues, difficulty gaining plant and material as experienced across the state, impacts from storm events, and other non-programmed works affecting the delivery of works.

While these project delays have impacted on Council's overall performance resulting in funds (\$5.360 million) being carried forward and a lesser number of projects being completed, many of these projects are well advanced and are scheduled to be completed in 2014/15.

Performance Statement

Strategic Objective: Planning for where we live (continued)

4.3.1.3	Enhance residential amenity by developing a Parking Management Policy to provide a consistent, coordinated and equitable approach to assessing competing demands for parking facilities across the municipality.	LL	A Parking Management Policy developed and endorsed by Council for public exhibition within timeline specified.	30 June 2014
4.3.1.4	Prepare a Special Charge Drainage Priority Listing.	ETS	A prioritised list of drainage schemes for implementation over the next five years.	31 March 2014

Strategic Objective: Everything we need is local

5.1.1.1	Explore a range of Aged Care service delivery arrangements to meet local community needs with consideration of the potential implications of the Commonwealth and State Governments' Health and Aged Care Reforms.	ADSS	Report to Council on the review of the Aged Care service delivery arrangements within timeframe specified.	30 June 2014
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Strategic Objective: Council leadership and organisational performance

6.1.1.45	Invest in a new website to ensure greater access for customers to online information, services and products.		A new content management system for corporate website and intranet implemented within timeframe specified.	30 June 2014
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Achieved

The draft Parking Management Policy was endorsed to go out on public exhibition by Council on 24 June 2014.

Not Achieved

The Executive Management Team (EMT) endorsed a project prioritisation methodology and project priority listing of drainage schemes for the next five years on 30 June 2014.

Achieved

Council endorsed a report on the review of the Aged Care service delivery arrangements on 24 June 2014.

Not Achieved

The new and much improved Manningham corporate website was launched on 30 June 2014.

At the time of awarding the tender - after content management system options and associated hosting solutions had been explored and evaluated - it was decided to host the new corporate website in an external Drupal (content management system) optimised cloud-based server to ensure the best performance and continuity of service of the new website.

However, including the development and implementation of the intranet component was no longer possible as the website is hosted externally on a cloud based server while the intranet will need to be hosted on an internal server behind Council's security firewall; this is because the intranet needs to integrate with the TRIM document management system.

As a result, a new project – to develop a new intranet based on the same content management system but hosted on a different server – is being developed and implemented in 2014/15.

Performance Statement

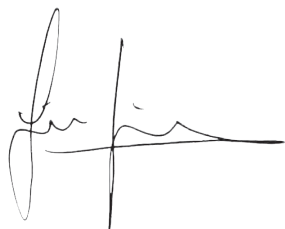
Certification of Performance Statement for the Year Ending 30 June 2014

In our opinion the accompanying performance statement of Manningham City Council in respect of the financial year ended 30 June 2014 is presented fairly and in accordance with the *Local Government Act 1989* and the *Local Government (Finance and Reporting) Regulations 2004*.

The statement outlines the performance targets and measures set out in relation to the achievement of the Council Plan in respect of that year through Council's adopted budget and describes the extent to which the business plan was met, having regard to those targets and measures.

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


We, the Councillors, were authorised by the Council to certify the performance statement in its final form.



Jim Grivokostopoulos

Mayor

19 August 2014



Stephen O'Brien

Councillor

19 August 2014



Joe Carbone

Chief Executive Officer

19 August 2014



Victorian Auditor-General's Office

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INDEPENDENT AUDITOR'S REPORT

To the Councillors, Manningham City Council

The Financial Report

The accompanying financial statements for the year ended 30 June 2014 of the Manningham City Council which comprises comprehensive income statement, balance sheet, statement of changes in equity, statement of cash flows, notes comprising a summary of the significant accounting policies and other explanatory information, and the certification of the financial statements has been audited.

The accompanying standard statements for the year ended 30 June 2014 of Manningham City Council which comprises standard income statement, standard balance sheet, standard cash flow statement, standard statement of capital works, the related notes and the certification of the standard statement have been audited.

The Councillors' Responsibility for the Financial Report

The Councillors of the Manningham City Council are responsible for the preparation and the fair presentation of:

- the financial statements in accordance with Australian Accounting Standards, and the financial reporting requirements of the *Local Government Act 1989*
- the standard statements in accordance with the basis of preparation as described in note 1 to the statements and the requirements of the *Local Government Act 1989*.

The Councillors are responsible for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the financial report that is free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

As required by the *Audit Act 1994* and the *Local Government Act 1989*, my responsibility is to express an opinion on the financial report based on the audit, which has been conducted in accordance with Australian Auditing Standards. Those standards require compliance with relevant ethical requirements relating to audit engagements and that the audit be planned and performed to obtain reasonable assurance about whether the financial report are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The audit procedures selected depend on judgement, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, consideration is given to the internal control relevant to the entity's preparation and fair presentation of the financial report 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 entity's internal control.

An audit also includes evaluating the appropriateness of the accounting policies used and the reasonableness of accounting estimates made by the Councillors, as well as evaluating the overall presentation of the financial report.

Auditing in the Public Interest

Auditor-General's Report

Independent Auditor's Report (continued)

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

Independence

The Auditor-General's independence is established by the *Constitution Act 1975*. The Auditor-General is not subject to direction by any person about the way in which his powers and responsibilities are to be exercised. In conducting the audit, the Auditor-General, his staff and delegates complied with all applicable independence requirements of the Australian accounting profession.

Opinion

In my opinion:

- (a) the financial statements present fairly, in all material respects, the financial position of the Manningham City Council as at 30 June 2014 and of its financial performance and its cash flows for the year then ended in accordance with applicable Australian Accounting Standards, and the financial reporting requirements of the *Local Government Act 1989*
- (b) the standard statements present fairly, in all material respects, in accordance with the basis of preparation as described in note 1 to the statements and the requirements of the *Local Government Act 1989*.

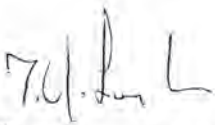
Basis of Accounting for Standard Statements

Without modifying my opinion, I draw attention to Note 1 to the standard statements, which describes the basis of accounting. The standard statements are prepared to meet the requirements of the *Local Government Act 1989*. As a result, the standard statements may not be suitable for another purpose.

Matters Relating to the Electronic Publication of the Audited Financial Report

This auditor's report relates to the financial report of the Manningham City Council for the year ended 30 June 2014 included both in the Manningham City Council's annual report and on the website. The Councillors of the Manningham City Council are responsible for the integrity of the Manningham City Council's website. I have not been engaged to report on the integrity of the Manningham City Council's website. The auditor's report refers only to the subject matter described above. It does not provide an opinion on any other information which may have been hyperlinked to/from the report. If users of the financial report are concerned with the inherent risks arising from publication on a website, they are advised to refer to the hard copy of the audited financial report to confirm the information contained in the website version of the financial report.

MELBOURNE
21 August 2014


Per Dr Peter Frost
Acting Auditor-General



Victorian Auditor-General's Office

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Website www.audit.vic.gov.au

INDEPENDENT AUDITOR'S REPORT

To the Councillors, Manningham City Council

The Performance Statement

The accompanying performance statement for the year ended 30 June 2014 of the Manningham City Council which comprises the statement, the related notes and the certification of performance statement has been audited.

The Councillors' Responsibility for the Performance Statement

The Councillors of the Manningham City Council are responsible for the preparation and fair presentation of the performance statement in accordance with the *Local Government Act 1989* and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the performance statement that is free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

As required by the *Local Government Act 1989*, my responsibility is to express an opinion on the performance statement based on the audit, which has been conducted in accordance with Australian Auditing Standards. Those standards require compliance with relevant ethical requirements relating to audit engagements and that the audit be planned and performed to obtain reasonable assurance about whether the performance statement is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the performance statement. The audit procedures selected depend on judgement, including the assessment of the risks of material misstatement of the performance statement, whether due to fraud or error. In making those risk assessments, consideration is given to the internal control relevant to the entity's preparation and fair presentation of the performance statement 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 entity's internal control. An audit also includes evaluating the overall presentation of the performance statement.

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

Independence

The Auditor-General's independence is established by the *Constitution Act 1975*. The Auditor-General is not subject to direction by any person about the way in which his powers and responsibilities are to be exercised. In conducting the audit, the Auditor-General, his staff and delegates complied with all applicable independence requirements of the Australian accounting profession.

Auditing in the Public Interest

Auditor-General's Report

Independent Auditor's Report (continued)


Auditor's Opinion

In my opinion, the performance statement of the Manningham City Council in respect of the 30 June 2014 financial year presents fairly, in all material respects, in accordance with the *Local Government Act 1989*.

Matters Relating to the Electronic Publication of the Audited Performance Statement

This auditor's report relates to the performance statement of the Manningham City Council for the year ended 30 June 2014 included both in the Manningham City Council's annual report and on the website. The Councillors of the Manningham City Council are responsible for the integrity of the Manningham City Council's website. I have not been engaged to report on the integrity of the Manningham City Council's website. The auditor's report refers only to the subject matter described above. It does not provide an opinion on any other information which may have been hyperlinked to/from this statement. If users of the performance statement are concerned with the inherent risks arising from publication on a website, they are advised to refer to the hard copy of the audited performance statement to confirm the information contained in the website version of the performance statement.

MELBOURNE
21 August 2014



Dr Peter Frost
Acting Auditor-General

Glossary

Terms	
Advisory committee	a committee that assists Council with the decision making process and has a Councillor representative to assist with the consultation process
Advocacy	publicly supporting or recommending programs or services on behalf of the community to other tiers of government or service providers for community benefit
Best Value	state legislation that requires Council to review services to ensure community expectations and value for money
Budget	Council's originally published Budget detailing the projected income, expenditure and financial position of Council
Capital Expenditure	the expenditure on items which are expected to produce future economic benefits for Council with a useful life in excess of 12 months
Capital Improved Value	the market value of the property at the date of valuation including the value of the land and all improvements built on the land
Capital Works Program	program of scheduled infrastructure works generally encompassing capital works for road, drainage and building assets
Capitalisation	the process whereby expenditure is charged to an account in the Statement of Financial Position rather than to an expense account
Council Plan	the four year plan for the way in which Council will deliver its nine Strategic Objectives
Community Grants	Council allocates a sum of money for the Community Development Community Grants Program as part of the annual budget process. The funding supports not for profit community organisations in Manningham
Community Satisfaction Survey	a State Government requirement whereby councils conduct a survey once a year to obtain community feedback in order to gauge satisfaction levels with council services
Cultural diversity	celebrating our community's many different cultures expressed through languages, tradition, religions, dress, arts, dance and lifestyle
Governance	Council's responsibility for the economic and ethical performance of the municipality
Infrastructure	stock of fixed capital equipment including roads, public buildings, footpaths, etc.
Interplan	a service planning tool that enables detailed reporting and analysis of Council's progress against the actions listed in the Council Plan
Key Performance Indicator	a significant measure used on its own or in combination with other key performance indicators to monitor how well a business is achieving its quantifiable objectives
Local Law	the laws adopted by Council that prohibit, regulate and control activities, events, practices and behaviours within Manningham
Manningham Matters	Council's bimonthly newsletter which provides residents with information about Council activities. It is delivered to all residents and businesses within Manningham
Manningham Planning Scheme	outlines State and local planning policies including zones, overlays and other provisions
Master plan	a plan which outlines a preferred future vision for a particular area. It is usually developed for an area being considered for redevelopment or redesign
Municipal Association of Victoria (MAV)	the lobbying body for Victoria's 79 councils
Local roads	the municipal road network which is maintained by Manningham Council
Performance indicator	a statistic identifying the extent of activity in meeting a specific objective
Reserves	monies set aside in the Statement of Financial Position for specific purposes in accordance with statutory and discretionary principles
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
Sustainable	meet present day needs without compromising future generations' ability to meet their needs
Triple Bottom Line	measures community wellbeing by assessing the economic, social and environmental considerations
Vision	a description of the future we aim to achieve for our City and community
Ward	the delineation of a district within a municipality for the purposes of administration and representation
Wellbeing	a general term to encompass health, happiness, welfare, security, comfort, quality of life and a sense of belonging

Acronyms

Acronyms

AAS	Australian Accounting Standard
ABS	Australian Bureau of Statistics
AMS	Asset Management Strategy
CALD	Culturally and Linguistically Diverse
CEO	Chief Executive Officer
CFO	Chief Financial Officer
Cr	Councillor
EBA	Enterprise Bargaining Agreement
EMT	Executive Management Team
EO	Equal Opportunity
HACC	Home and Community Care
KSA	Key Strategic Activity
MAV	Municipal Association of Victoria
OHS	Occupational Health and Safety
SBS	Strategic Briefing Session
VEC	Victorian Electoral Commission

Thank You!

Thank you for reading Manningham Council's 2013/2014 Annual Report. We hope that this document has given you a good understanding of the achievements of Council in the past 12 months.

Your feedback is valued and can be posted to Manningham Council, PO Box 1, Doncaster VIC 3108, emailed to manningham@manningham.vic.gov.au or you can call Council on 03 9840 9333.

Further reading

We encourage you to visit Council's website which contains information about our services, programs, events, major initiatives, major publications and more. The address is www.manningham.vic.gov.au.

This Annual Report is available on Council's website. Alternatively, hard copies of the Annual Report are available from the Civic Centre and Manningham's libraries or by calling Council.

To view this annual report online visit annualreport.manningham.vic.gov.au

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For emergencies and to contact Council outside normal business hours please call 9840 9333.

Sustainability

Manningham City Council cares about the environment. This Annual Report is printed on Australian made, 100% recycled Revive Laser Carbon Neutral paper using vegetable-based inks. This has helped reduce global greenhouse gas emissions by more than 272kgs CO₂-e.

Each sale of Revive Laser Carbon Neutral paper supports Landcare Australia.



Translation details

An interpreting service is available if required by contacting Manningham City Council on 9840 9333.

Arabic / عربي

خدمة الترجمة متاحة إذا لزم الأمر عن طريق الاتصال بمجلس بلدية مدينة مانينجهام على هاتف رقم 9840 9333.

Chinese / 中文

需要的话可以提供翻译服务，联系 Manningham 市政厅电话 9840 9333。

Greek / Ελληνικά

Υπηρεσία διερμηνείας είναι διαθέσιμη, αν απαιτείται, επικοινωνώντας με το Δημοτικό Συμβούλιο του Manningham στο 9840 9333.

Italian / Italiano

È possibile utilizzare il servizio d'interpretariato se necessario telefonando al comune di Manningham, al 9840 9333.

Korean / 한국어

통역 서비스를 원하시면 매닝햄 시의회에 9840 9333으로 연락하셔서 요청하시면 됩니다.

Macedonian / Македонски

Ако ви треба преведувачка услуга јавете се на Општина Манингам на 9840 9333.

Persian / فارسی

خدمات ترجمه شفاهی موجود است. در صورت نیاز می توانید با شهرداری منینگهام به شماره تلفن 9840 9333 تماس بگیرید.

Cover image, clockwise from top:

1. To provide nutritious fresh food to those in need Winter Crop Relief was created, an initiative between Council and local community organisation Doncare, which sees local gardening enthusiasts that participate in Council's Home Harvest program donate a small amount of their 'harvest' to the Emergency Relief Pantry.
2. The redevelopment of the Warrandyte Community Centre was completed this year. The new building incorporates a new branch library, along with new facilities for a number of community groups including Warrandyte Diary, Warrandyte Information Centre, Warrandyte Lions Op Shop, and Warrandyte Neighbourhood House.
3. Construction was completed on a 1.9 kilometre section of the Mullum Mullum Trail, between Tindals and Park roads, Donvale. Council is now seeking State Government funding to build the final section of the trail, which will form a 42 kilometre off-road circuit around the western part of Manningham.
4. Doncaster Hill has a new iconic bus shelter with upgraded Doncaster Road bus stop outside MC². It comprises timber seating, glass panelling, sustainable lighting and bicycle parking.