

2017/18 Annual Report





Welcome

Welcome to Manningham Council's Annual Report 2017/18. Each year, we report on our performance in providing services, managing resources and meeting our community's needs.

In this year's report, you can read about Manningham Council's achievements and challenges from 1 July 2017 to 30 June 2018, and our aspirations for the future.

We provide more than 100 services and manage \$2 billion of land and infrastructure assets in the 114km² for which we are responsible.

Our Annual Report details Manningham's performance against the strategic themes outlined in our Council Plan 2017-2021, the initiatives of our Annual Budget 2017/18 and Strategic Resource Plan 2017-2021. This is the 4th year we are reporting on a number

of service, financial and sustainability performance indicators under the Local Government Performance Reporting Framework (LGPRF).

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

Our vision

A liveable and harmonious city.

Our mission

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

Our strategic direction

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

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

Under each theme, specific goals guide us in our work to serve our community. These themes and goals are described on page 47.

This year we also introduced new internal values to our organisation that guide how we interact with our customers and deliver services.

Our values



Working Together

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



Excellence

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



Accountable

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



Respectful

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



Empowered

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

We are

MANNINGHAM



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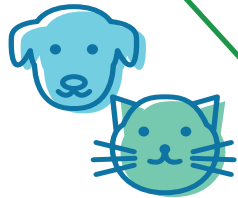
Year in Review





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Manningham snapshot



15,842

cats and dogs registered

102,104

calls received by the
contact centre



110

households had solar
panels installed



57

community engagement
opportunities

\$1.7million

provided in community grants



24,246

visits to the
Manningham
Art Gallery



1,570

building permits
processed



Population of

124,500

54%

of waste diverted from
landfill



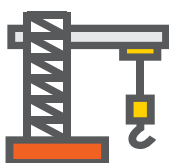
1,060

births supported by
Maternal and Child
Health centres



\$39.88million

in capital works
projects delivered



498,668

visitors to
manningham.vic.gov.au

16,605

immunisations
provided



1.24million

to improve local parks

640,815

visits to library
branches



124,673

hours of aged care
provided



167,450m²

roads resurfaced

8,358m

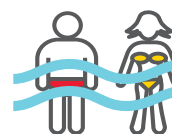
of footpaths
replaced



18,064

trees planted

707,174



visits to Aquarena

Message from our Mayor



It is my pleasure to present Manningham's Annual Report 2017/18 on behalf of my fellow Councillors.

I was thrilled to begin my role as the Mayor of Manningham in November 2017. It is a great privilege and I thank my fellow Councillors for entrusting me with this honour.

I am passionate about Manningham's values of being accountable, empowered, respectful, working together and striving for excellence. As Mayor, I aim to be a strong advocate of embracing these values in our community.

This past year we have proudly delivered a variety of community services and major infrastructure projects.

One of the highlights for 2017/18 was the opening of the \$21.8 million Mullum Mullum Stadium in Donvale, which is fully accessible and includes 5 multi sports courts.

Other highlights included:

- completing upgrades at 13 parks, including Bimbadeen Reserve, Matisse Reserve and Timber Reserve
- recording our lowest ever result for household waste sent to landfill of 20,500 tonnes
- launching a successful series of parenting seminars featuring world-renowned experts and with more than 950 people attending
- introducing a new online planning register, which has recorded more than 600 applications since its launch in January 2018.

Our Annual Report demonstrates the range of initiatives and projects we have delivered over the past year.

Manningham is a fantastic place to live, work and visit and I look forward to the year ahead and continuing to deliver important services and projects for our community.

Cr Andrew Conlon
Mayor

Message from our CEO



This Annual Report provides a comprehensive summary of our key achievements and initiatives throughout the year.

It has been a big year for us – our new Council Plan 2017–2021 came into effect, marking the beginning of a new 4 year cycle. The new plan brings our focus back to basics to ensure we are focused on providing a strong foundation of core services.

Manningham's strategic themes from now until 2021 are:

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

Our activities under these new strategic themes included implementing our Citizen Connect strategic plan, with the opening of our Contact Centre in August 2017. Guided by the Council Plan, we are using technology to drive change and place our customers firmly at the centre of everything we do.

Focusing on our customers and being a service-oriented organisation was a key driver behind opening our new Customer Contact Centre in August 2017.

Our financial results were also strong and demonstrated our continued commitment to maintaining long term financial sustainability.

As part of this, we delivered a \$39.88 million Capital Works Program. This included a wide variety of projects, with park and playspace upgrades, road improvements, and the completion of our impressive new 5-court indoor sporting facility, Mullum Mullum Stadium.

Finally, while this will be the last Annual Report I have the pleasure of presenting as the CEO of Manningham, I look forward to seeing the progression of the Council Plan 2017–2021 and key initiatives over the next few years.

Warwick Winn
CEO

Financial performance overview

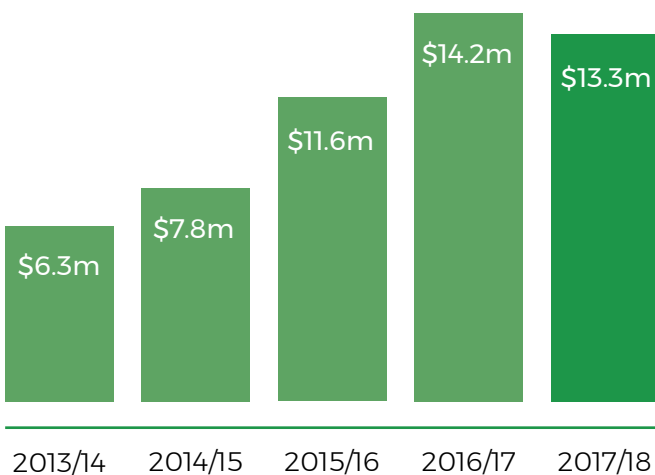
Manningham’s financial results for 2017/18 were better than our forecast, demonstrating our commitment to maintaining long-term financial sustainability. A summary of our performance is outlined below. More detailed information can be found in the Financial Report section of this report, see page 144.

Operating position

We achieved a surplus of \$30.13 million in 2017/18. This surplus compares favourably to the adopted budget surplus of \$17.49 million. The main reason for the increase relates to an additional \$10.33 million of subdivisional assets transferred to Council during 2017/18.

The adjusted underlying surplus – which removes non-recurrent capital grants, non-monetary asset contributions and other contributions to fund capital expenditure – is \$13.34 million. Sustaining a surplus is a critical financial strategy that provides capacity to renew the \$2.18 billion of community assets under Council control.

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

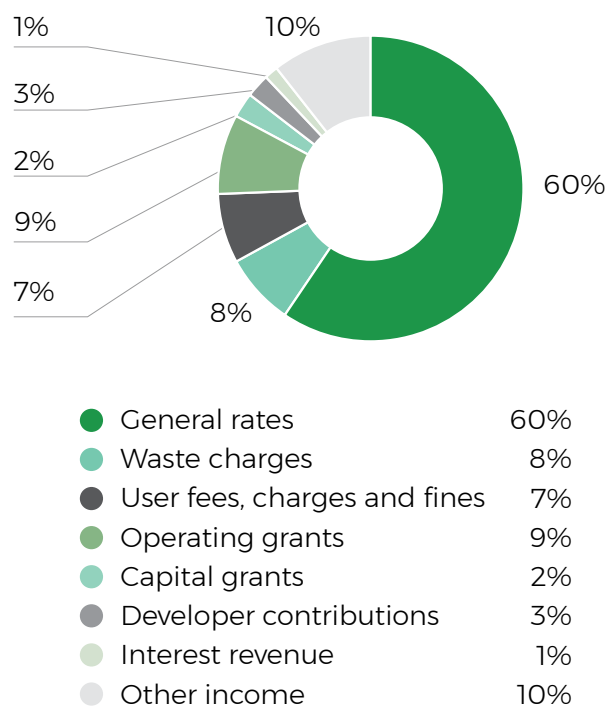


Income

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

Our total income for 2017/18 was \$143.90 million, compared to a budget of \$131.71 million. The increased revenue is mainly due to higher cash and non-cash contributions from developers, statutory and user fees and unbudgeted operating grants

■ Figure 2: Income 2017/18



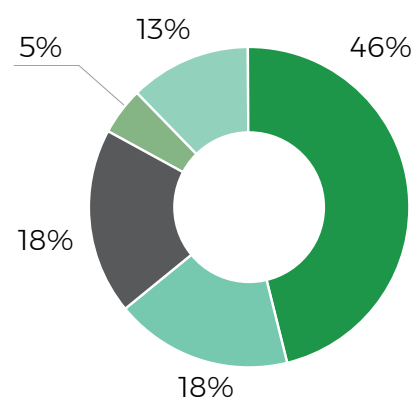
■ Table 1: Council income sources (\$'000)

Income	2013/14	2014/15	2015/16	2016/17	2017/18
General rates	71,256	75,142	81,370	82,819	85,839
Waste charges	12,070	12,149	12,040	10,201	10,830
User fees, charges and fines	11,465	11,937	12,553	14,369	14,940
Operating grants	9,435	12,136	10,023	12,366	12,229
Capital grants	2,304	2,441	7,189	3,999	3,578
Developer contributions	4,553	3,712	5,924	22,387	14,766
Interest revenue	1,619	1,787	1,874	1,629	1,576
Other income	1,392	903	1,207	1,885	138
Total	114,094	120,207	132,180	149,655	143,896

Expenditure

Our total expenditure for 2017/18 was \$113.77 million, compared to a budget of \$114.22 million. In 2017/18 the main expense was employee costs, which accounted for \$52.51 million. Services are provided to our community through a combination of contractors and employees.

■ Figure 3: Operating expenditure 2017/18



● Employee costs	46%
● Materials and contracts	18%
● Depreciation and amortisation	18%
● Community grants and library	5%
● Other expenses	13%

■ [Table 2: Council expenditure \(\\$'000\)](#)

Income	2013/14	2014/15	2015/16	2016/17	2017/18
Employee costs	43,730	45,948	47,890	51,099	52,505
Materials and contracts	19,632	19,951	21,595	22,115	20,961
Depreciation and amortisation	19,507	19,754	20,221	19,347	20,566
Community grants and library	5,228	5,137	5,203	5,471	5,577
Other expenses	12,800	15,255	12,605	13,049	14,161
Total	100,897	106,045	107,514	111,081	113,770

Net worth

Our financial strength, indicated by net assets (what we own less what we owe) increased by \$179.47 million during 2017/18 to \$2.22 billion.

Assets

Total assets increased by \$181.25 million or 8.7%, primarily due to the revaluation of land, buildings and other infrastructure assets.

The major components of our assets include:

- infrastructure, property, plant and equipment valued at \$2.18 billion
- cash and investments of \$68.4 million
- debtors of \$10.21 million.

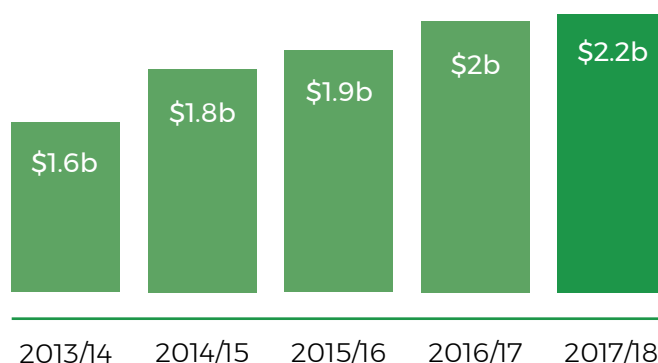
These components make up 99.5% of our total assets.

Liabilities

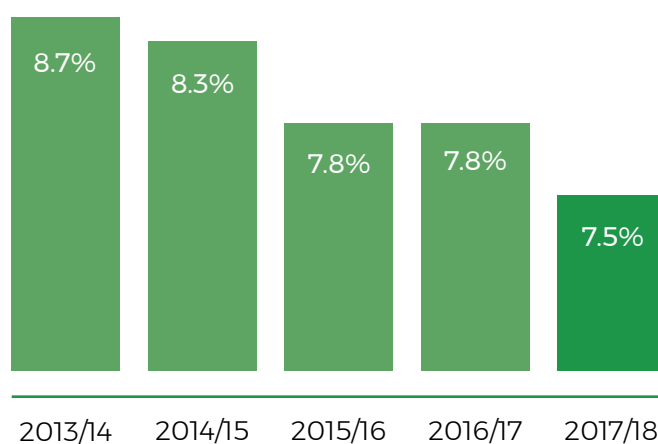
Our liabilities include debt (loan), amounts owed to suppliers and amounts owed to employees for leave entitlements. Total liabilities at 30 June 2018 were \$47.18 million, an increase of \$1.79 million over the previous year.

At the end of 2017/18, our debt ratio – measured by comparing interest bearing loans and borrowings to rate and charges – was a low 7.5%. This reflects Council’s low level of borrowings.

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



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



Capital investment

Council aims to maintain its infrastructure assets at expected levels, while continuing to deliver services needed by our community. During 2017/18, we invested \$39.88 million in an extensive Capital Works Program to renew and upgrade community assets throughout the municipality. This was funded primarily through rates, with additional funds provided through grants and contributions.

The major categories of capital works included:

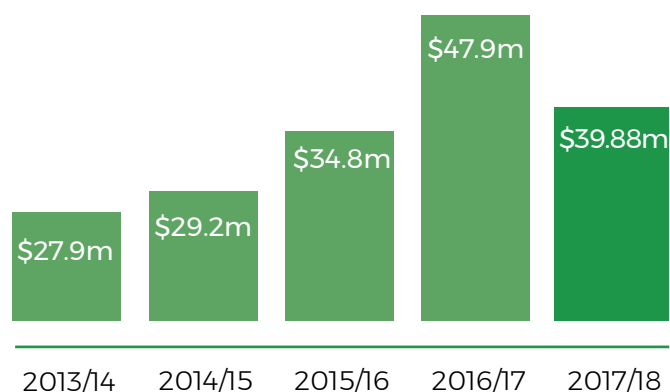
- roads, footpaths and cycle ways \$8.86 million
- community building refurbishment and upgrades \$15.64 million
- recreation, parks and open space \$4.64 million.

Liquidity

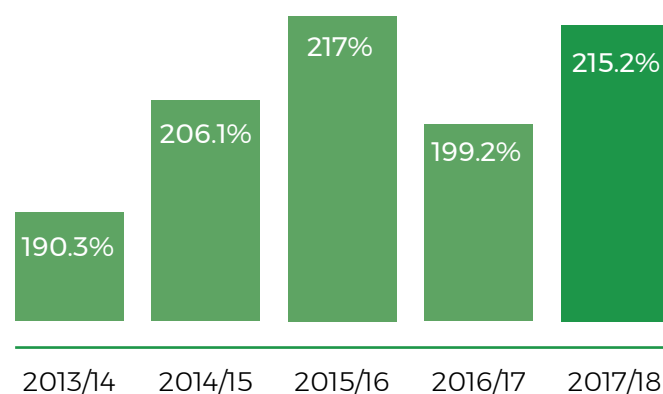
Cash and term deposits at 30 June 2018 were \$68.4 million, an increase of \$4.27 million from the previous year.

The working capital ratio which assesses our ability to meet current commitments is calculated by measuring our current assets as a percentage of current liabilities. Our result of 215.2% indicates that for every dollar of short term liabilities, we have \$2.15 worth of assets. This is a strong result.

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



■ Figure 7: Working capital ratio (%)



Financial summary

Our financial results for 2017/18 were better than our forecasts, demonstrating our commitment to long-term financial sustainability. The 2017/18 Financial Statements show that the organisation remains in a sound financial position (see page 154).

This was the second year of the State Government's 'Fair Go Rates' legislation that ensures the average increase in Council rates cannot exceed the figure set by the State Government (2% for 2017/18).

Manningham achieved the State Government rate cap for 2017/18 and continued to follow the strategies we set last year to ensure our long-term financial sustainability in a rate capping environment. Our total income from rates is forecast to decrease by about \$100 million over the first 10 years of the new rate cap.

Fast facts

- \$30.13 million operating surplus, a decrease of \$8.45 million on the previous year
- \$7.28 million in borrowings, the same as the previous year
- \$68.40 million cash and investments, an increase of \$4.27 million on the previous year
- \$39.88 million capital works delivered
- \$2.22 billion in net assets, an increase of \$179.47 million on the previous year.

\$30.13m



operating surplus, a decrease of \$8.45 million from the previous year

\$7.28m

in borrowings, the same as the previous year



\$68.40m



cash and investments, an increase of \$4.27 million from the previous year

\$39.88m

capital works delivered



\$2.22b

in net assets, an increase of \$179.47 million from the previous year



Services provided during 2017/18

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



Capital Works Program
\$29.01



Roads, Footpaths and
Drainage
\$9.17



Waste Services and
Recycling
\$8.18



Parks, Gardens and
Sportsgrounds
\$8.17



Planning and Environmental
Management
\$7.73



Arts, Culture and
Libraries
\$6.32



Aged and Disability
Support Services
\$7.71



Health, Children and
Families
\$6.38



Community Support
and Development
\$3.62



Customer Service, Governance
and Administration
\$10.42



Council Owned Community
Buildings
\$1.78



Risk Management and
Insurances
\$1.51



Our major projects

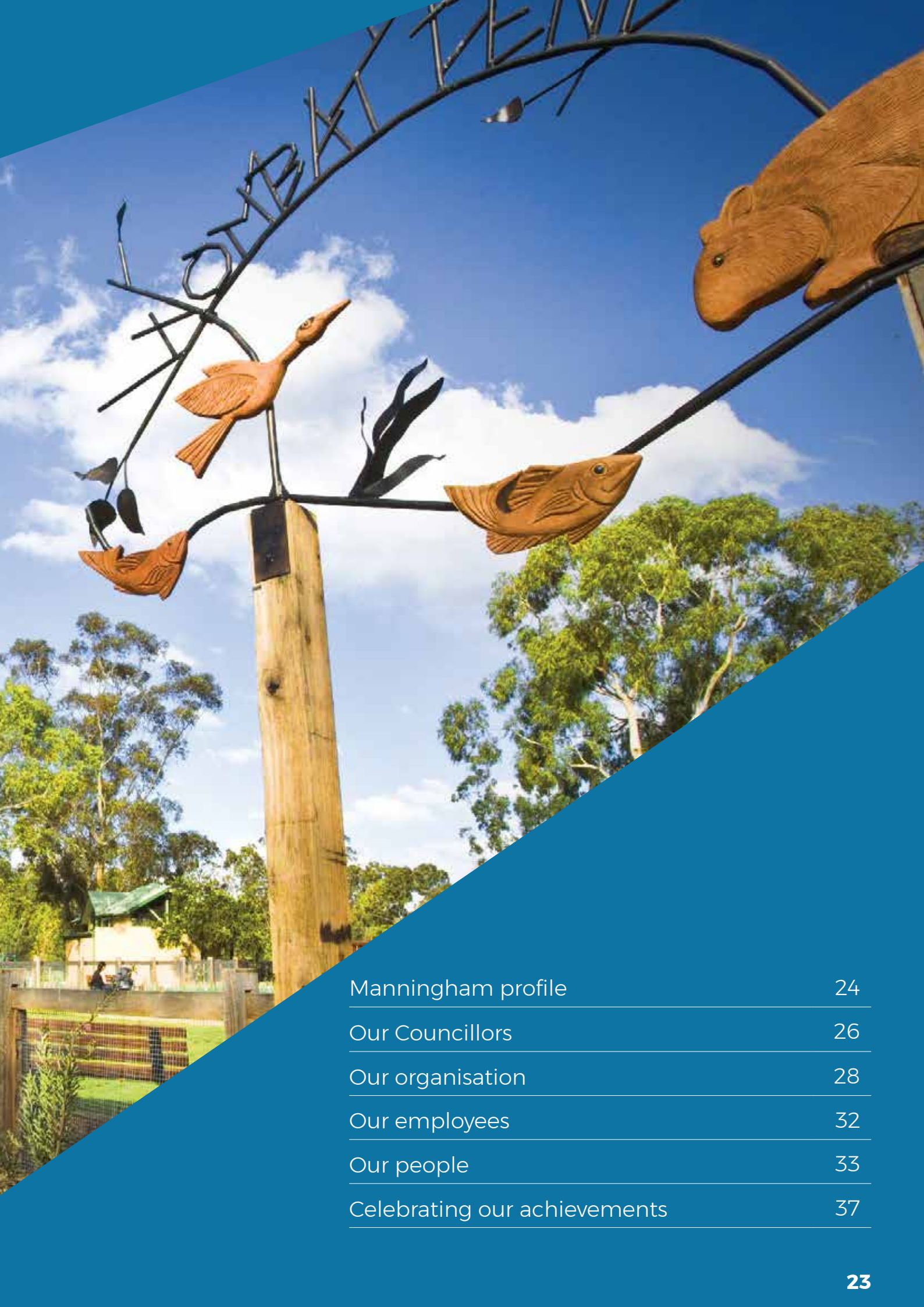
Manningham provides safe, accessible and appropriate infrastructure that meets the changing lifestyles of our community. See our Financial Statements section for a breakdown of our spending on capital works this year in our Statement of Capital Works.

We achieved tangible outcomes from our Capital Works Program, delivering \$39.88 million of capital projects to our customers. Below is a summary of key projects we completed in 2017/18.

- Completed construction of the new **Mullum Mullum Stadium** in Donvale, a 5-court facility for basketball, netball, badminton, volleyball and table tennis. It includes office space, a café, function centre, and a 450kW rooftop solar panels – \$21.8 million
- With regional partners and Melbourne Water, completed the **Bolin Bolin Integrated Water Management Facility**, an award-winning regional-scale project that will harvest and treat stormwater so we can use it to irrigate Bulleen Park, Boroondara's golf course and the Carey Baptist Grammar School's grounds – \$778,000.
- Completed a significant refurbishment of the existing cricket and football club **pavilion at Donvale Reserve**, improving amenities, social space, kitchen facilities – \$1.3 million.
- Completed a major refurbishment of the existing **Sheahans Road Stadium**, including upgrading the existing 3/4-size basketball court to full size. We also added a new café and entrance foyer, upgraded amenities, and improved access to the building from the carpark – \$1.89 million.
- Upgraded 13 parks across Manningham with landscaping, playspaces and other park furniture, including **Bimbadeen Reserve, Timber Reserve, Matisse Reserve** and more – \$698,000.
- Installed a **new roundabout** at the intersection of Serpells Road and Little Valley Road in Templestowe to guide traffic and improve road safety – \$252,000.
- Upgraded the front entrance signage and retaining wall at **Currawong Bush Park** and replaced the shade sails at the **Currawong Education Centre** to provide protection from weather and sun for visiting school and holiday program groups – \$132,000.
- Resurfaced and line marked pavements in **Finlayson Street in Doncaster** – \$234,000.

Our Council Our Manningham





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Manningham profile

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

Covering 114km², Manningham has large areas of open space, including more than 300 parks and reserves, and a mix of shopping and dining precincts. With vibrant residential neighbourhoods and lots of housing options, Manningham also includes attractions such as local galleries, nurseries and community centres.

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

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

Our people

We are a diverse community of about 124,500 people. Our population spans a wide range of ages, household types, incomes and cultural backgrounds, as shown by the demographic information below as per 2017.

- In 2017, 75.4% of households were purchasing or fully owned their home, 17.6% were renting privately and 0.6% lived in affordable housing.
- 75.5% of dwellings in Manningham were separate houses, 19.3% were units and townhouses and 4.7% were apartments.
- 44.2% of households in Manningham had no children.
- The median age was 43 years.
- Children up to 14 years old were 16.1% of the population and people over 65 years 21.3%.
- 39.8% were born overseas, mostly in China.
- 42.5% of our community spoke a language other than English at home, with Mandarin (10.7%) and Cantonese (8.1%) being the most common.
- By 2036 we expect our population to reach 149,274.

Our history

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

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

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

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

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

Source: Australian Bureau of Statistics (ABS), 2011 and 2016 Census of Housing and Population profile.id.com.au

Council wards

Manningham is divided into 3 wards. The areas our wards cover are shown in Figure 8 and described below. Each ward is home to about 30,000 voters. The current ward boundaries were drawn after an independent review in 2007 of Manningham’s electoral representation structure.

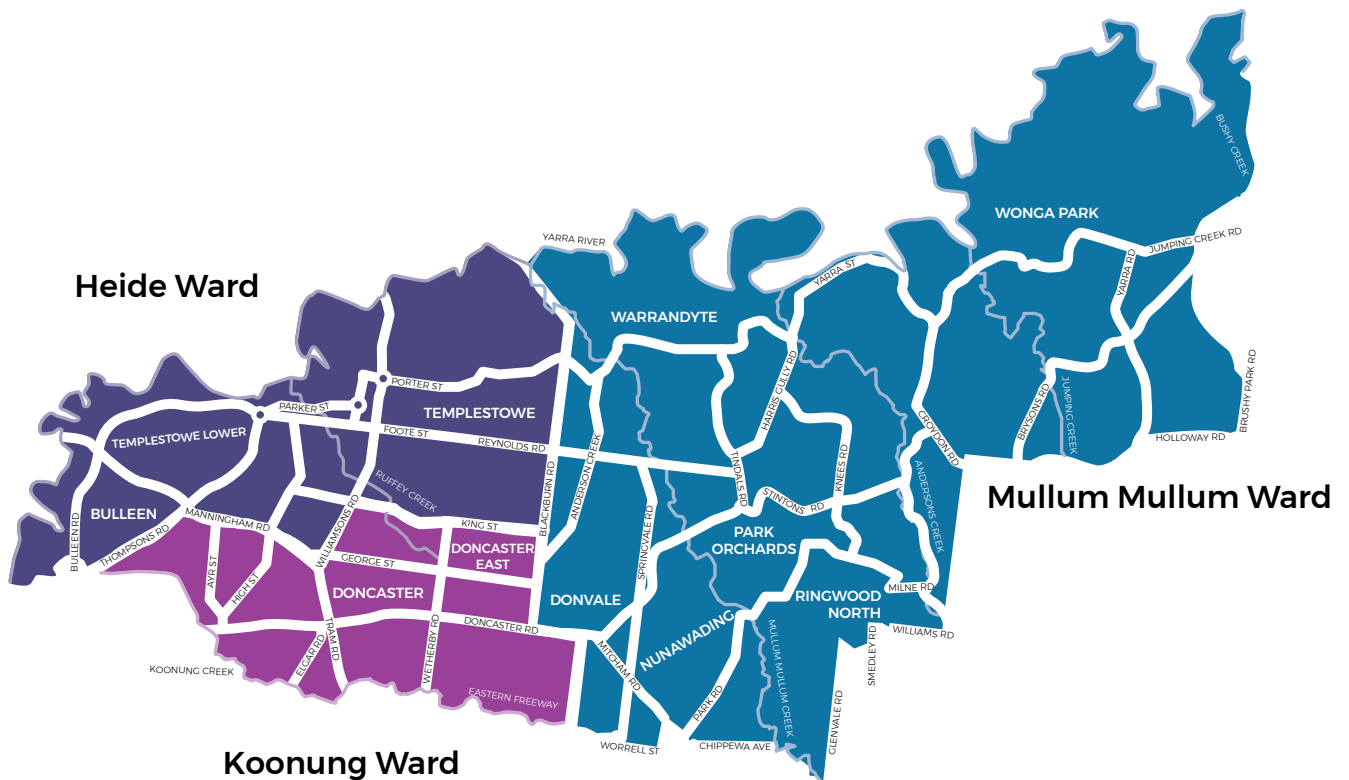
The next independent review will be in 2020, unless there are any changes to the *Local Government Act 1989* before that.

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

Our suburbs

The suburbs in Manningham are:

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



Our Councillors

Every 4 years, 3 Councillors are elected by Manningham's residents to represent each of our 3 wards.

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

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

Our current Council was formally sworn in on 8 November 2016 and included 5 returning Councillors and 4 new Councillors.

In November 2017, Cr Andrew Conlon was elected Mayor and Cr Michelle Kleinert was elected Deputy Mayor, after serving as Mayor for the previous year.

Heide



Cr Geoff Gough

Elected:

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

☎ 0412 345 081

✉ geoffreygough@
manningham.vic.gov.au



Cr Michelle Kleinert (Deputy Mayor)

Elected:

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

☎ 0400 902 822

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



Cr Paula Piccinini

Elected:

22 October 2016

☎ 0411 483 176

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

Koonung



Cr Anna Chen

Elected:

22 October 2016

☎ 0429 470 051

✉ anna.chen@manningham.vic.gov.au



Cr Dot Haynes

Elected:

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

☎ 0425 718 937

✉ dothaynes@manningham.vic.gov.au



Cr Mike Zafiropoulos AM

Elected:

22 October 2016

☎ 0412 260 709

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

Mullum Mullum



Cr Andrew Conlon (Mayor)

Elected as Mayor:

November 2017

Elected to Council:

22 October 2016

☎ 0425 732 238

✉ andrew.conlon@manningham.vic.gov.au



Cr Sophy Galbally

Elected:

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

☎ 0409 417 369

✉ sophy.galbally@manningham.vic.gov.au



Cr Paul McLeish

Elected:

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

☎ 0435 806 684

✉ paul.mcleish@manningham.vic.gov.au

Our organisation

Manningham Council is led by our CEO who operates under the guidance of our elected Council. Our Executive Management Team (EMT) supports our CEO, and is made up of 4 directors and an executive manager. Our CEO is directly accountable to the Mayor and Councillors who are elected by our community. The EMT oversees and manages our operations, with the support of Service Unit Managers and their staff.



Council's Executive Management Team. L-R: Director City Planning Angelo Kourambas, Executive Manager People and Governance Jill Colson, CEO Warwick Winn, (Acting) Director Community Programs Lee Robson, Director Shared Services Philip Lee, Director Assets and Engineering Leigh Harrison

Warwick Winn

Chief Executive Officer

April 2016–present

Areas of responsibility

- Day to day policy and strategic management
- Management of operations, such as financial, assets, human resources, communications, governance, in line with the current Council Plan
- Strategic Advisory Committees

Qualifications

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

Leigh Harrison

Director Assets and Engineering

March 2010–present

Areas of responsibility

- Asset management
- Building maintenance
- Capital Works Program
- Emergency management
- Engineering operations
- Engineering and technical services
- Parks and recreation
- Strategic projects
- Property services
- Waste management

Qualifications

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

Philip Lee

Director Shared Services

December 2013–present

Areas of responsibility

- Citizen Connect
- Customer service
- Financial services
- Procurement and contracts
- Information technology
- Information management
- Geographical information system
- Transformation (business and technology)

Qualifications

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

Lee Robson

(Acting) Director Community Programs

April 2018–present

Areas of responsibility

- Aged and disability support
- Early years and maternal child health
- Business, culture and venues
- Library services
- Social and community services

Qualifications

Bachelor of Education (Creative Arts University of Melbourne), Graduate Diploma Studio Stitch (Box Hill Institute), Advanced Leadership (Women in Leadership Australia)

Angelo Kourambas

Director City Planning

February 2018–present

Areas of responsibility

- Building services
- Doncaster Hill place management
- Environmental planning, stewardship and programs
- Health and local laws
- Landscape architecture
- Open space and recreation planning
- Strategic land use planning and heritage
- Statutory planning
- Urban design

Qualifications

Bachelor of Arts (Urban Studies) (Victoria University), Graduate Diploma Urban Planning (Victoria University)

Jill Colson

Executive Manager People and Governance

31 May 2016–present

Areas of responsibility

- Governance
- People, culture and safety
- Planning and performance
- Risk and assurance
- Corporate counsel

Qualifications

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

Chris Potter

Director Community Programs

July 2013–February 2018

Teresa Dominik

Director Planning and Environment

April 2012–February 2018

Malcolm Foard

(Acting) Director Community Programs

February 2018–April 2018

Major changes

During 2017/18, Manningham made some changes to our organisational structure.

The Planning and Environment directorate was renamed 'City Planning' to better reflect its focus and functions for service delivery.

Within the new City Planning directorate, we created a new unit called Approvals and Compliance. This combined the health and local laws and statutory planning functions.

■ Figure 9: Organisation chart



Our employees

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

Major achievements with our employees

Launching our new organisational values: working together, excellence, accountable, respectful, empowered. Our values unite and inspire us to guide our behaviours and decisions as we continue to build our high performance culture.

Implementing our new Enterprise Agreement, providing fair, flexible and sustainable employment conditions for all employees.

Increasing staff engagement measured via an Employee Pulse survey, which also provided rich insights to improve our employees' experiences at work.

Successfully rolling out a new management system for our temporary workforce. It is a centralised engagement model that uses an online portal and provides better visibility of how we manage temporary staffing. We have streamlined our process and generated significant cost savings through this new system.

Improving how we use our data to better understand our workforce and gain insights into workforce trends across our organisation.

Refreshing our image in the market as an employer of choice with our targeted recruitment campaign Be Part of Something Great. We were also part of the 'council careers' initiative via LinkedIn, which promoted us as an employer.

Our people

As at 30 June 2018, Manningham employed 672 people in a full time, part time or casual capacity, equating to 495.3 full time equivalent (FTE) employees. Our people are engaged across a diverse range of positions – including engineering, customer service, administration, finance, community and aged care, planning, waste management, parks and recreation, local laws, arts and culture, and management.

Staff profile

The tables below show the total number of full time equivalent (FTE) Manningham employees as at 30 June 2018. The tables break down our workforce by directorate, employment type, employment classification and gender.

Employment Type/ Gender	Chief Executive	Assets and Engineering	Community Programs	Planning and Environment	Shared Services	Total
Full Time - Female*	22.5	20.0	42.0	24.0	26.0	134.5
Full Time - Male*	5.0	120.5	12.0	38.0	31.5	207.0
Part Time - Female*	5.7	6.2	84.0	20.6	10.7	127.2
Part Time - Male*	0.0	1.4	13.8	3.0	1.5	19.7
Casual - Female	0.0	0.0	3.3	2.2	0.0	5.5
Casual - Male	0.4	0.0	0.3	0.7	0.0	1.5
Total	33.6	148.1	155.3	88.6	69.7	495.3

* Includes permanent and temporary employees.

Employment Classification	Female FTE	Male FTE	Total FTE
Band 1	6.6	3.4	10.0
Band 2	21.2	10.2	31.5
Band 3	35.9	52.5	88.4
Band 4	28.8	30.1	58.9
Band 5	56.0	30.9	86.8
Band 6	58.1	34.4	92.5
Band 7	31.0	19.5	50.5
Band 8	8.2	23.2	31.4
Nurses	11.3	0.0	11.3
Senior officers*	10.0	24.0	34.0
Total	267.1	228.2	495.3

* Include the CEO, any officer of Council who has management responsibilities and reports directly to the CEO or any other member of Council staff whose total annual remuneration exceeds \$145,000.

In 2017/18, the majority of our employees were aged over 35 years (85%) – slightly higher than in 2016/17.

As at 30 June 2018, 55% of our employees were aged between 46 and 65 years and 14% less than 35 years.

Most of our employees are positioned at the officer level (93.2%), with senior management representing 6.8% of the total workforce.

Our turnover of permanent staff during 2017/18 was 10%, an expected reduction from the higher than usual turnover rate for 2016/17.

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

Staff turnover	2013/14	2014/15	2015/16	2016/17	2017/18
Staff turnover	10%	9%	12%	14%	10%

Employment level	2013/14	2014/15	2015/16	2016/17	2017/18
Officer Level	96%	96%	96%	95% ⁰	95%
Senior Officers*	4%	4%	4%	5%	5%

* Senior officers include the CEO, any officer of Council who has management responsibilities and reports directly to the CEO or any other member of Council staff whose total annual remuneration exceeds \$145,000.

Employment level	2013/14	2014/15	2015/16	2016/17	2017/18
≤25 years	21	18	18	19	16
26-35 years	117	123	111	107	87
36-45 years	149	148	139	133	140
46-55 years	210	214	212	221	206
56-65 years	166	170	159	157	160
65 years and over	64	64	65	65	63
Total	727	737	704	702	672

Conditions of employment

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

The benefits we offer to our employees include:

- an Employee Assistance Program that provides confidential and independent personal or professional support and counselling
- a Study Assistance program supporting staff to study at colleges or universities, providing up to \$2,515.60 per person per financial year towards costs, and up to 4 hours a week of extra leave
- flexible working arrangements, such as purchasing additional leave and working from home
- learning and development programs in technology, regulatory and governance frameworks, and project management. In 2017/18, our staff attended 1,668 sessions of 30 programs
- developing our leaders' skills by participating in the annual Local Government Managers Association (LGMA) Challenge and bi monthly Manningham Leadership Team meetings

- health and well-being programs like therapeutic massages, discounted Aquarena membership, participation in the Local Government Employees (LGE) Health Plan, immunisation offerings, leadership and executive health checks, as well as a number of office health and general wellness promotions.

Equal opportunity employment

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

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

The measurements for the effectiveness of the policy and the results for the year are shown in Table 3. A focus for this year was leveraging our e-learning platform to support and diversify our equal opportunity training programs.

■ [Table 3: Discrimination, Harassment and Bullying Policy success measurements](#)

Indicator	Result
Target percentage of new employees receiving equal opportunity training within 6 months of commencement 100%	82.5%
Target number of contact officers available across the organisation: 1:100	Result: 1:122

Service Awards

One of the ways we recognise the contributions of long standing employees is by presenting them with awards at milestones of 10, 15, 20, 25, 30, 35, 40, 45 and 50 years of service. This year, 66 employees were recognised with these awards.

Reward and recognition

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

Excellence Awards

In 2017/18, 203 Excellence Awards were presented to staff throughout the organisation at 8 directorate based events. These awards recognised our people who demonstrated excellence across one or more of these categories:

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

Celebrating our achievements

In 2017/18, our achievements were recognised with a range of industry awards and commendations.

Manningham's Online View, Payments and Lodgements project won the overall award for 'Best Customer Experience Achievement of the Year' at Municipal Association of Victoria's (MAV) Technology Awards.

Our Citizen Connect and Contact Centre team received a 'Highly Commended' award in the 'Customer Experience Achievement of the Year' category at MAV's Technology Awards.

Our Records Management transformation Project Phase 1 was recognised for excellence and innovation in the 2018 Sir Rupert Hamer Records Management Awards by the Public Records Office of Victoria with a commendation in the 'Records Management Transformation' category.

We were awarded gold in the 2018 Australasian Reporting Awards (ARA) for our Annual Report 2016/17. Our seventh ARA gold award, the 2018 award recognises overall excellence in annual reporting and endorses our annual report as a model for similar organisations to follow.

Cr Geoff Gough was recognised at the MAV Awards for his 20 years of service. Cr Gough also received a Mayor Emeritus award at the MAV Councillor Service Awards.

Our Risk and Safety Coordinator Vicki Miller won the MAV Insurance Risk Management Award.

Our Citizen Connect contact centre project was the first runner up for Project of the Year at the 2018 Project Management Institute National Awards.

Reporting on our performance





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Planning and reporting framework

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

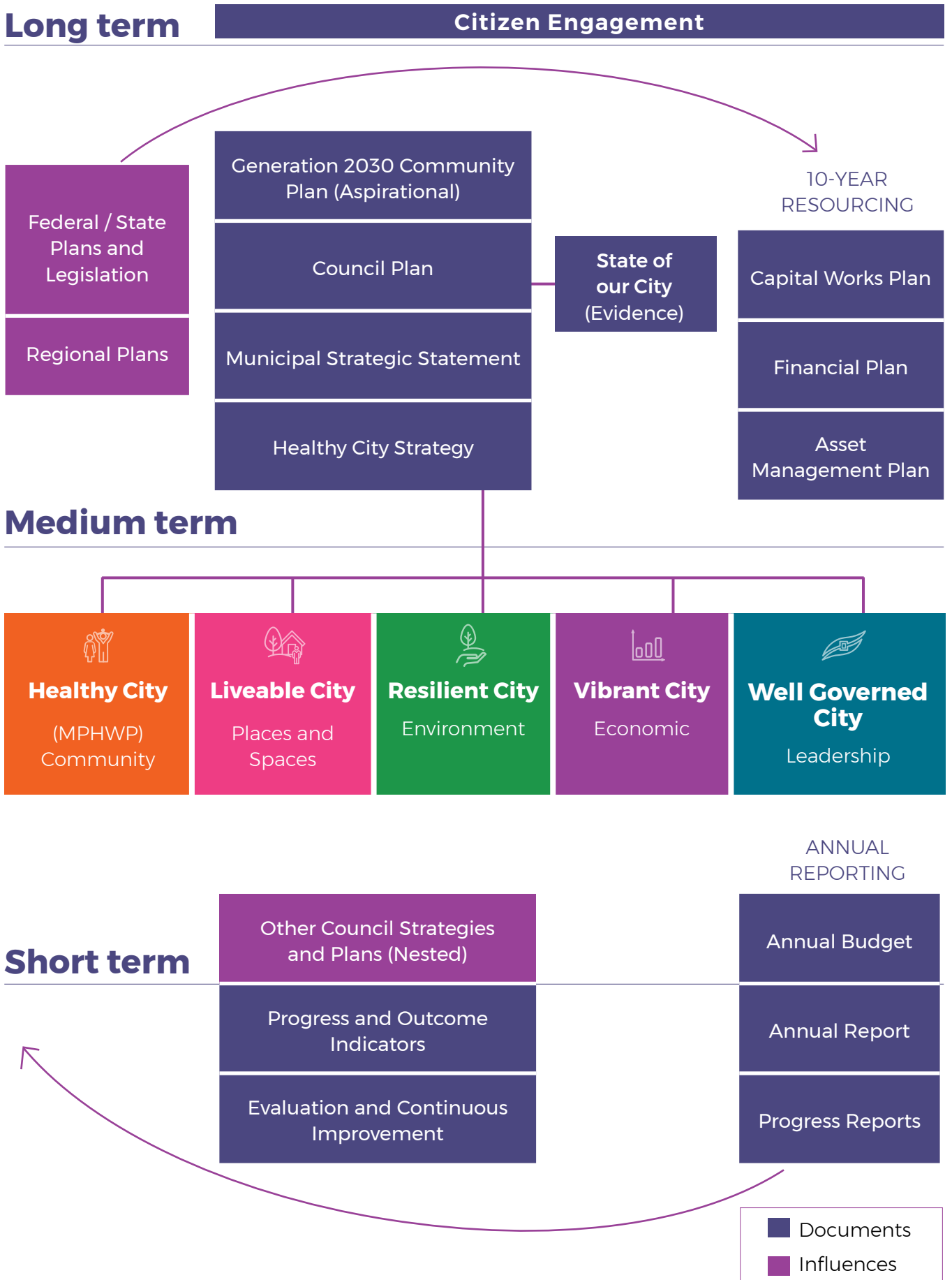
To report on our performance, we prepare:

- a Council Plan within the first 6 months after each general election or 30 June, whichever is later
- a Strategic Resource Plan for a period of at least 4 years
- a budget for each financial year
- an Annual Report for each financial year.

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

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

Figure 10: Planning and accountability framework

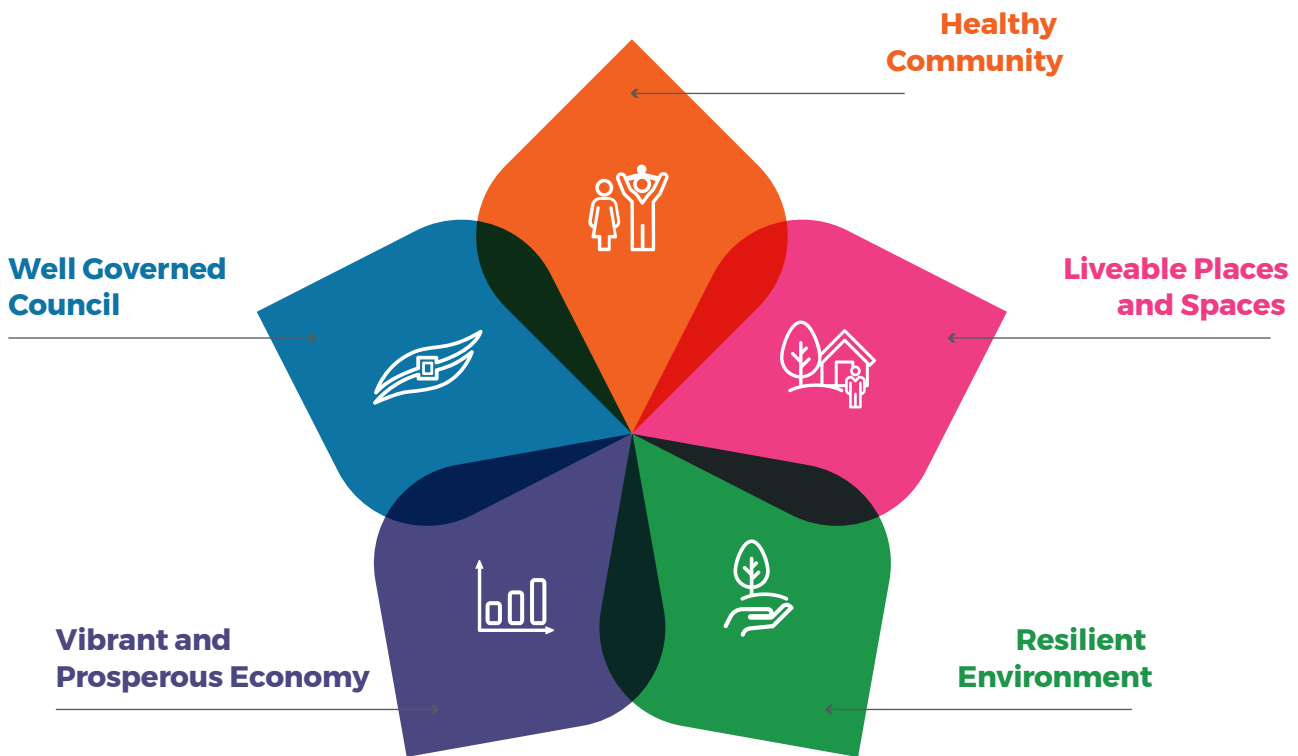


Our Council Plan 2017–2021

This year, we introduced a new Council Plan that will guide our activities until 2021.

Our Council Plan 2017–2021 outlines 5 strategic themes for this 4 year term. Each theme has corresponding goals. Each goal has action areas and specific actions for us to achieve.

■ [Figure 11: Our 5 strategic themes](#)



Our 2017/18 performance

In this Annual Report, we measure our performance for 2017/18 against:

- the strategic themes and their goals set out in our new Council Plan 2017-2021
- our 2017/18 Annual Budget, including initiatives and capital works, and services to the whole or sections of our community
- our Strategic Resource Plan 2017-2021 that summarises and guides how we allocate resources against each strategic theme and their goals
- the service performance, financial and sustainability capacity indicators and measures that were introduced as part of the Local Government Performance Reporting Framework (LGPRF) in 2014.

This Annual Report includes our key achievements and challenges, and some fast facts for each theme. We hope this information gives a deeper understanding of our performance in the 2017/18 financial year.

Themes from our Council Plan 2017-2021





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Developing our new Council Plan

This year marks the first year of our Council Plan 2017-2021. To develop our plan, we spoke to more than 2,500 community members who contributed and provided their input on what is important in Manningham.

This information was used to inform our 4 year Council Plan 2017-2021, with a strong focus on getting back to basics and delivering quality services to our customers. During 2017/18, Manningham has been working with our new plan's framework.

In this section, we report on our key achievements and challenges within each theme, and provide some fast facts on our activities during 2017/18.

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

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

Healthy community



Our population and diversity is predicted to increase in the near future, which will bring with it a slight transformation in the mix of people within the community.

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

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

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

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

Snapshot

OUR people

38 religions

你好

CIAO

Χαίρετε

39.8%



born overseas

72 languages spoken at home

6.9%



increase in retirement age residents

5%

need assistance with some activities



OUR health AND safety

#1

Considered safest community in the east



1 in 2 say their health is very good to excellent

Feeling safe



772



family incidents (as recorded by police)

196%



increase in dementia expected by 2050

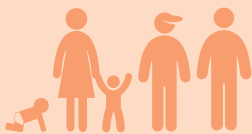
55%

will walk alone at night

OUR lives



Nearly half don't eat well or exercise enough



74%

feel part of the community



33.1%

live on <\$400/week individual weekly income



18%

live alone

What you asked for

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

Achievements: what we delivered

Celebrated 100 years of Maternal and Child Health Services in Victoria. The Manningham Maternal and Child Health service is free for all families living in Manningham with children from birth to school age.

Participated in Zone In, the Eastern Affordable Housing Alliance's (EAHA) advocacy campaign to allow our most disadvantaged community members access to safe, secure and affordable housing.

37th local government to sign the Age-Friendly Declaration.

Delivered a range of initiatives to support safety in our community and delivered a program of activities during Community Safety Month in October. These included:

- a Community Safety Family Fun Day
- Seniors' Crime Prevention Workshop
- Safer Scooter, Wiser Wheelchair workshops
- Safe as Houses community forum
- Neighbourhood Watch Safe Plate Day.

Supported YMCA Manningham's Youth Advisory Council in holding its inaugural Youth Summit in March 2018, with approximately 250 young people attending.

Established the Manningham Youth Alliance, in partnership with Manningham YMCA, Doncare, Access Health and Community, and Onemda. The alliance was formed with the support of \$40,000 funding from VicHealth.

Provided \$1.72 million in community grants to 94 projects across diverse disciplines, including community services, health, multicultural, disability and recreation as well as arts and culture. Along with contributions from community groups and organisations, the total value of these projects was \$10.93 million. The 94 projects we funded included:

- 13 Community Partnership Grants for a total of \$1,385,387
- 15 Community Development Grants for a total of \$125,000
- 13 Arts and Culture Grants for a total of \$105,000
- 53 Small Grants for a total of \$106,012.

The 2017 Mayoral Ball raised \$100,000 to establish a youth mental health outreach program. In partnership with headspace Hawthorn, we started delivering services to support the mental health needs of our young people in April 2018.

Collaborated with a range of organisations to address nutrition and food security for the region with programs such as:

- Smarter Living Program, a seminar series delivered in partnership with Whitehorse City Council
- Eat and Greet @ Ajani, a program to support low-income, unemployed or disadvantaged families, which provided more than 3,000 meals to over 300 customers.

Officially recognised our Vietnam Veterans and those who sacrificed their lives by commemorating the 50th anniversary of the Battle of Coral-Balmoral.

Supported 8 primary schools to develop and implement active travel plans to encourage students to walk, ride or scooter to and from school throughout the year. A total of 12 schools took part in Walk to School month activities during October.

Held 8 citizenship ceremonies at which a total of 299 people received their Australian citizenship.

Increased participation in Manningham Art Studios programs by 18.5% from 2016/17, with a total of 2,002 people taking part in programs this year.

The Assisted Transport services provided 4532 client bus trips within Manningham, to 73 individual clients travelling 25,928 kilometres.

Ran a campaign to strengthen community confidence to report family violence and link to support services with programs like Manningham Says No to Violence, 16 days of activism against gender violence, White Ribbon Day events, and a family violence forum delivered by Doncare.

Developed a pledge for sporting clubs in Manningham to be safe, respectful and inclusive.

Held community events to encourage participation in community life, such as: a Midsumma Youth Festival celebrating our LGBTQIA+ community, open air cinema event at Heide Art Museum, and 3 think tank workshops exploring topics like community connectedness

Funded 12 organisations through our community partnership grants in several categories: youth, health, social support, legal, and arts and culture. The total of community partnership grants was \$1.39 million.

Welcoming Cities Officer attended the Welcoming Cities symposium in March 2018 to investigate us becoming part of the global initiative to foster a sense of belonging and participation in Manningham.

Began planning a program supporting and building the capacity of women with disabilities in the workforce.

Amendment C123 approved by Minister for Planning, committing us to keeping 8% of high growth areas as useable public open space, and 5% in other areas.

Advocated to peak state and federal bodies for better housing diversity options, ensuring that low income housing options are part of all new developments in Manningham.

Partnered with gateway local employment network (LEN) to present a series of career events for Victorian Certificate of Applied Learning (VCAL) students and trade and vocational professionals.

Worked with student workplace learning to host work experience students with a disability in our offices. For example, we had a student with a visual impairment in our IT team.

Following the adoption of the Healthy City Strategy 2017-2021 and its accompanying Action Plan, we continued to work with key partners and our Healthy City Advisory Committee to deliver the Parenting Program seminar series and other initiatives.

Challenges

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

Implementing State Government legislative changes relating to immunisation, infringement and emergency management.

Supporting our community through reform, including Commonwealth Home Support Programme transition and National Disability Insurance Scheme (NDIS), Early Years and Maternal Child Health services.

Fast facts

- **1,029** Maternal and Child Health home visits for first-time users of the service
- **1,035** birth notifications received
- **1,060** infants enrolled in the Maternal and Child Health service
- **14,466** hours worked by Maternal and Child Health nurses
- **14,000** people participated in Council-run, community and civic events
- **124,673** hours of aged care service provided
- **50,052** meals delivered
- **10,597** people visited the Manningham Art Gallery
- **2,002** people participated in Manningham Art Studio programs
- **10,148** people attended the Doncaster Playhouse for a variety of Council-run and community theatre group productions and programs
- **640,815** visits to Manningham libraries
- **6,444** new library members
- **1,171,557** library loans
- **299** Manningham residents became Australian citizens
- **60** food businesses were awarded a 5 star food safety award
- **222** health premises inspections completed
- **1,308** food premises inspections completed
- **16,065** immunisations provided
- **636** septic tank inspections completed

Our performance – Council Plan

The following shows our performance against the goals of our Council Plan 2017–2021, in the healthy community theme, in 2017/18. As this is the first year we are reporting against these measures, many of these are the baseline against which future actions will be measured.

Goal: Healthy, resilient and safe community

2017–2021 Actions	Measure	Result	Outcomes
Healthy community			
In partnership, support family and young people to build connections and resilience	Maintain or increase opportunities <i>Source: YMCA / Council data</i>	In progress	Delivered results in 3 areas: Skills 4 the Future youth development program, parenting seminar series with expert speakers, and with Manningham Youth Alliance and headspace, provided our young people with access to mental health services.
Strengthen youth participation to advise Council on the needs of young people	Maintain or increase opportunities <i>Source: YMCA / Council data</i>	In progress	Local YMCA youth leaders were involved in the inaugural Youth Summit. Our community survey identified opportunities to strengthen youth participation in our decision making.
Deliver local initiatives to support healthy lifestyles through life-long learning, volunteering, recreation and safe choices	Maintain or increase number of adults reporting good health status <i>Source: Victorian Population Health Survey</i>	41.6% of adults reporting good health status	Facilitated life-long learning in partnership with Neighbourhood Houses and Living and Learning centres. Provided opportunities for volunteering. Involved in working with the community to provide recreation opportunities with initiatives like Active April.
Review of the Active for Life Recreation Strategy	Review completed	In progress	We are preparing the review in consultation with community and key partners.
Partner with key stakeholders to strengthen perceptions of safety in Manningham	Maintain or increase perception of safety at night in Manningham <i>Source: VicHealth</i>	55.3% of people feel safe here at night	Ran a series of activities and events based on our Safe Choices plan, including a Family Day in the Park, crime prevention workshop, safety scooter workshop, Community Safety Family Fun Day, and a Community Safety Forum.

2017-2021 Actions	Measure	Result	Outcomes
Strengthen community confidence to report family violence and link to support services	Maintain or increase confidence in reporting <i>Source: Community Panel</i>	77% would be confident to report family violence	Initiatives in this area included: Manningham Says No to Violence, 16 days of activism against gender violence, White Ribbon Day events, and a family violence forum delivered by Doncare. We developed a pledge for sporting clubs in Manningham to be safe, respectful and inclusive.
Liveable places and spaces			
Deliver placemaking approaches and activities to encourage participation in community life and liveable neighbourhoods	Maintain or increase local club memberships or activity. <i>Source: Manningham Community Panel</i>	55.7% of people belong to a local club or organisation	Community events included: a Midsumma Youth Festival celebrating our LGBTQIA+ community, open air cinema event at Heide Art Museum, and 3 think tank workshops exploring topics like community connectedness.
Promote Crime Prevention through Environmental Design	Guidelines implemented in Council facilities <i>Source: Council data</i>	In progress	Environmental design was considered on major council projects, such as Mullum Mullum Stadium. Environmental design training and capacity building is planned for our employees for next year.
Resilient environment			
Ensure effective preparation, response and recovery for emergency events through the delivery of an Emergency Management Prevention and Preparedness Program	Maintain or increase number of households with emergency plan <i>Source: Fire Services</i>	39.5% of households have an emergency plan	Working to build awareness and engagement in the community, we conducted: a real estate partnership program for new residents, a Warrandyte community forum attended by 150 residents, and a Day in the Park to raise awareness of safety in the bush with neighbouring councils Maroondah and Yarra Ranges. Partnered with the Warrandyte Community Association to provide an immersive bushfire experience to prepare people to respond to bushfires.

2017-2021 Actions	Measure	Result	Outcomes
Vibrant and prosperous economy			
Facilitate a coordinated foodbank to increase access to healthy food	Maintain or increase opportunities to secure healthy food <i>Source: Council data</i>	In progress	<p>We have a community led strategic advisory committee that considers how we can provide access to healthy food for people experiencing hardship.</p> <p>Collaborated with a range of organisations to address nutrition and food security for the region with programs such as:</p> <ul style="list-style-type: none"> • Smarter Living Program, a seminar series delivered in partnership with Whitehorse City Council • Eat and Greet @ Ajani, a program to support low income, unemployed or disadvantaged families, that provided more than 3,000 meals to over 300 customers
Well-governed council			
Support local services to deliver a healthy, safe and resilient community	Maintain or increase service partners engaged in community partnerships <i>Source: Council data</i>	12 service partners engaged	Funded 12 organisations through our community partnership grants in several categories: youth, health, social support, legal, and arts and culture. The total of community partnership grants was \$1.39 million.

Goal: A connected and inclusive community

2017-2021 Actions	Measure	Result	Outcomes
Healthy community			
Deliver an arts and cultural program that creates opportunities for community participation and development	Maintain or increase residents' participation <i>Source: Council data</i>	<p>24,246 visits</p> <p>16 new programs</p> <p>Attendance at Art Studios programs increased 18.5%</p>	<p>Delivered programs including school holiday programs, art studio classes, and organised visits to art exhibitions.</p> <p>Delivered 10 exhibitions in the Manningham Art Gallery.</p>

2017-2021 Actions	Measure	Result	Outcomes
Deliver initiatives for the rights, equality and opportunity of all residents	Maintain or increase initiatives implemented <i>Source: Council data</i>	5 initiatives delivered	Initiatives we supported or ran included the Midsumma Youth Festival to celebrate our LGBTIQ+ community, and new migrant services such as safety, using emergency services, and education and employment pathways.
Investigate us becoming part of the 'Welcoming Cities' initiative to foster a sense of belonging and participation for all members of our community	Maintain or increase implementation of initiatives <i>Source: Council data</i>	In progress	Our Welcoming Cities Officer attended the Welcoming Cities symposium in March 2018. Welcoming Cities is part of a growing network of more than 135 municipalities around the world. We have plans in place for the future and are working with our access and equity advisory committee to progress this goal.
Build our commitment to gender equity practices across the community	Maintain or increase total organisations committed <i>Source: Council data</i>	In progress	We implemented these initiatives: Together for Equality and Respect, the Gender Equity Think Tank along with community partners, and a working group to lead implementation of priority actions. Planning is underway for a program supporting and building the capacity of women with disabilities in the workforce.
Liveable places and spaces			
Housing diversity options for all residents through advocacy and local planning policies	Maintain or increase housing diversity <i>Source: Council data</i>	In progress	<p>The Planning Minister approved Amendment C123 to local planning schemes. This amendment increased the amount of open space that must be provided when building or land is subdivided. In high-growth areas, new subdivisions have to contribute 8% to purchasing or improving public open space. Subdivisions in other areas must contribute 5%.</p> <p>We advocated to peak federal and state bodies for better housing choice for all age groups and income ranges to meet the diverse needs of the community.</p>

2017-2021 Actions	Measure	Result	Outcomes
Resilient environment			
Promote the benefits of our quality recreation, relaxation and active spaces to our diverse community to improve wellbeing	Maintain or increase involvement in community initiatives <i>Source: Council data</i>	In progress	Commenced Parks Alive, a new project engaging the local community in their neighbourhood parks, to ensure the parks are well utilised and taken care of. The final section of the Mullum Mullum Trail is almost completed, with an opening event scheduled for September 2018.
Vibrant and prosperous economy			
Deliver initiatives to advocate and promote local employment	Maintain or increase proportion of people with a disability engaged in education and/or work <i>Source: Council data</i>	In progress Delivered 1 initiative Began planning for a 2nd initiative	Partnered with gateway local employment network (LEN) to present a series of career events for Victorian Certificate of Applied Learning (VCAL) students and trade and vocational professionals. Worked with student workplace learning to host work experience students with a disability in our offices. For example, we had a student with a visual impairment in our IT team. Began planning a program supporting and building the capacity of women with disabilities in the workforce.
Well-governed council			
Deliver initiatives to strengthen inclusion, and connection of diverse communities.	Maintain or increase initiatives implemented <i>Source: Council data</i>	In progress	Delivered a range of initiatives to promote inclusion and connection through our Healthy City Strategy

Our performance – major initiatives and initiatives

The following statement reviews our progress on the major initiatives and initiatives identified in our Annual Budget 2017/18 and Strategic Resource Plan 2017-2021.

■ On target ■ Some progress ■ Not on target

Major initiative	Progress	Comment
Healthy City Strategy 2017-2021	■	Following the adoption of the Healthy City Strategy 2017-2021 and its accompanying Action Plan, we continued to work with key partners and our Healthy City Advisory Committee to deliver the Parenting Program series and other initiatives.
Promote gender equity with the delivery of female friendly upgrades	■	Promoted gender equity by making female friendly facility upgrades to Doncaster Reserve Pavilion, Zerbes Reserve Pavilion, Ted Ajani Pavilion and Schramms Reserve Pavilion. All upgrades delivered on time and budget. Upgrades included new or improved change rooms, new programs at sportsgrounds, and multi sport courts.
Adopting and implementing the 2017-2021 Access, Equity and Diversity Strategy	■	We continued working with key partners and the Access, Equity and Diversity Committee on priorities like protecting and promoting human rights, enhancing our workplace culture and leadership, social and economic inclusion, valuing diversity, and being a welcoming community. We invited community feedback on the draft Strategy and Action Plan.

Initiative	Progress	Comment
Building a dementia and age-friendly Manningham	■	Continued to build a dementia and age-friendly Manningham, through the successful Modern Ageing Forum in May 2018 with 30 stall holders, 350 attendees and very positive feedback, and community information session on memory trouble.
Communicate with Manningham's diverse CALD community	■	Revised our communication channels to better accommodate our culturally and linguistically diverse (CALD) community. With these revisions, we made improvements to our existing communication channels such as: <ul style="list-style-type: none"> • creating guidelines around interpreting, translating and making multilingual information available online according to guidance from the Victorian Multicultural Commission • promoting our translation services more strongly to intended users • introducing standard practices for translating key messages or correspondence including letters of notification where residents are directly affected • continuing to use our on demand interpreting service • expanding CALD advertising to include more community radio • language translation of communications material, including audio and video options for major campaigns.

Services funded in our Annual Budget

We funded the below services in the Annual Budget 2017/18 to support our healthy community goals.

Activity	Description	Budget \$'000	Actual \$'000	Variance \$'000
Cultural services	Manages the strategic development, facilitation and delivery of a range of arts and cultural development programs within our community.	569	582	(13)
Community events and programs	Manages, develops and delivers Council's cultural and corporate events, as well as managing the facilitation and support of external festivals and events produced by our community.	140	87	53
Library services	Provides public library services for visitors and residents. The service is managed by the Whitehorse Manningham Regional Library Corporation with branches at Bulleen, Doncaster, The Pines and Warrandyte.	4,064	4,115	(51)
Community services	Provides strategic planning, policy development and direct service provision for a diverse range of child, family and community services. Key services include Maternal and Child Health, Immunisation, Manningham Early Years, Preschool Field Officer Program and coordination of grants to community groups.	5,551	5,874	(323)
Aged and Disability Support services	This service was funded in partnership with the Federal and State Governments, providing a range of services and activities designed to support Manningham residents to stay active, independent and living at home for as long as possible.	2,584	2,173	411
Approvals and Compliance, food safety and animal management	Protects our community's health and well-being by coordinating food safety support programs, animal management, litter, public health, parking as well as administration and enforcement of municipal local laws.	1,050	1,466	(416)
Traffic control and school crossings	Supervises and monitors car parking facilities, school crossings and traffic control at community events to promote the safe use of Council and community assets.	(37)	(709)	672
Art gallery and programs	Manages and delivers exhibitions and public education programs at the Manningham Art Gallery, courses at the Manningham Art Studios and performing arts at the Doncaster Playhouse Theatre as well as managing the Municipal Art Collection.	298	243	55

Service performance indicators

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

Service / indicator [measure]	2014/15	2015/16	2016/17	2017/18	Material variations and comments
Animal Management					
Timelines <i>Time taken to action animal management requests</i> [Number of days between receipt and first response action for all animal management requests / number of animal management requests]	0	1	1	1	Although there were 326 more requests about animals during 2017/18 compared to last year, we dealt with all of them within agreed service times.
Service standard <i>Animals reclaimed</i> [Number of animals reclaimed / number of animals collected] x 100	67%	62%	67%	68%	There were 60 fewer animals that needed collection, and a slightly larger percentage were reclaimed compared to last year. We are particularly pleased with this result, as there was an almost 10% increase in registered animals.
Service cost <i>Cost of animal management service</i> [Direct cost of animal management service / number of registered animals]	\$33.12	\$44.15	\$40.23	\$30.82	Services include pound and animal collection, as well as administration costs to protect animals and the community. There were 15,842 cats and dogs registered this year, which is 1,277 more than last year. We still managed to reduce costs by improving the efficiency of our processes
Health and safety <i>Animal management prosecutions</i> [Number of successful animal management prosecutions]	24	15	17	6	We pursue prosecutions to ensure responsible pet ownership and community safety. The total number of prosecutions decreased.

Service / indicator [measure]	2014/15	2015/16	2016/17	2017/18	Material variations and comments
Food Safety					
Timelines <i>Time taken to action food complaints</i> [Number of days between receipt and first response for all food complaints / number of food complaints]	-	1.10 days	1.18 days	1.40 days	An increase in food premises and food complaints has resulted in only a slight increase in response times, with a continued average result of just over 1 day. All priority cases including food poisoning are seen to as quickly as possible.
Service standard <i>Food safety assessments</i> [Number of registered class 1 and class 2 food premises that receive annual food safety assessments in accordance with the <i>Food Act 1984</i> / number of these premises that require an annual food safety assessment in accordance with the <i>Food Act 1984</i>] x 100	98%	100%	100%	100%	Although there was close to a 13% increase in premises requiring a food safety assessment, we continued our exemplary record of inspecting all of them. Community safety remains a priority in ensuring that food quality is of the highest standard in our community.
Service cost <i>Cost of food safety service</i> [Direct cost of our food safety service / number of food premises registered or notified as per the <i>Food Act 1984</i>]	\$575.74	\$635.52	\$573.08	\$582.79	This result is relatively consistent with the previous years' cost, particularly given the increase in food premises.
Health and safety <i>Critical and major non-compliance outcome notifications</i> [Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up / number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] x 100	92%	98%	100%	99%	We are vigilant in ensuring food premises in Manningham are followed up after a major or critical non-conformance is found, as shown with the high follow up rate for the 2017 calendar year.

Service / indicator [measure]	2014/15	2015/16	2016/17	2017/18	Material variations and comments
Maternal and Child Health (MCH)					
Satisfaction <i>Having a first-time MCH home visit</i> [Number of first-time MCH home visits / number of birth notifications received] x 100	102%	100%	99%	99%	We continue to have very high participation in first home visits. While every effort is taken to engage new families, being a voluntary service, a small percentage of families ask not to have a home visit or do not enrol in our service at all. <i>Note: from 2017, data has been collected by the State Government, therefore there may be some variation in results.</i>
Service standard <i>Infants enrolled in the MCH service</i> [Number of infants enrolled in the MCH service (from birth notifications received) / number of birth notifications received] x 100	100%	101%	102%	102%	Infant enrolments continue to be high, with a greater than 100% result due to birth notices carried over from the previous financial year. <i>Note: from 2017, data has been collected by the State Government, therefore there may be some variation in results.</i>
Service cost <i>Cost of the MCH service</i> [Cost of the MCH service / hours worked by MCH nurses]	-	\$69.69	\$79.64	\$82.23	We saw a marginal increase to the cost of service compared to last year.
Participation <i>Participation in the MCH service</i> [Number of children who attend the MCH service at least once in the year / number of children enrolled in the MCH service] x 100	99%	75%	76%	79%	Results continue to show a high standard of participation. This measure captures participation of children in the key age and stage appointments only. While we encourage 100% participation, the service is voluntary.
Participation <i>Participation in the MCH service by Aboriginal service</i> [Number of Aboriginal children who attend the MCH service at least once in the year / number of Aboriginal children enrolled in the MCH service] x 100	92%	65%	95%	85%	Although the result shows a percentage decline from last year, more Aboriginal children participated in the service this year. While we encourage attendance, the service is voluntary. <i>Note: from 2017, data has been collected by the State Government, therefore there may be some variation in results.</i>

Service / indicator [measure]	2014/15	2015/16	2016/17	2017/18	Material variations and comments
Libraries					
Utilisation <i>Library collection usage</i> [Number of library collection item loans / number of library collection items]	7.60	7.64	7.61	7.61	Our library collection continues to be well patronised. With our ongoing efforts to meet our community's needs, over 1.71 million loans of print, audio visual and digital material were made from our 4 branches and home library services. This indicator excludes eBooks.
Resource standard <i>Standard of library collection</i> [Number of library collection items purchased in the last 5 years / number of library collection items] x 100	77%	81%	81%	81%	Our library collection continues to be maintained to a high standard with over 80% of collection items purchased in the last 5 years.
Service cost <i>Cost of library service</i> [Direct cost of the library service / Number of visits]	\$5.12	\$5.08	\$5.29	\$5.22	The cost of providing our library service decreased slightly this year, even though visits to our libraries have increased.
Participation <i>Active library members</i> [Number of active library members / municipal population] x 100	16%	16%	16%	15%	There has been a slight reduction in the percentage of active members compared to last year. However, this is not an accurate reflection of library usage as members who use other services, including internet, wifi or participate in library programs, are not included. Manningham's increased population also affected the percentage figure.

Our year ahead

Major Initiatives

Plan for the future health and wellbeing of the municipality through the delivery of 8 parent seminars by June 2019.

Promote a connected and inclusive community by implementing the Inclusive Manningham Strategy 2017-2021.

Continue to promote gender equity by delivering female-friendly facility upgrades in a minimum of 6 local pavilions, including Bulleen Park (Pavilion 2), Mullum Mullum Reserve and Anderson Reserve, by 30 June 2019.

Other Initiatives

Continue to provide a safe, healthy and accessible city by ensuring our local laws are current at the mid-term review of the Community Local Law on 30 June 2019.

Strengthen opportunities for older people in building a Dementia and Age Friendly City by holding at least 2 face-to-face sessions with key stakeholder groups, as well as consulting with our broader community.

Healthy community case study: parenting seminar series

In March 2018, we launched a new seminar series to support Manningham parents and guardians. The current series will continue until November 2018.

Delivered in partnership with the Manningham Youth Alliance, the seminar series features expert presenters and a range of topics. The seminars provide parents with skills and knowledge to create positive change as they raise our future generations.

The first 2 seminars of the series were sold out, with 950 people attending in total, and were:

- Raising Happy and Resilient Children with one of Australia's most renowned adolescent and child psychologists, Dr Michael Carr-Gregg.
- Raising Boys with best selling Australian author Steve Biddulph.

"Adolescence is one of the most risky growth and developmental periods for our children and parents need to have the skills, knowledge and strategies to provide this generation with the love, stability and routine they need," Dr Carr-Gregg said.

The seminar series features 10 seminars in total. Continuing the program will be a key focus in 2018/19.

Upcoming seminars for 2018/19 are:

- Raising Girls with Steve Biddulph
- Fine-Tuning Behaviour Management in Young Children with Dr Rick Jarman
- Sexuality and Respectful Relationships (in partnership with YMCA Manningham Youth Services) with Dr Maria Pallotta-Chiarolli
- Careers Expo – Skills 4 the Future (in partnership with Manningham Youth Alliance)
- The Importance of Childhood Play
- Resilient Young People
- School Readiness.

More information is available at manningham.vic.gov.au/parenting-seminar-series



Liveable places and spaces



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

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

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

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

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

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

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

Snapshot

11,761

new dwellings
by 2021



20%



of residents
will live alone
by 2021



Increased demand
and importance on
arts, community and
sporting facilities

37%

live within

400m

of a bus stop



47%

of short trips are
taken by private
vehicle

1,700km

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



only
4%



of households do not
have a private vehicle

69%

travel by
car to work

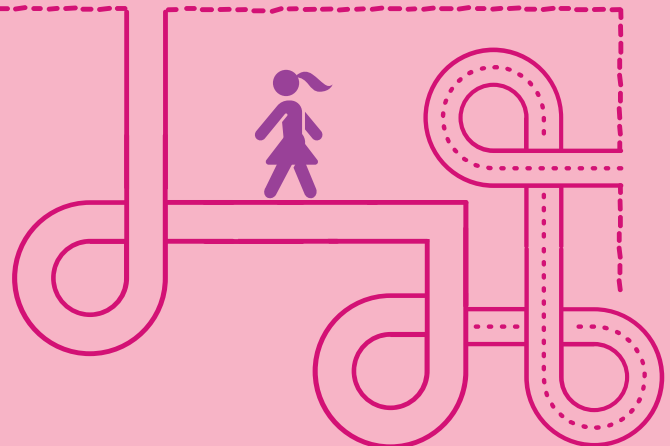


20.13 km² open space
302 parks and reserves
151 playspaces



Manningham
provides

747.87km roads
886.97km footpaths
66km off-road shared paths
99km pedestrian paths in parks



What you asked for

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

Achievements: what we delivered

Completed Mullum Mullum Stadium, a new 5-court indoor sports facility. Our new \$21.8 million stadium caters for a variety of sports including basketball, netball, volleyball, futsal (indoor soccer), table tennis and more. It was officially opened on Saturday 30 June 2018.

Implemented our Roads Improvement Program, including upgrades to various link roads. A feature of the program was the Stage 1 upgrade of King Street in Templestowe between Blackburn Road and Wyena Way.

Upgraded 13 parks with new features as part of our Parks Improvement Program. Highlights of the program included:

- Bimbadeen Reserve in Templestowe
- Morello Reserve
- Sheahans Reserve
- Morecambe Reserve
- Timber Reserve
- Heath Reserve
- Matisse Reserve
- Lawford Reserve, Stage 2.

Worked with Transport for Victoria to advocate for the construction of several DART infrastructure projects. Projects include bus lanes and bus priority improvements for the Doncaster Road–Eastern Freeway interchange, Blackburn Road–George Street intersection, and Thompsons Road–Eastern Freeway on ramp. Works on these projects will start in July 2018 and finish by September 2018.

Six amendments to the Manningham Planning Scheme were approved by the Minister for Planning:

- Amendment C112: removed the restrictive covenants from 775-779 Doncaster Road, Doncaster
- Amendment C113: amended the Heritage Overlay schedule for 66-68 Hall Road, Warrandyte South and made updates to 7 heritage places in Manningham
- Amendment GC42: introduced a new Environmentally Sustainable Development (ESD) Policy into the Manningham Planning Scheme
- Amendment C119: made a number of corrections to the Manningham Planning Scheme
- Amendment C121: rezoned land at 8 Montgomery Street, Doncaster East
- Amendment C123: introduced new Public Open Space Contribution Rates.

Achieved a 25% increase in visits to the Aquarena Aquatic and Leisure Centre since 2016/17, with 707,174 people visiting the centre.

Four amendments to the Manningham Planning Scheme progressed:

- Amendment C104: included exhibiting a revised proposal to introduce new planning controls to the Westfield Doncaster sites at 619 Doncaster Road and 20-34 Westfield Drive in Doncaster
- Amendment C109: proposed changes to the Land Subject to Inundation Overlay and Special Building Overlay to identify areas subject to flooding
- Amendment C117: proposed changes to Manningham’s Rural Areas to allow non-residential uses in the Rural Conservation Zone and updated planning controls for outbuildings
- Amendment C122: included various planning updates and miscellaneous changes to the scheme’s public exhibition period.

Challenges

The impact of new development on local infrastructure and asset management across Manningham.

Responding to changes in the Victorian State Planning Provisions and implementing these locally.

Planning for the North East Link (NEL) has impacted the review of Manningham’s Integrated Transport Plan, as the NEL will significantly alter Manningham’s transport network and that of the broader region.

Changing standards and guidelines in the delivery of public assets.

Lack of public transport options, Manningham is the only municipality in Melbourne that does not have access to trains.

Responding to illegal building work breaches and non-compliances.

Fast facts

- **1,171** planning application decisions made
- **8,358m** of footpaths replaced
- **167,450m²** of road pavement area resurfaced
- **13** parks upgraded
- **6** amendments to the Manningham Planning Scheme were approved by the Minister for Planning
- **4** amendments to the Manningham Planning Scheme progressed
- **Secured \$4.8 million** for strategic land use, open space, and recreation planning for the future.
- **707,174** visits to Aquarena Aquatic and Leisure Centre
- **Maintained 597km** of sealed local roads
- **\$39.88 million** of capital works projects delivered
- **\$1.02 million** spent on improving linear park
- **\$1.24 million** spent on improving local parks and their amenities
- **Increased** the proportion of planning applications that were decided on time by almost **40%**.

Our performance – Council Plan

The following shows our performance against the goals of our Council Plan 2017–2021, in the liveable places and spaces theme, in 2017/18. As this is the first year we are reporting against these measures, many of these are the baseline against which future actions will be measured.

Goal: Inviting places and spaces

2017–2021 Actions	Measure	Result	Outcomes
Healthy community			
Place-based initiatives that create inviting places and spaces that support people to engage in community life	Maintain or increase place based initiatives to community satisfaction <i>Source: Council data</i>	In progress	Created initiatives to encourage new and existing residents of Doncaster Hill and Bulleen to connect and get involved, such as the Midsumma Youth Festival.
Liveable places and spaces			
Ensure urban design and maintenance retains a high level of amenity for Council owned and managed spaces	Urban design and maintenance complete Community survey shows satisfaction <i>Source: Council data</i>	55.7% of people belong to a local club or organisation	Our community survey result was on par with the regional parks survey. We completed our streetscape improvement program, including: Tunstall Square streetscape upgrade stage 4, Templestowe War Memorial landscape improvements, shopping centre landscape upgrades, Civic Centre garden upgrade. We also started an upgrade program on a number of roads and landscaped areas.
Managing impact of growth on amenity	Two-thirds of growth is happening in those activity centres and main roads that have been identified as appropriate for that growth <i>Source: Council data</i>	In progress	Close monitoring of planning applications to achieve this goal. Worked with partners to review traffic management at the Ajani Precinct and installed new signage.

2017-2021 Actions	Measure	Result	Outcomes
Resilient environment			
Ensure local planning and development is responsive to community need and aligned with local planning laws	Maintain or increase number of VCAT decisions upheld <i>Source: PPARS / State Government</i>	64.7% of VCAT decisions upheld	18 of our original 51 decisions were set aside or overturned by VCAT. In 14 of them, we negotiated satisfactory outcomes, and only 8% of matters were overturned without our consent. We have plans in place to ensure this number returns to being on track next year. Completed environmental assessments of planning applications, including the Tullamore estate, to protect natural assets.
Vibrant and prosperous economy			
Deliver initiatives to optimise the return on Council owned land and building holdings	Revenue secured <i>Source: Council data</i>	In progress	Started a strategic review to optimise returns on council-owned land and buildings.
Well-governed council			
Ensure planning decisions are timely and appropriate	Maintain or increase planning decisions made within time <i>Source: PPARS / State Government</i>	Increased on time application decisions by almost 40%	As a result of improvements we made in processing planning applications, we increased the proportion of planning applications that were decided on time by almost 40%.
Work together with the region for better outcomes for Manningham	Maintain or increase number of regional partnership initiatives <i>Source: Council data</i>	Increased regional partnership activities	We work towards the best outcomes for Manningham, partnering with federal and state governments, community groups, health, business and not for profit organisations. This year, key partnership projects were: <ul style="list-style-type: none"> • Skills 4 the Future (YMCA) • Bolin Bolin Integrated Water Management (City of Boroondara, Carey Baptist Grammar School, Melbourne Water, State Government) • advocating for affordable housing (neighbouring councils) • reducing the costs of shared infrastructure including roads (neighbouring councils) • working to grow the visitor economy with the Greater Melbourne Destination and Visitor Management Plan for Melbourne East (neighbouring councils).

Goal: Enhanced parks, open space and streetscapes

2017-2021 Actions	Measure	Result	Outcomes
Healthy community			
Optimise community enjoyment and participation in our parks, open space and streetscapes through sound design, programs and connectivity	Maintain or improve community satisfaction/ utilisation <i>Source: Council data</i>	Scored 8.1/10 on satisfaction	Regional park survey completed with an above average rating for the region.
Improve seating particularly for older people along our linear parks	More seating in linear parks	In progress Some installations	Installed new street furniture, including benches in selected areas.
Liveable places and spaces			
Improvement and maintenance programs implemented to ensure parks, open space and streetscapes are clean and well maintained	Maintain or improve Community Satisfaction Rating (median) <i>Source: Regional Park Assessment</i>	Scored 8.4/10 for satisfaction	Received the 2nd highest resident satisfaction score out of 18 councils in the region.
Resilient environment			
Deliver management and maintenance programs to improve balance between bushfire prevention and protection of biodiversity	Maintain or improve assessment of weed reduction and roadside vegetation completed <i>Source: Council data</i>	In progress	Our maintenance schedules as well as fire management and action plans are up to date.
Vibrant and prosperous economy			
Development of open space that contributes to the value of the area	Maintain or increase projects completed <i>Source: Council data</i>	In progress	\$1.02 million (93%) of linear park capital budget was used to improve parks. \$1.24 million (89%) of the program of work to local parks and their amenities was completed.

Well-governed council

Council ensures sustainable funding and good practice to upgrade and manage parks, reserves and streetscapes	Maintain or increase funding for open space <i>Source: Council data</i>	In progress	We secured \$4.8 million for strategic land use, open space, and recreation planning for the future.
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Goal: Well-connected, safe and accessible travel

2017-2021 Actions	Measure	Result	Outcomes
Healthy community			
Develop and deliver transport that is safe, reliable, accessible and affordable for the community for public and active transport options	Maintain or improve perception of safety / transport usage <i>Source: Council data</i>	57.2% of residents use public and active transport	Strategic projects included: investigating Doncaster Hill mode shift options, managing bus shelter contracts, conducting the Yarra River shared path bridge feasibility study, working with local schools to encourage active transport options.
Liveable places and spaces			
Deliver parking needs assessment and implement transport infrastructure to address changing demands	Maintain or improve assessment implementation	Deferred	Deferred until the North East Link (NEL) is completed, as we expect it to significantly impact our parking needs.
Continue to improve the road network through the delivery of a targeted pavement resealing and rehabilitation program. The 'intervention level' is the condition the road needs to get to before we renew it.	Maintain or reduce total sealed roads below intervention level Maintain or improve community satisfaction with roads <i>Source: Council data and Community Satisfaction Survey</i>	0.7% of our roads needed work	Maintained sealed roads below intervention level.

Resilient environment

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

Maintain or increase total people using sustainable transport options

Source: Council data / ABS

40.3% of residents use sustainable transport options

Work progressed on our bicycle strategy, principal pedestrian network, link road strategy, and the Doncaster Hill mode shift plan.

Vibrant and prosperous economy

Advocate for improved transport investment into the local network

Maintain or increase funding secured for transport initiatives

Source: Council data

In progress

Recent bus network review recommendations are being used to guide advocacy for improved bus services.

Well-governed council

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

Maintain or improve plan implementation

Source: Council data

In progress

Held meetings with State Government to develop ideas for revising our bus network. As part of the Eastern Transport Coalition, we developed transport priorities to advocate to the Minister for Public Transport. Worked with Banyule, Yarra Ranges, Whitehorse and Boroondara, and the Metropolitan Transport Forum on bus advocacy in preparation for the 2018 state election.

Goal: Well utilised and maintained community infrastructure

2017-2021 Actions	Measure	Result	Outcomes
Healthy community			
Determine and implement fair and sustainable service levels for sporting and community use in Council owned and managed community infrastructure	Maintain or increase community utilisation of facilities <i>Source: Council data</i>	In progress	Began benchmarking and consultation to inform an evidence based proposal for how we can ensure community facilities are used equitably by our community.
Liveable places and spaces			
Ensure building and building maintenance of Council's building assets are delivered to a high standard that promotes safe and optimum use	Maintain or increase total Council buildings in good condition	95.6% of requests completed within time	Maintained our buildings in good condition.
Investigate the possibility of universal design in construction projects	Maintain or improve design standards explored in major projects <i>Source: Council data</i>	In progress	Developed a knowledge bank of building details and preferred materials to ensure we provide best practice in construction.
Resilient environment			
Support the environmentally sustainable design (ESD) and use of buildings, facilities and infrastructure	Maintain or increase total facilities ESD compliance Maintain or increase plans and initiatives to ensure efficient and effective use <i>Source: Council data</i>	In progress	Installed 450kW of solar panels at the new Mullum Mullum Stadium. Completed a \$120,000 upgrade to the MC2 building management system, which will save \$35,000 each year. Delivered a \$2.5 million upgrade of street lighting to install over 6,000 LED lights, which will save about \$370,000 on energy and maintenance per year.

Vibrant and prosperous economy

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

Maintain or increase secured opportunities

Source: Council data

In progress

Consultation with Transport for Victoria (TfV) so construction can begin on several DART infrastructure projects, such as: bus lanes, bus priority improvements for Doncaster Road, Eastern Freeway Interchange, and the Eastern Freeway on ramps at Blackburn Road-George Street and Thompson Road. Working closely with NEL Authority on proposed Doncaster busway and with TfV and Infrastructure Victoria on the bus rapid transit.

Well-governed council

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

Completion of Capital Works Program

Source: Council data

95.6% of Capital Works Program budget spent

Our Capital Works Program was completed to an acceptable level.

Our performance – major initiatives and initiatives

■ On target
 ■ Some progress
 ■ Not on target

Major initiative	Progress	Comment
Review of the Manningham Planning Scheme		The State Government extended the completion date for planning scheme reviews for all councils from 30 June to 31 December 2018.
Parks Improvement Program		Implemented Parks Improvement Program works as scheduled: <ul style="list-style-type: none"> • Petty's Reserve • Ruffey Lake Park Management Plan • Lawford Reserve Management Plan (Stage 2) • Completion of the Main Yarra River Trail to Warrandyte (addressed in stages). Program on schedule
New Integrated Transport Strategy for private and public transport		The development of the Integrated Transport Strategy has been delayed due to the North East Link proposal and the anticipated impact on the transport network. A Transport Action Plan is being prepared in the meantime.
Road improvement program		Improved connectivity with the program including: <ul style="list-style-type: none"> • upgrading link roads • Stage 1 of Jumping Creek Road • construction of King Street Stage 1 completed • community consultation on Jumping Creek Road (Stage 1) continues. Staged works completed as programmed.
Completion of Mullum Mullum Stadium		Completed Manningham's premier new 5 court sporting facility, Mullum Mullum Stadium in Donvale, which was opened on Saturday 30 June with an official opening and family fun day.

Initiative	Progress	Comment
Increase service levels to park maintenance and roadside amenity and improved litter collection service		Increased service levels delivered following a review and the awarding of a new contract.
Continue to implement the safe pedestrian crossing points priority list		Projects completed as programmed. Design ready for a number of priority projects. Awaiting VicRoads approval.

Services funded in our Annual Budget

We funded the below services in the Annual Budget 2017/18 to support our liveable places and spaces goals.

Activity	Description	Budget \$'000	Actual \$'000	Variance \$'000
Building services	Statutory building services, including processing of building permits and inspections to ensure we meet our statutory obligations and enhance Manningham as a well planned and liveable city.	568	456	112
Street lighting	Street lighting on our road network to enhance the safety and security of our community.	674	777	(103)
Street cleaning and litter pick up	Keeps the streets and surrounding areas neat and tidy, contributing to Manningham's amenity and safety. Includes mechanical kerb and street cleaning, roadside litter pick up and cleaning of footpaths at activity centres.	1,512	1,515	(3)
Graffiti removal	Facilitates the prompt removal of graffiti from Manningham properties and private properties where the graffiti is in a prominent position along main roads, affecting public amenity.	91	73	18
Parks and recreation	Manages, administers and maintains sports and recreation facilities, sportsgrounds, landscape, trees, bushland, open space and parks, and capital works.	12,478	11,851	627
Roads, streets and bridges	Day-to-day maintenance of roads, bridges and footpaths, including repairing potholes, patching, resheeting and minor works on sealed and unsealed roads. A depreciation expense of \$8.1 million is included for the \$191 million value of roads, streets and bridges that fall under this category.	11,922	11,359	563
Footpaths, vehicle crossings and kerb and channel maintenance	Maintains our extensive footpath, vehicle crossing, cycleway, and kerb and channel (gutter) assets. A depreciation expense of \$1.1 million is included for the \$56 million value of assets assigned to this activity.	1,826	1,968	(142)
Line marking	Maintains line marking on roads, including traffic management treatments at school crossings, local roads and carparks.	233	230	3
Signs and street furniture	Maintains and repairs traffic signals, and road signs and furniture, including guardrails.	368	360	8

Activity	Description	Budget \$'000	Actual \$'000	Variance \$'000
Strategic transport	Advocacy and policy development for public transport and active travel options.	250	312	(62)
Geographic information systems (GIS)	Provides data for our GIS, global positioning systems (GPS), 3D modelling, intranet, internet, census demographics, mapping and general data collection.	387	406	(19)
Strategic land use planning and development	Provides strategic planning, urban design, landscape, heritage and development planning services to ensure we manage growth that is responsive to demographic, community, economic and social trends (as per the 2017/18 adopted budget)	2,841	2,703	138
Strategic projects	Delivers major building projects and other complex projects in our Capital Works Program and provides strategic advice to Council in relation to sustainable transport, water conservation, water quality improvements and other sustainability matters.	237	62	175
Statutory planning	This service is responsible for the administration and enforcement of the Manningham Planning Scheme and various Acts and regulations pertaining to the statutory planning functions of Council (per the 2017/18 Annual Budget).	2,088	1,266	822
Infrastructure planning	Provides engineering expertise in relation to the preparation of strategies and policies for road transport and safety, drainage, pathways, and traffic design. Plays a key role in delivering the Capital Works Program and preliminary designs for future capital projects.	3,340	2,886	454
Council buildings	Building maintenance services for our building assets. Services include cyclic, major, and emergency maintenance; minor capital works projects; cleaning and security; and mechanical services. Managing essential safety measures and compliance requirements. A depreciation expense of \$2.81 million is included for the \$216 million value of building assets in this category	5,258	6,245	(987)
Developer contributions	Responsible for collecting developer contributions as required under our planning framework, with funds for our Capital Works Program.	(4,123)	(4,432)	309

Service performance indicators

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

Service / indicator [measure]	2014/15	2015/16	2016/17	2017/18	Material variations and comments
Aquatic Facilities					
Service standard <i>Health inspections of aquatic facilities</i> [Number of authorised officer inspections of Manningham aquatic facilities / number of Manningham aquatic facilities]	3	5	4	4	We proactively monitor all our facilities to ensure they are maintained to the highest safety standard. Aquatic facilities are externally managed and contractors operate according to their own occupational health and safety policies, as well as regulations endorsed by Council and the Royal Life Saving Society Australia Guidelines for Safe Pool Operation (GSPO).
<i>Reportable safety incidents at aquatic facilities</i> [Number of WorkSafe reportable aquatic facility safety incidents]	2	0	4	0	The decrease in safety incidents is due to incorrect over-reporting in previous years, as well as improvements to facilities, access and signage following the redevelopment completed in 2016.
Service cost <i>Cost of indoor aquatic facilities per visit</i> [Direct cost of indoor aquatic facilities less income received / number of visits to indoor aquatic facilities]	\$1.38	\$3.59	\$0.18	\$0.00	Following a significant redevelopment in 2016, this is the second full year of operation and the facility is operating at cost neutral.

Service / indicator [measure]	2014/15	2015/16	2016/17	2017/18	Material variations and comments
<p>Utilisation</p> <p><i>Utilisation of aquatic facilities</i></p> <p>[Number of visits to aquatic facilities / municipal population]</p>	4%	3%	5%	6%	Following the significant 2-year redevelopment up to 2016, it is pleasing to see use of the facility continuing to trend favourably, with almost a 25% increase in patronage since 2016/17
Statutory planning					
<p>Timelines</p> <p><i>Time taken to decide planning applications</i></p> <p>[The median number of days between receipt of a planning application and a decision on the application]</p>	45 days	166 days	153 days	77 days	As a result of our improvements in processing applications to reduce timeframes, the median gross processing days has halved – from 153 days in 2016/17 to 77 in 2017/18.
<p>Service standard</p> <p><i>Planning applications decided within time</i></p> <p>[(Number of regular planning application decisions made within 60 days) + (number of VicSmart planning application decisions made within 10 days) / number of planning application decisions made] x 100</p>	69%	39%	51%	71%	As a result of improvements we made to processing applications, we reduced the time it took to process planning applications by almost 40% – from 51.5% in 2016/17 to 71% in 2017/18.
<p>Service cost</p> <p><i>Cost of statutory planning service</i></p> <p>[Direct cost of the statutory planning service / number of planning applications received]</p>	\$2,196.12	\$1,964.67	\$2,699.22	\$2,237.63	Manningham has worked hard this year to ensure that our planning process is efficient, resulting in a 17% decrease in costs per application.

Service / indicator [measure]	2014/15	2015/16	2016/17	2017/18	Material variations and comments
<p>Decision making</p> <p><i>Council planning decisions upheld at Victorian Civil and Administrative Tribunal (VCAT)</i></p> <p>[Number of VCAT decisions that did not set aside council's decision in relation to a planning application / number of VCAT decisions in relation to planning applications] x 100</p>	44%	73%	71%	65%	18 of our original decisions were overturned by VCAT. In 14 of these, we negotiated satisfactory outcomes with the applicant and consented to the decision. Only 4, or 8%, were overturned without our consent.
Roads					
<p>Satisfaction of use</p> <p><i>Sealed local road requests</i></p> <p>[Number of sealed local road requests / kilometres of sealed local roads] x 100</p>	97%	99%	73%	63%	We strive to provide well-maintained roads for the community, dealing with requests to achieve high-quality and cost-efficient outcomes. The number of requests continued to decline, indicating greater satisfaction with our roads.
<p>Condition</p> <p><i>Sealed local roads below the intervention level</i></p> <p>[Number of kilometres of sealed local roads below the renewal intervention level set by Manningham / kilometres of sealed local roads] x 100</p>	98%	99%	99%	99%	<p>We maintain Manningham's roads according to our Asset Management Plan. The high standard remains consistent with previous results.</p> <p>Note: the 'intervention level' is the condition the road needs to get to before we renew it</p>
<p>Service cost</p> <p><i>Cost of sealed local road reconstruction per m²</i></p> <p>[Direct cost of sealed local road reconstruction / m² of sealed local roads reconstructed]</p>	\$147.84	\$126.74	\$163.70	\$130.79	This year's decrease is largely due to works being larger-scale, leading to greater efficiencies.

Service / indicator [measure]	2014/15	2015/16	2016/17	2017/18	Material variations and comments
<p>Service cost</p> <p><i>Cost of sealed local road resealing per m²</i></p> <p>[Direct cost of sealed local road resealing / m² of sealed local roads resealed]</p>	\$20.55	\$25.09	\$25.54	\$23.07	<p>The cost reduction is due to the increased scale of works, leading to greater efficiencies.</p> <p>To produce a quality result, we use a combination of asphalt and spray seal for road resealing, which have different costs. The method used depends on the road.</p>
<p>Satisfaction</p> <p><i>Satisfaction with sealed local roads</i></p> <p>[Community satisfaction rating out of 100 with how we have performed on the condition of sealed local roads]</p>	68	64	66	64	<p>We were rated slightly lower than last year, but still 4 points ahead of the Melbourne metro average and 11 ahead of the State-wide average.</p> <p>An independent research company conducts the annual Community Satisfaction Survey on behalf of the State Government.</p>

Our year ahead

Major Initiatives

Begin a planning scheme amendment process by 30 June 2019 to implement the priority actions from the 2018 Planning Scheme Review.

Implement the Parks Improvement Program works as scheduled for Petty's Reserve, Ruffey Lake Park Management Plan, Lawford Reserve Management Plan (Stage 2), Main Yarra River Trail to Warrandyte.

Develop and deliver a new integrated transport solutions by 30 June 2019 for private and public transport. We will prepare a Bus Transport Action Plan by 31 December 2018 and start a draft Integrated Transport Strategy by 30 June 2019.

Improve connectivity by delivering the Road Improvement Program, including King Street by 31 December 2019 and Jumping Creek Road by 30 June 2021.

Assist in addressing growing demand for indoor sports across Manningham, through the operation of Mullum Mullum Stadium 5-court facility, meeting demand at 80% capacity by 30 June 2019.

Other Initiatives

Build on the Parks Alive program, partnering with local volunteers to improve the amenity and upkeep of our local parks.

Deliver footpath and drainage improvements by constructing 2.2km of 1.5m-wide footpath and completing adopted drainage improvement program for 2018/19.

Liveable places and spaces case study: new stadium a game changer for Melbourne's east

In June 2018, we officially opened the new Mullum Mullum Stadium in Donvale, now one of the largest multi-use indoor sports facilities in Melbourne's east.

The highly anticipated \$21.8 million stadium features:

- 5 multi-use indoor sports courts
- seating for up to 500 spectators
- a café
- facilities for community meetings and functions.

The impressive indoor courts meet national competition standards for a range of sports, including basketball, netball and table tennis. They also cater for volleyball, futsal and other recreation activities.

Providing access for all abilities, all ages and cultural groups, as well as boosting the opportunities for female participation in sport, the stadium is expected to cater for 100,000 users each year.

With cutting edge solar technology and sustainable water use forming part of its design, the 6,000m² stadium gets a big tick for sustainability.

A 450kW system featuring 1,330 solar panels will help power the stadium, with any excess power generated capable of being fed back into the mains electricity grid.

Constructed over a 2-year period, Mullum Mullum Stadium has been a key feature of our Capital Works Program and will provide a boost for local sporting clubs.

The project has been delivered with a \$878,000 contribution in State Government funding, through Sport and Recreation Victoria, Melbourne Water and the Taxi Services Commission.

Find out more manningham.vic.gov.au/mullum-mullum-stadium



Resilient environment



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

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

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

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

Snapshot



302

parks and reserves



151

playspaces

including destination parks and playgrounds



we mow, maintain and water

714ha

4,000ha
green wedge

17%

of Manningham

classified as open space
(20 km²)

66km
off-road paths

51

endangered animal and plant species

Residential and commercial water usage is high at

66L

per household per day



Electricity consumption

6.2kWh/day

(EMR average is 5.4kWh/day)

What you asked for

- Protect and enhance the biodiversity values across land in Manningham
- Sustainable activities and programs for the community
- Protect and improve the local economy in the green wedge
- Leadership in sustainable and innovative practices
- Improve environmental outcomes for local business
- Prepare for emergencies

Achievements: what we delivered

Achieved the lowest ever amount of waste being sent to landfill in Manningham. We recycled just over 54% of waste collected.

Launched the Manningham Compost Revolution program in March, which encourages residents to start composting. More than 650 households installed compost solutions between March and June 2018.

Improved energy and carbon efficiency in Manningham-owned and managed buildings by installing:

- 6,000 energy-efficient LED street lights across Manningham
- 450kW of solar panels at Mullum Mullum Stadium in Donvale
- an energy efficiency upgrade of the building management system for MC2

Supported 110 households to have solar panels installed through the Positive Charge program. Through this program, Manningham residents have collectively invested in about 460kW of solar power, saving about \$110,000 on annual energy bills and reducing greenhouse gas emissions by about 13,000 tonnes.

Supported over 50 properties with Local Environment Assistance Fund (LEAF) grants for environmental land management works.

Challenges

Responding to new restrictions on recycling exports. Previously, recycling companies paid councils for recyclable material and this money was used to offset the cost of council's waste collection service. Under new arrangements, Council is now required to pay a fee to the recycling company.

Balancing bushfire management provisions and the native vegetation clearing regulations in the planning process and responding to unpermitted vegetation removal.

Increasing population and housing density is putting more pressure on biodiversity in Manningham.

Fast facts

- **18,064** trees planted
- **24,221.16** tonnes of recyclables and green organics collected from kerbside bins
- **44,756.64** tonnes of garbage, recyclables and green organics collected from kerbside bins
- **54%** of waste diverted from landfill
- **43,585** kerbside bins collected
- **36,000** people participated in environmental programs
- **110** households had solar panels installed through the Positive Charge program
- **Residents** invested in **460kW** of solar power, saving \$110,000 for the year and reducing greenhouse gas emissions by 13,000 tonnes
- **Over \$400,000** saved in Council energy bills annually due to energy efficiency improvements

Our performance – Council Plan

The following shows our performance against the goals of our Council Plan 2017–2021, in the resilient environment theme, in 2017/18. As this is the first year we are reporting against these measures, many of these are the baseline against which future actions will be measured.

Goal: Protect and enhance our environment and biodiversity

2017–2021 Actions	Measure	Result	Outcomes
Healthy community			
Support the community to deliver programs and activities to protect and enhance biodiversity values across land in Manningham	Maintain or increase total volunteer hours <i>Source: Council data</i>	In progress	Established a trial pest deer control and monitoring program supported by Local Environment Assistance Fund grants. Continued Parks Alive initiative getting the community involved in managing their local parks.
Liveable places and spaces			
Deliver initiatives to ensure sustainable land use and protection of landscape and natural heritage assets	Maintain or increase total projects completed <i>Source: Council data</i>	40 assessments completed	Provided advice to the NEL Authority on environmental issues. Completed environmental assessments of planning applications, including the Tullamore estate, to protect natural assets.
Resilient environment			
Initiatives to advocate and protect Manningham's natural spaces, rivers, creeks and Green Wedge	Plan implementation <i>Source: Council data</i>	In progress	Woody weed removal on 46 private properties and on roadsides in our Green Wedge covering more than 100 hectares, which contributes to lowering bushfire risks. Supported over 50 properties with Local Environment Assistance Fund grants for environmental land management works.

2017-2021 Actions	Measure	Result	Outcomes
Vibrant and prosperous economy			
Advocate for an improved long-term future and viability in the green wedge through economic and tourism opportunities	Maintain or increase local GDP <i>Source: ABS / REMPLAN</i>	In progress	Supported a review of our planning scheme including support for sustainable use of our Green Wedge. Conducted advocacy work with state and federal bodies.
Well-governed council			
Lead and educate the community in environmental services and programs	Maintain or increase community initiatives <i>Source: Council data</i>	In progress	Programs included: nature walks, environmental seminars, Waterwatch program, Spring Outdoors, Smarter Living sustainability seminars, the Doncaster Hill garden, and Currawong Bush Park school education events.

Goal: Reduce our environmental impact and adapt to climate change

2017-2021 Actions	Measure	Result	Outcomes
Healthy community			
Deliver a sustainability program to educate, empower and engage the community in reducing its environmental impact and adapting to climate change	Maintain or improve annual participation in environmental sustainability programs <i>Source: Council data</i>	In progress	Delivered and supported the Positive Charge and Solar Savers programs that has so far resulted in over 154 household solar power installations helping to reduce 'cost of living' pressures and adapt to climate change. In 2017/18 there were 44 installations.
Liveable places and spaces			
Activities and programs that support sustainable use of energy, water and waste	Initiatives implemented <i>Source: Council data</i>	In progress	Following the new bin roll out in alignment with Australian Standards, we achieved our highest ever rate of garbage being diverted from landfill.

2017-2021 Actions	Measure	Result	Outcomes
Improved litter collection and disposal programs along roadsides	<p>Maintain or increase energy savings</p> <p>Reduce Council greenhouse gas emissions by 20% by year 2020</p> <p><i>Source: Council data</i></p>	In progress	Our litter collection program continues on schedule. We added additional resources to assist in roadside litter pick up and community volunteers assisted.
Resilient environment			
Ensure plans are responsive to protect and prepare our environment for emergency, bushfire disaster	<p>Plans completed on time</p> <p><i>Source: Council data</i></p>	In progress	All plans are in place and reviewed regularly to ensure they are current.
Vibrant and prosperous economy			
Support local business to improve environmental and sustainable outcomes through inclusion in regional programs	<p>Maintain or increase businesses in programs supported by Northern Alliance for Greenhouse Action</p> <p><i>Source: Council Data</i></p>	Deferred	A trial of organic waste disposal has been deferred so that we can identify trader support.
Well-governed council			
Demonstrate leadership in sustainable and innovative environmental practices e.g. solar panels	<p>Maintain or improve environmental initiatives for Council buildings and assets</p> <p><i>Source: Council data</i></p>	In progress	Installed 450kW solar power system at the newly built Mullum Mullum Sports Stadium – this is possibly the largest single solar power system on a Council building in Victoria.
Sustainable waste collection	<p>Maintain or improve LGPRF waste indicators</p> <p><i>Source: Council data</i></p>	54.1% of collected waste diverted from landfill	Kerbside collection waste diverted from landfill. Following a bin rollout in alignment with Australian Standards, we have achieved our highest ever garbage diversion rate and the lowest ever percentage of material sent to landfill.

Our performance – major initiatives and initiatives

■ On target
 ■ Some progress
 ■ Not on target

Major initiative	Progress	Comment
Education and awareness program on environmental sustainability, biodiversity protection and smarter living		Included over 100 nature walks, environment seminars, Spring Outdoors, Smarter Living, Doncaster Hill Community Garden and Currawong Bush Park School Education events. Included supporting the Positive Charge and Solar Savers programs to foster smarter and more sustainable living.
Drainage upgrade program		Significant progress on drainage infrastructure to protect habitable floor levels and improve community safety. Not all funds were used due to delays in project planning and contractor availability. Drainage upgrade program will be progressed and completed on schedule in 2018/19.
Manage and maintain the Bolin Bolin Billabong Integrated Water Management Facility		Facility to supply harvested stormwater for sportsground irrigation. Construction completed 30 September 2017. Reached practical completion on 24 April 2018.

Initiative	Progress	Comment
Continue to improve our waste resource recovery rate. Reduction in residual waste to landfill compared to previous year		Following a bin rollout in accordance with Australian Standards, we have achieved our highest-ever garbage diversion rate, resulting in the lowest-ever percentage of material sent to landfill.
Completion of Mullum Mullum Stadium		Increased energy savings delivered by 30 June 2018. Work included: <ul style="list-style-type: none"> • installation of a 450kW solar array at Mullum Mullum Stadium • \$120,000 upgrade to the building management system for MC2, which is in progress and will result in an estimated annual energy and maintenance savings of \$35,000.

Services funded in our Annual Budget

We funded the below services in the Annual Budget 2017/18 to support our resilient environment goals.

Activity	Description	Budget \$'000	Actual \$'000	Variance \$'000
Natural and built environment	Protects and enhances biodiversity and environment and leads an integrated response to climate and energy issues and sustainable development policy and practice.	1,234	946	288
Open space and recreation planning	Designs and manages high quality public open space for our community, helps support a high quality urban and natural environment, and provides diverse, accessible and sustainable recreation facilities and activities for all ages and abilities.	626	637	(11)
Septic tank compliance	Assesses applications, analyses sand, and identifies locations for property owners, to protect the environment and enhance community health.	185	187	(2)
Waste services	Provides kerbside rubbish collections of garbage, hard waste and green waste from all households and some commercial properties. It also provides a waste call centre, education services and the strategic planning of waste services.	(603)	(937)	334
Underground drains	Performs the inspection, maintenance and cleaning of underground drains to ensure correct operation. A depreciation expense of \$2.98 million is recognised on the \$245 million worth of drainage assets assigned to this activity.	3,893	4,006	(113)

Service performance indicators

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

Service / indicator [measure]	2014/15	2015/16	2016/17	2017/18	Material variations and comments
Waste collection					
Satisfaction <i>Kerbside bin collection requests</i> [Number of kerbside garbage and recycling bin collection requests / Number of kerbside bin collection households] x 1000	74.4 requests	61.6 requests	111.3 requests	82.9 requests	We updated the bins in 2016/17 to align with Australian Standards. The improved result indicates that the service is more settled than immediately following the bin rollout.
Service standard <i>Kerbside collection bins missed</i> [Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection bin lifts] x 10,000	6.4 bins missed	7.6 bins missed	8.1 bins missed	4.2 bins missed	We are in the 2nd year of a new contract, which has resulted in significant improvements to kerbside collection, with only 4.2 bins missed per 10,000.
Service cost <i>Cost of kerbside garbage bin collection service</i> [Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins]	\$103.80	\$110.80	\$103.60	\$104.47	This figure is consistent with last year and reflects the annual direct cost of the kerbside garbage bin collection (not including hard waste).
Service cost <i>Cost of kerbside recyclables collection service</i> [Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins]	\$23.36	\$21.81	\$10.57	\$12.11	Costs include all operating expenses directly related to the delivery of the service, from pick up to waste transportation and disposal. The slight increase is due to an increase in the recyclables rate.

Service / indicator [measure]	2014/15	2015/16	2016/17	2017/18	Material variations and comments
Waste diversion <i>Kerbside collection waste diverted from landfill</i> [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x 100	54.0%	53.1%	54.0%	54.1%	Following a bin rollout in alignment with Australian Standards, we have achieved our highest ever garbage diversion rate and the lowest ever percentage of material sent to landfill.

Our year ahead

Major Initiatives

Successful delivery of community program relating to the environment, stewardship/ education and sustainability by 30 June 2019.

Drainage upgrade program to be progressed and completed on schedule, including: completing the design of Melbourne Hill Road by 30 June 2019.

Other Initiatives

Manage and maintain the Bolin Bolin Billabong Integrated Water Management Facility to supply harvested stormwater for sports ground irrigation.

Resilient environment case study: Reducing Manningham's household waste

This year we achieved the lowest amount of garbage sent to landfill ever recorded in Manningham.

In 2017/18 we sent 20,500 tonnes of garbage to landfill from household waste collection, and through recycling we diverted a total of 54.1% from landfill.

This result is the lowest recorded since data collection began in 2001/02. With our population growth over this time, it's a great result for Manningham.

Our community has long been passionate about the environment, and further inspired by the ABC's War on Waste series, we know our community are looking for ways to reduce their waste and in March 2018 we launched the Manningham Compost Revolution. Between March and June 2018, more than 650 households joined the revolution, which promotes food composting and offers residents a range of composting products at 60% off the recommended retail price.

We also saw great success with our annual Waste Drop off Day in May 2018. More than 750 residents took the opportunity to drop off and recycle a range of materials that cannot normally be placed into household bins. On the day, 21.5 tonnes of electronic waste, 4 tonnes of paint, 271kg of batteries and 1 tonne of gas cylinders were dropped off, all of which was diverted from landfill.

As part of our continued focus on waste reduction, we are working with the State Government's Metropolitan Waste and Resource Recovery Group and eastern region councils to establish a local organic processing facility for garden waste material and food organic waste. We hope this service may be available within the next 5 years in Manningham. In the meantime, we're also looking at other options to remove food waste from our garbage bins.

Find out more: manningham.vic.gov.au/waste



Vibrant and prosperous economy



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

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

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

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

Snapshot

OVER
34,467
local jobs



52,819
residents are
employed

56%
are in the labour force

36.5%
working
part-time

1,200+
jobs
\$200m



9

neighbourhood
activity centres

30
local
centres

\$4.22b
Gross Regional
Product

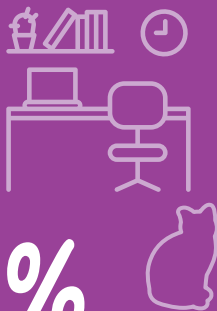


1
principal
activity centre

1
major
activity centre



80%
of all businesses
are based at home



OVER
13,000



local businesses
are registered

Largest
trades are



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

What you asked for

- Foster innovation and knowledge building in our business community
- Collaboration to promote growth throughout the region
- Stimulate business diversity
- Tourism and investment into local facilities

Achievements: what we delivered

Developed tourism investment opportunities by finalising the Greater Melbourne Destination and Visitor Management Plan for Melbourne East, in conjunction with the City of Whitehorse, City of Boroondara, Destination Melbourne and the Victorian Government. The Plan details the opportunities for Manningham based tourism businesses.

Hosted Melbourne East eCommerce Conference on 27 October 2017. About 150 people attended the event and heard from industry experts on e-commerce and the arrival of Amazon in Australia.

Theatre companies that hire the Doncaster Playhouse increased ticket sales. Survey results showed that promotion on our social media channels and in Manningham Matters influenced this result.

Continued to work one on one with local traders to identify and deliver new local tourism opportunities.

Funded \$400,000 of improvements to local activity centres; \$200,000 to improve parking, pedestrian and traffic flows in activity centres; \$2.2 million on upgrading neighbourhood activity centres; and \$60,000 of upgrades to local shops.

Continued to partner with Melbourne East Regional Economic Development Group. We held the eCommerce Revolution Conference with 9 councils in Melbourne's east.

Challenges

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

Current reliance on the small businesses and retail sector to drive economic prosperity in Manningham.

Fast facts

- **1,314** people attended 34 business development events.
- **1,572** businesses listed in the Manningham Business Directory
- **28,018** visits to the Manningham Business website manninghambusiness.com.au
- **21** issues of Manningham Business E-news distributed
- Our tourism industry grew from **\$230** million in December 2016 to \$283 million in December 2017.
- Tourism also contributes **1,727** jobs to our economy.
- At June 2018 construction accounts for over 20% of total output for Manningham and employs over **3,300** jobs, an increase of 3%.
- Retail is Manningham's main employment industry with over **5,700 jobs** (18.9%) with Health Care and Social Assistance second at over 4,700 jobs (15.5%).

Our performance – Council Plan

The following shows our performance against the goals of our Council Plan 2017-2021, in the vibrant and prosperous economy theme, in 2017/18. As this is the first year we are reporting against these measures, many of these are the baseline against which future actions will be measured.

Goal: Grow our local business, tourism and economy

2017-2021 Actions	Measure	Result	Outcomes
Healthy community			
Foster knowledge and innovation in the business community through the delivery of Business Development Program	Maintain or increase participants at events Maintain or improve participant satisfaction <i>Source: Council data</i>	In progress	Held 31 business development events providing 1,314 attendees with knowledge and new ideas. Events included our free business advisory service, networking and development breakfasts, and other specialised events supporting and promoting different groups within our business community.
Strengthen creative industries and partnerships to harness new opportunities for cultural tourism	Maintain or improve local cultural tourism <i>Source: ABS / GDP data</i>	In progress	Continued to work one on one with local traders to identify and deliver new local tourism opportunities.
Liveable places and spaces			
Implement improvements to strengthen accessibility and viability in activity centres for retail, employment and community	Maintain or increase investment in activity centres <i>Source: Council data</i>	In progress	Funded \$400,000 of improvements to local activity centres; \$200,000 to improve parking, pedestrian and traffic flows in activity centres; \$2.2 million on upgrading neighbourhood activity centres; and \$60,000 of upgrades to local shops.

2017-2021 Actions	Measure	Result	Outcomes
Vibrant and prosperous economy			
Develop tourism investment opportunities	Maintain or increase key destination visitor numbers <i>Source: Destination Melbourne and Remplan</i>	In progress	Contributed significantly to the working draft of the Greater Melbourne Destination and Visitor Management Plan. We are also developing our own tourism action plan.
Well-governed council			
Collaborate with regional partners to foster the growth of greater Melbourne East economy and create a mix of land to stimulate business diversity in the region	Maintain or reduce reliance on rate revenue growth <i>Source: Council data</i>	76% of revenue from rates	This is the first year of reporting. We are focusing on developing new revenue sources to diversify the source of revenue to fund Council services.

Our performance – major initiatives and initiatives

■ On target
 ■ Some progress
 ■ Not on target

Major initiative	Progress	Comment
Implement Greater Melbourne Destination Management Plan		Developed tourism investment opportunities by finalising the Greater Melbourne Destination and Visitor Management Plan for Melbourne East. The plan details the opportunities for tourism businesses based in Manningham.
Initiative	Progress	Comment
Implement the Vibrant City Strategy		Vibrant City Strategy reviewed and implementation of the action plan commenced to develop local business, attract investment to the municipality and foster the local economy.

Services funded in our Annual Budget

We funded the below services in the Annual Budget 2017/18 to support our vibrant and prosperous economy goals.

Activity	Description	Budget \$'000	Actual \$'000	Variance \$'000
Economic development and tourism	Develops programs and supports services which will grow the local economy in relation to business, sponsorship, commercial investment, business support, employment and tourism.	923	1,001	(78)
Function Centre and hall hire	Provides for the management and hire of the Manningham Function Centre, halls and other venues to community and commercial hirers.	(74)	45	(119)

Our year ahead

Major Initiatives

Implement 5 tourism activities by 30 June 2019 to grow our visitor economy.

Vibrant and prosperous economy case study: Supporting local business with #BuyLocalManningham

Throughout the year, we continued to support our local businesses and economy with a range of initiatives, including the launch of our #BuyLocalManningham campaign.

The inaugural campaign ran throughout July and August 2017 and encouraged residents and visitors to shop and use services provided by local businesses.

We know that local businesses reinvest more than 60% of their income into our local economy, so our #BuyLocalManningham campaign aimed to remind residents about the importance of staying local.

This campaign included a competition where community members had a chance to win \$250 each fortnight over 8 weeks. To be in the running, people photographed themselves buying local and shared them on Facebook.

Manningham businesses threw their support behind the campaign, including Bendigo Bank's branches at Doncaster East and Templestowe Village, offering the 4 \$250 cash prizes. As well as encouraging our community to support local businesses, a series of business development events were made available to businesses across Manningham.

In 2017/18 we held a wide variety of business networking, advisory and support events to foster the growth of local businesses.

#BuyLocalManningham will return in 2018/19, including a series of events to support local businesses.



Well-governed council



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

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

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

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

What you asked for

- A balance between amenity and economic pressures
- Ensure developers invest in the municipality
- Assets are financially sustainable in the short and long term
- Planning for community safety in emergencies
- Deliver valued, consistent and improved service
- Participation in communication and engagement

Achievements: what we delivered

Launched our centralised contact centre in August 2017. The level of enquiries 'handled' by the Contact Centre up from less than 30% to more than 65%. We continued to build staff's capacity to deliver high quality customer service.

Awarded 'Customer Experience Achievement of the Year' at MAV's International Excellence in Technology Awards. This award was for our recently launched online service for planning permit viewing, lodgements and payments. Planning applications can now be submitted, tracked and paid for online.

Our Citizen Connect Centre was Highly Commended in the Customer Experience Achievement of the Year category of MAV's International Excellence in Technology Awards. Citizen Connect is a series of projects to help make it easier for our community to engage and do business with us.

Citizen Connect Contact Centre was runner-up for Project of the Year at the 2018 Project Management Institute National Awards event.

Awarded Sir Rupert Hamer Awards 2018 Award for Excellence and Innovation in Records Management by the Public Records Office Victoria for our Records Management Transformation Phase 1 Project.

Expanded the online lodgement capability for statutory planning applications and other planning requests to provide a self-service option for our community to lodge, view and pay for planning permits online.

Worked with our community and staff to create and launch a new Customer Charter. Our Customer Charter is our promise to our customers to:

- make it easy
- serve consistently
- respond proactively
- celebrate choice.

Introduced our new organisational values following a collaborative project with staff across the organisation. Our values are:

- working together
- excellence
- accountable
- respectful
- empowered.

Started livestreaming Council meetings on Facebook.

Introduced a program of listening posts to hear community feedback at various locations around Manningham. Nine listening posts were held between October 2017 and June 2018.

Community was involved in Council decision-making through the Community Panel, online forums, the Youth Alliance, as members of our committees, and specific invitations for feedback on plans and projects which might affect them.

Challenges

Ensuring long term financial sustainability under the State Government's rate cap which will see rate revenue decrease.

Fast facts

- **178** council resolutions made at Ordinary or Special Meetings of Council or at meetings of a special committee consisting only of councillors
- **102,104** phone calls received by Manningham Contact Centre
- **10** issues of Manningham Matters community magazine distributed to 52,000 households
- **23,600** visits to Your Say Manningham consultation website yoursaymanningham.com.au
- **1,200** people took part in online consultations via yoursaymanningham.com.au
- **498,668** Manningham website sessions, manningham.vic.gov.au
- **371** new registrations at YourSayManningham.com.au, for a total of 1,287
- **286** new followers on Twitter for a total of 3,142
- **1,252** new followers on Facebook for a total of 3,954
- **374** new followers on Instagram for a total of 1,472.

Our performance – Council Plan

The following shows our performance against the goals of our Council Plan 2017–2021, in the well governed council theme, in 2017/18. As this is the first year we are reporting against these measures, many of these are the baseline against which future actions will be measured.

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

2017–2021 Actions	Measure	Result	Outcomes
Healthy community			
Develop and deliver accessible and affordable services and facilities for the community	Maintain or improve service cost indicators <i>Source: Council data LGPRF</i>	In progress	Cost on service decreased for most cost indicators. Continued to work with the Melbourne East Regional Economic Development Group to foster collaboration and joint ventures. The E-Commerce Revolution conference was a success for all 9 Councils in Melbourne East (including two from North).
Liveable places and spaces			
Identify initiatives for savings and stronger return on investment in Council-owned and managed places and spaces	Maintain or increase initiatives identified and implemented <i>Source: Council data</i>	In progress	Started reviewing key Council owned and managed properties. We identified savings and expect this to continue next year.
Resilient environment			
Ensure that future land use planning balances amenity and economic pressures	Maintain or improve adherence to relevant laws <i>Source: Council data</i>	In progress	We continuously reviewed community feedback and legal advice to ensure that Council decisions adhere to relevant laws. We are currently reviewing our planning scheme to identify our community's future needs.

2017-2021 Actions	Measure	Result	Outcomes
Vibrant and prosperous economy			
Establish and implement a Developer Contribution Plan (DCP) for future growth and provision of amenities	Maintain or increase savings achieved. Maintain or implement standards improvements <i>Source: Council data</i>	In progress	Work has commenced on the preparation of a DCP for the whole municipality, including identification of capital works projects planned over the next 10-15 years and which parts of the municipality will benefit. The next steps will be to confirm the list of projects and to identify charge areas and charge rates for the contributions.
Well-governed council			
Deliver a financially sustainable position in the short and long term	Financial Indicators within expected range Target: \$2.1m cost reduction <i>Source: VAGO / LGPRF</i>	Reduced costs by \$2.9m – better than target	We are in a sound financial position. We adopted a 10-year financial plan in line with a best practice approach for short- and long-term sustainability. We far exceeded our target of saving \$2.1 million.

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

2017-2021 Actions	Measure	Result	Outcomes
Healthy community			
Communication and engagement that encourages community participation in decision making	Maintain or increase engagement opportunities <i>Source: Council data</i>	57 engagement opportunities	Our community was involved in Council decision-making through the Community Panel, online forums, the Youth Alliance, as members of our committees and specific invitations for feedback on plans and projects which might affect them.
Liveable places and spaces			
Protect and promote community safety, the environment and the amenity of the municipality.	Maintain or improve standards of LGPRF – Food Safety Animal Management Waste Management <i>Source: Council data</i>	100%	Although we had an almost 13% increase in food premises requiring a safety assessment, we continued our exemplary record of inspecting all Class 1 and 2 premises in the 2017 calendar year.

Resilient environment

Delivering an all-hazards, consequence focussed and collaborative approach to emergency management with regional partners.	Maintain or increase partnerships engaged <i>Source: Council data</i>	In progress	Our well-established regional and state-level partnerships with government bodies delivered an all hazard approach to collaborative planning, and provided training and built awareness in relation to the risks and consequences inherent in emergency management.
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Vibrant and prosperous economy

Deliver a quality service system that delivers valued, consistent and improved service	Maintain or improve total KPI and actions met <i>Source: Council data</i>	92% actions completed or near completion 80% KPIs met	Almost all actions were completed and KPIs met. We will strive to improve next year.
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Well-governed council

Deliver valued, consistent and improved service experiences for our citizens	Maintain or improve community satisfaction with engagement and communications <i>Source: Council data</i>	57 score out of 100 community satisfaction	This score is a significant improvement on 2016/17's result of 54 out of 100.
Deliver sound governance and leadership in transparency, accountability and decision making	Maintain or increase on Governance indicators <i>Source: Council data LGPRF</i>	Out of 178 decisions made in Council meetings, only 4 were made in meetings closed to the public.	This outstanding result demonstrates our continued commitment to open and transparent decision making.

Our performance – major initiatives and initiatives

■ On target
 ■ Some progress
 ■ Not on target

Major initiative	Progress	Comment
Prepare 10 year, long term financial plan		Manningham adopted our 10-year financial plan to deliver financial sustainability.
Citizen Connect and Centralised Contact Centre		<p>Program that makes it easier for our customers to interact with us, find out information, request a service, provide feedback or report an issue.</p> <p>Completed phase 1 of our Centralised Contact Centre, which opened in August 2017.</p> <p>Level of enquiries managed by the Contact Centre increased from under 30% to 60%. We continued to build our people's capacity to deliver high quality customer service.</p>

Initiative	Progress	Comment
Support residents and businesses to manage their interactions with us effectively online		Online payments and lodgement for Statutory Planning services is now available to customers.
Support eligible clients to access the NDIS		We continued to work with Manningham residents to support their transition to NDIS based on their eligibility.

Services funded in our Annual Budget

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

Activity	Description	Budget \$'000	Actual \$'000	Variance \$'000
Strategic Governance, Planning and Performance	Leads corporate and community planning, organisational performance monitoring and reporting.	1,449	1,346	103
Councillors and Chief Executive	Includes the Mayor, Councillors and CEO and associated support. Leads democratic and corporate governance.	1,055	1,104	(49)
Communications	Leads the delivery of clear, consistent and inclusive communication and engagement with our community.	2,050	2,109	(59)
Citizen Connect	The main customer interface with our community.	3,989	3,961	28

Service performance indicators

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

Service / indicator [measure]	2014/15	2015/16	2016/17	2017/18	Material variations and comments
Governance					
<p>Transparency</p> <p><i>Council resolutions made at meetings closed to the public</i></p> <p>[Number of Council resolutions made at ordinary or special meetings of Council, or at meetings of a special committee consisting only of Councillors, closed to the public / Number of Council resolutions made at ordinary or special meetings of Council or at meetings of a special committee consisting only of Councillors] x 100</p>	2%	2%	2%	2%	Out of 178 decisions made at Council meetings, only 4 were made in meetings closed to the public (in accordance with Section 89 of the <i>Local Government Act 1989</i> for decisions that involve contractual and personnel matters, proposed developments and/ or legal advice). This outstanding result demonstrates our continued commitment to open and transparent decision making.
<p>Consultation and engagement</p> <p><i>Satisfaction with community consultation and engagement</i></p> <p>[Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement]</p>	58	58	54	57	Community satisfaction with communications and engagement has increased over 10% since the 2016/17 result.

Service / indicator [measure]	2014/15	2015/16	2016/17	2017/18	Material variations and comments
<p>Attendance</p> <p><i>Councillor attendance at Council meetings</i></p> <p>[The sum of the number of Councillors who attended each ordinary and special Council meeting / (Number of ordinary and special Council meetings) × (Number of Councillors elected at the last Council general election)] x 100</p>	93%	92%	96%	98%	Councillors continue to demonstrate an exceptional attendance record.
<p>Service cost</p> <p><i>Cost of governance</i></p> <p>[Direct cost of the governance service / Number of Councillors elected at the last Council general election]</p>	\$41,044	\$38,632	\$39,176	\$40,447	This result is reflective of operating expenses directly related to the activities of the elected Councillors, and is consistent with the previous year's results.
<p>Satisfaction</p> <p><i>Satisfaction with Council decisions</i></p> <p>[Community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community]</p>	60	57	58	57	Satisfaction with Council decisions has fallen marginally from 58 to 57.

Our year ahead

Major Initiatives

Continuing to update our rolling 10-year long-term financial plan to incorporate key strategies to address our long term sustainability.

Through our Citizen Connect program, we will continue to make it easier for customers to interact with us, find out information, request a service, provide feedback or report an issue.

Other Initiatives

Work with customers to support them through the transition to NDIS, with transitional arrangements in place by the conclusion of the NDIS phase-in period for Manningham, concluding on 30 April 2019.

Continue to support all customers to manage their Council activity online. Deliver system improvements to increase online transactions by 30 June 2019.

Continue to improve our Citizen Connect service, which is the main customer interface, systems and processes with our community.

Well-governed council case study: New customer service Contact Centre

As part of our Citizen Connect program, we officially opened our Contact Centre in August 2017. The new centre is the first in a series of technology upgrades to make it easier for our customers to communicate with us.

Our Contact Centre will deliver our vision to become a more contemporary, connected and customer focussed organisation. There are more customer service professionals at the new centre, and our customers can now have their enquiries resolved on a wide range of topics when they first contact us.

Since its launch in August 2017, the Contact Centre has received an average of 513 calls each day, with 62% of all calls being handled in the centre. This has allowed a faster response time for customer enquiries and improved the average wait. Since the launch, we've recorded an average wait time of just 25 seconds.

The Contact Centre launch has been part of our transformation program. Other key projects include developing a customer relationship management (CRM) system, supporting

online payments, a telephony upgrade, online planning application register and information management transformation.

Our online planning register was another key achievement of 2017/18. Introduced in January 2018, the new platform provides a self-service option for lodgement, viewing and paying for planning permits online.

The register received more than 600 applications in its first 6 months, saving a total of 900 staff hours in the planning application process, and passing on the savings to our community. Find out more: manningham.vic.gov.au/planning-register

We are continuing to improve the ways our community can talk to us. Find out more: manningham.vic.gov.au/talk-to-us



Our governance system





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How we govern

Manningham Council is a public statutory body constituted under the *Local Government Act 1989* (the Act). Our purpose is to provide leadership for the municipal district and our local community. The elected Council is the formal decision-making body and consists of 9 Councillors. The administration of the organisation is headed by our CEO.

As an organisation, we have a number of roles:

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

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

Governance framework

We value good governance as it ensures we operate effectively, efficiently, impartially and with integrity. We use good governance principles – making decisions based on expert advice, adhering to processes and systems, and having our officers implement these decisions appropriately and in good time.

There are 2 types of governance in our operations:

- democratic: elected Councillors and the authority they have to make decisions

- corporate: the way the organisation is run and the framework its systems and processes operate within.

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

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

- voting for Councillors every 4 years
- writing to, emailing or calling Councillors
- making submissions on our budget each year and Council Plan every 4 years
- participating in public forums like question time at a Council meeting
- participating in surveys, focus groups, workshops and other consultation activities
- logging onto yoursaymanningham.com.au and commenting on the plans and projects listed there
- making submissions on major projects that are advertised throughout the year.

Find out more: yoursaymanningham.com.au

Democratic governance

Decisions

Formal decision-making processes are conducted through the formal, regular meetings of our Councillors. At these meetings, our officers submit reports on matters for the Council to consider. These matters can include planning permit applications, strategic land use and development planning, community services, health and local laws, road and traffic management, and administration and finance.

To ensure the efficient day-to-day operations of the organisation, the Council delegates most of its decision-making powers to staff. These delegations are exercised by specialists in their field and in accordance with our policies.

We have a CEO whose role includes:

- establishing and maintaining an appropriate organisational structure
- overseeing our day-to-day operations
- ensuring that Council decisions are implemented without delay.

The CEO's performance is reviewed annually.

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

Council meetings

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

Special meetings may also be called to deal with urgent matters. All meetings are conducted in accordance with Manningham's Meeting Procedure Law. The schedule of meetings, agendas and minutes are available at manningham.vic.gov.au.

In 2017/18, there were 13 Ordinary Meetings of Council and 1 Special Meeting. The table below provides a summary of Councillor attendance at these meetings.

Council meetings held 1 July 2017–30 June 2018:

Councillor	Ordinary	Special
Cr Anna Chen	13 out of 13	1 out of 1
Cr Andrew Conlon (Mayor from 9 Nov 2017)	13 out of 13	1 out of 1
Cr Sophy Galbally	12 out of 13	1 out of 1
Cr Geoff Gough	12 out of 13	1 out of 1
Cr Dot Haynes	13 out of 13	1 out of 1
Cr Michelle Kleinert (Mayor 1 July 2016–9 Nov 2017) (Deputy Mayor from 9 Nov 2017)	13 out of 13	1 out of 1
Cr Paul McLeish	13 out of 13	1 out of 1
Cr Paula Piccinini	13 out of 13	1 out of 1
Cr Mike Zafiroopoulos AM (Deputy Mayor 1 July–9 Nov 2017)	13 out of 13	1 out of 1

Strategic briefing sessions (SBS)

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

Committees

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

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

The table below shows the committee appointments that were made by the Council on 9 November 2017. These appointments are reviewed on an annual basis.

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

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

External Committee	Appointees
<ul style="list-style-type: none"> • Eastern Affordable Housing Alliance 	Cr Andrew Conlon
<ul style="list-style-type: none"> • Eastern Transport Coalition 	Cr Anna Chen
<ul style="list-style-type: none"> • Metropolitan Transport Forum 	Cr Paul McLeish
<ul style="list-style-type: none"> • Metropolitan Local Government Waste Forum 	Cr Dot Haynes
<ul style="list-style-type: none"> • Municipal Association of Victoria 	Cr Mike Zafiropoulos AM Cr Paul McLeish – Substitute
<ul style="list-style-type: none"> • Northern Alliance for Greenhouse Action (NAGA) Executive Committee 	Cr Sophy Galbally
<ul style="list-style-type: none"> • Victorian Local Governance Association 	Cr Sophy Galbally Cr Mike Zafiropoulos AM – Substitute
<ul style="list-style-type: none"> • Whitehorse Manningham Regional Library Corporation 	Cr Anna Chen Cr Geoff Gough

Code of conduct

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

The *Local Government Act 1989* requires that a person elected to be a Councillor is not capable of acting as a Councillor until they have read and declared that they will abide by the Councillor Code of Conduct. Following the Council elections held in October 2016, all Councillors declared that they would abide by the code.

Find out more at manningham.vic.gov.au/open-government or at the Manningham Civic Centre, 699 Doncaster Road, Doncaster.

Conflicts of interest

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

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

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

During 2017/18, 3 conflicts of interest were declared at Council meetings. These are listed below.

- **26 September 2017:** Cr Andrew Conlon declared a conflict of interest for item 11.2 concerning North East Link Proposal – Council's Response. **Interest:** an indirect interest due to close association.
- **26 September 2017:** Cr Paula Piccinini declared a conflict of interest for Item 10.7 concerning the Ruffey Creek Linear Park Management Plan. **Interest:** an indirect interest due to residential amenity.
- **27 March 2018:** Cr Michelle Kleinert declared a conflict of interest for Item 9.3 concerning planning application PL16/026253 at 121-125 James Street Templestowe. **Interest:** a direct interest and an indirect interest due to close association.

Assembly of Councillors

The *Local Government Act 1989* defines an Assembly of Councillors as any scheduled meeting between 5 or more of Manningham's Councillors and at least 1 Council officer that considers matters intended or likely to come before the Council for decisions.

In addition, a meeting of an advisory committee that has 1 or more Councillors as members is an Assembly of Councillors. A record of meetings that were Assemblies of Councillors is tabled at each ordinary meeting of Council. It discloses business items, those Councillors and officers present, and any declarations of conflict of interest.

Councillor allowances

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

Current allowances for Mayors and Councillors across Victoria increased on 1 December 2017 by 2%. This was the annual adjustment as determined by the Minister for Local Government and permitted under section 73B of the *Local Government Act 1989*.

In 2017/18, the allowances, including 9.5% superannuation, were set at:

- Mayor, \$85,467
- Councillors, \$27,622.

Councillor expenses

There is an annual councillor expenses budget of \$10,455 per Councillor and \$12,546 for the Mayor. This budget is all inclusive and covers conferences, training, travel, child minding and telephones. Councillors are expected to operate within their individual budget. Council may also reimburse Councillors for any necessary out of pocket expenses they incur while performing their duties as a Councillor.

Table 4 shows the budgeted and actual expenses for 2017/18.

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

■ Table 4: Councillor Expenses for 2017/18

	Travel	Car mileage	Childcare	Information and communication	Conferences and training	Total
Cr Anna Chen	\$1,771.18	\$1,472.64	\$0.00	\$0.00	\$3,520.10	\$6,763.92
Cr Andrew Conlon (Mayor)	\$1,629.50	\$2,190.38	\$0.00	\$873.19	\$5,075.49	\$9,768.56
Cr Sophy Galbally	\$740.34	\$3,042.68	\$0.00	\$904.25	\$1,217.24	\$5,904.51
Cr Geoff Gough	\$2,884.36	\$1,801.59	\$0.00	\$3,045.68	\$2,423.68	\$10,155.31
Cr Dot Haynes	\$1,677.12	\$3,510.06	\$0.00	\$953.54	\$1,911.73	\$8,052.45
Cr Michelle Kleinert (Deputy Mayor)	\$790.43	\$0.00	\$0.00	\$1,158.47	\$3,837.28	\$5,786.18
Cr Paul McLeish	\$564.83	\$1,879.11	\$0.00	\$550.26	\$399.93	\$3,394.13
Cr Paula Piccinini	\$1,589.29	\$667.93	\$0.00	\$272.73	\$1,069.37	\$3,599.32
Cr Mike Zafiroopoulos AM	\$1,400.36	\$4,172.99	\$0.00	\$1,329.73	\$1,962.41	\$8,865.49

Corporate governance

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

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

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

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

Senior officers

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

management responsibilities that report directly to the CEO, or any other employee whose total annual remuneration exceeds \$145,000.

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

At 30 June 2018, we had 34 senior officers, with total remuneration of \$5.85 million.

In May 2012, Council resolved to disclose in our Annual Report the total remuneration of our 5 highest remunerated employees, including contract duration, salary and benefits entitlements.

■ Table 5: Remuneration of our highest remunerated senior officers

Name and Position	Date commenced position	Current contract expires	Total remuneration
Warwick Winn CEO	11 April 2016	11 April 2019	\$330,000
Leigh Harrison Director Assets and Engineering	9 March 2010	9 March 2020	\$265,180
Angelo Kourambas Director City Planning	19 February 2018	19 February 2023	\$265,000
Philip Lee Director Shared Services	16 December 2013	16 December 2023	\$257,794
Dario Bolzonello Manager Strategic Projects	9 August 2010	20 July 2022	\$206,979

Employee code of conduct

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

- act impartially
- act with integrity including avoiding conflicts of interest
- accept accountability for results
- provide responsive service.

Our employee code of conduct contains 30 elements structured around the requirements of *Local Government Act 1989*. All new employees are given a copy of it when they start work with us.

Our code defines the high standards of ethical behaviour we expect of all our employees when dealing with customers, our community and each other.

In 2017/18, Manningham started working on refreshing our employee code of conduct to better align it with our brand and new organisational values, which are:

- **w**orking together
- **e**xcellence
- **a**ccountable
- **r**espectful.
- **e**mpowered

Fraud and corruption control

As we are the custodian of significant public funds and assets, it is important that our community is confident that these are protected from fraud. In December 2017, we adopted an updated Fraud and Corruption Policy and a Fraud and Corruption Control Plan.

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

Management

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

The *Local Government (Planning and Reporting) Regulations 2014* require us to assess our performance against the prescribed governance and management checklist. Our report against this checklist for this year is on page 135.

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

Audit committee

Our audit committee is made up of 2 Councillor representatives and 3 independent members, 1 of whom is the chair.

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

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

The committee's role is to contribute to our strategic and annual audit plans, monitor how the plans are being implemented, and to review the processes and findings of external audits.

■ [Table 6: Audit committee members](#)

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

The committee chair receives \$10,500 each year in remuneration for their role and general committee members receive \$7,000.

Others that attend committee meetings are key management officers like the CEO, Executive Manager People and Governance, Director Shared Services, and Group Manager Financial Services, as well as our Internal Auditor.

The committee typically meets quarterly, with a 5th special meeting to review the annual financial and performance statements. The Auditor General's agent attends the special meeting to report on any matters of significance in relation to the financial statements.

During this financial year, audit committee chair Ms Glab presented 6 monthly reports to Councillors at SBSs on 21 November 2017 and 26 June 2018.

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

Internal audit

Internal auditing provides an independent and objective review and advisory service. It assesses whether the financial and operational controls we use are operating efficiently, effectively and ethically. In 2017/18, Pitcher Partners was the contractor that performed the internal audit.

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

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

In 2017/18, we reviewed:

- procurement (including data analysis)
- Councillor expenditure
- project management
- Community Partnership Grants
- fraud and corruption
- waste contract management.

External audit

Each year we are externally audited by the Victorian Auditor-General's Office (VAGO). For the 2017/18 financial year, our financial and performance statements were audited by a VAGO representative as required by the *Audit Act 1994*. These statements are provided in this Annual Report on page 152 and 202.

Risk management

Risk management is the identification, assessment, evaluation and treatment of unwanted risk. Our risk management framework combines organisational systems, processes, procedures and culture to protect the organisation and facilitate our successful pursuit of our strategies and objectives.

We are in the process of embedding our risk management framework across our organisation. We use a bespoke monitoring tool to measure our performance in the areas of:

- governance
- knowledge and ownership
- systems.

The process of rolling out the framework has 4 stages, as shown in the figure above. We have progressed to the 3rd stage, consolidation.

The key elements of our risk management framework are:

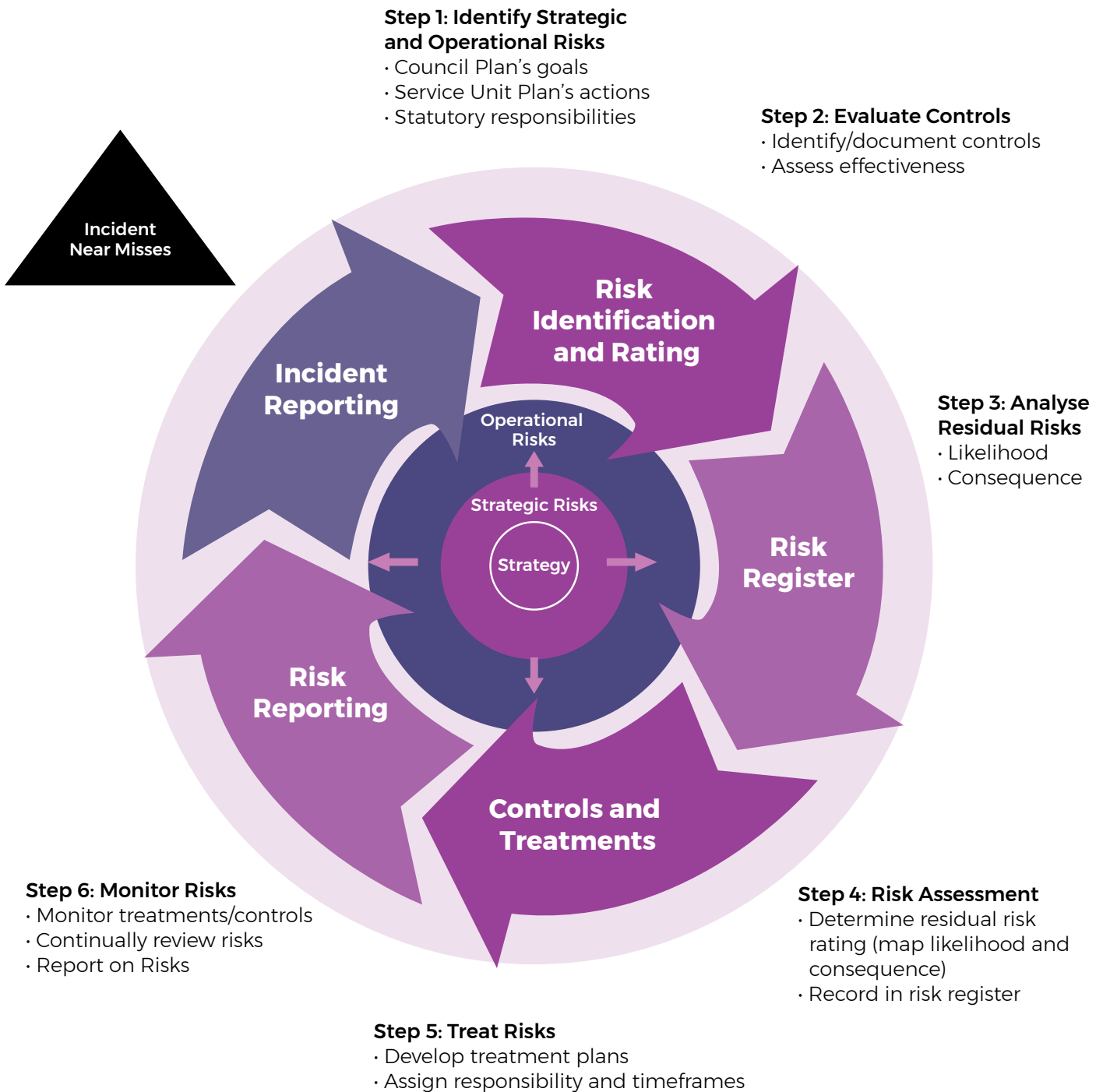
- risk management strategy
- risk management policy
- risk management assessment tool
- risk register
- risk reporting (risk management committee, independent audit committee and council)
- risk management incident and near miss procedure
- risk management cultural measurement tool
- risk management committee
- audit and risk committee.

This year we worked to build an organisational culture that ensures that effective risk management is embedded in all activities and business processes across all staff levels and locations. The risk management process is consistent with AS/NZS ISO 31000:2009 and is illustrated in Figure 14.

■ [Figure 13: Risk management cultural maturity model](#)



■ Figure 14: Manningham's risk management process



Compliance and assurance

This year, we began a program of 12 compliance reviews that test and continuously improve Manningham’s system controls. This new process is a fundamental element of our 3 lines of defence assurance model for risk management: management controls, risk management and compliance, internal audit and external audit. We report on the program every 6 months to the Risk Committee.

Occupational health and safety

Our 4 year Occupational Health and Safety (OHS) strategy aims to build a best practice culture so that we are resilient, disciplined, proactive, and empowered in the way we manage OHS. In 2017/18, we delivered the following OHS outcomes.

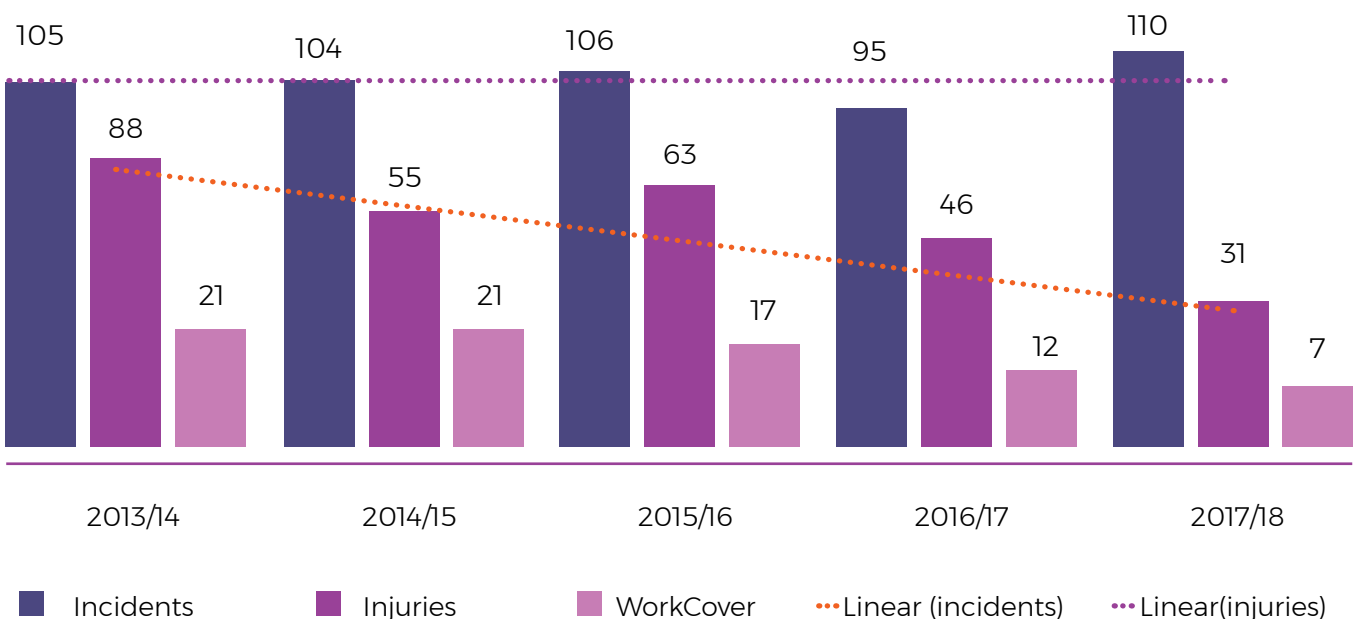
- Skilled leaders and teams creating a best practice safety culture: Reviewed and revised the My Health, My Life program, an early intervention program that identifies opportunities to improve employee safety; provided training to managers and supervisors on OHS obligations; developed a communication plan to regularly promote a safe and healthy workplace; rolled out an OHS e-learning module organisation wide, with a 93% completion rate.

- Contemporary and embedded OHS management system: Increased hazard management; completed a compliance audit, receiving a 95% compliant rating, and used the results to create an improvement plan; and conducted a consultative review of our existing OHS policies.
- OHS indicators driving continuous improvement: Increased monitoring of corrective actions and safety improvements; increased reporting on OHS performance and benchmarking against Local Government industry indicators; reviewed the use of technology to support our OHS system and identified improvement opportunities.

There were more hazards and incidents reported in 2017/18, compared with previous years. We have more people reporting and fewer injuries and claims being made – which shows that our safety culture is becoming more proactive.

As shown in Figure 15, our claims performance is much improved this year, with reduced lost work days and reduced costs per claim against industry comparison for local government.

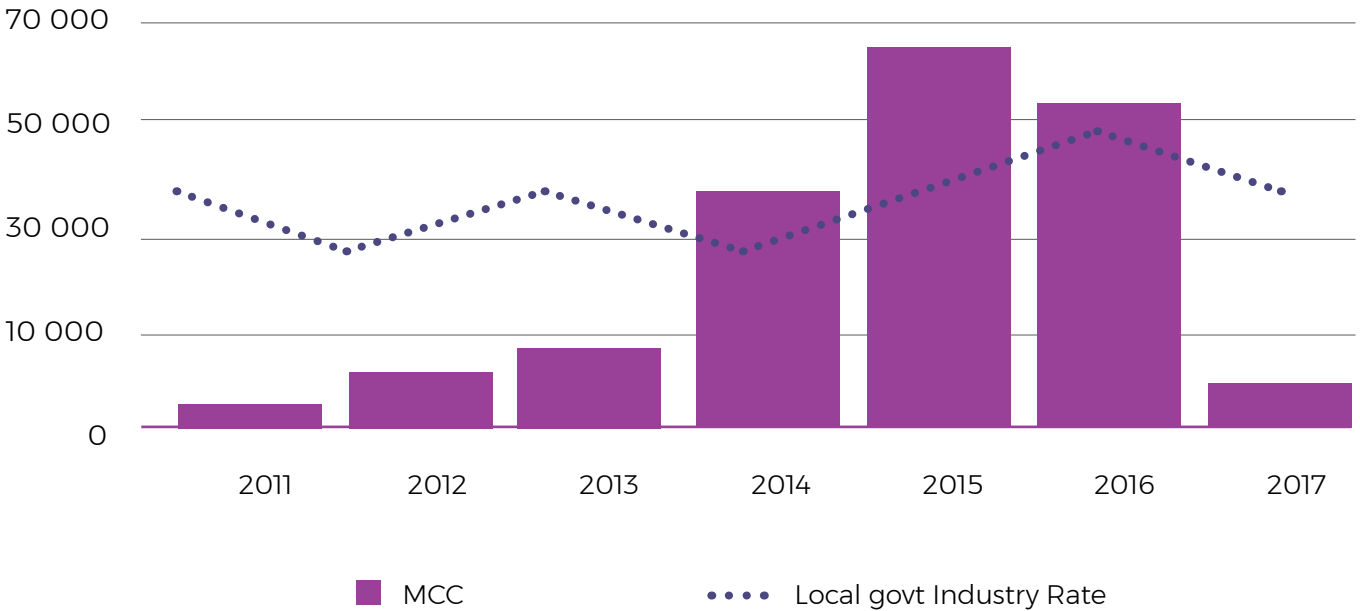
■ Figure 15: Incidents injuries and claims



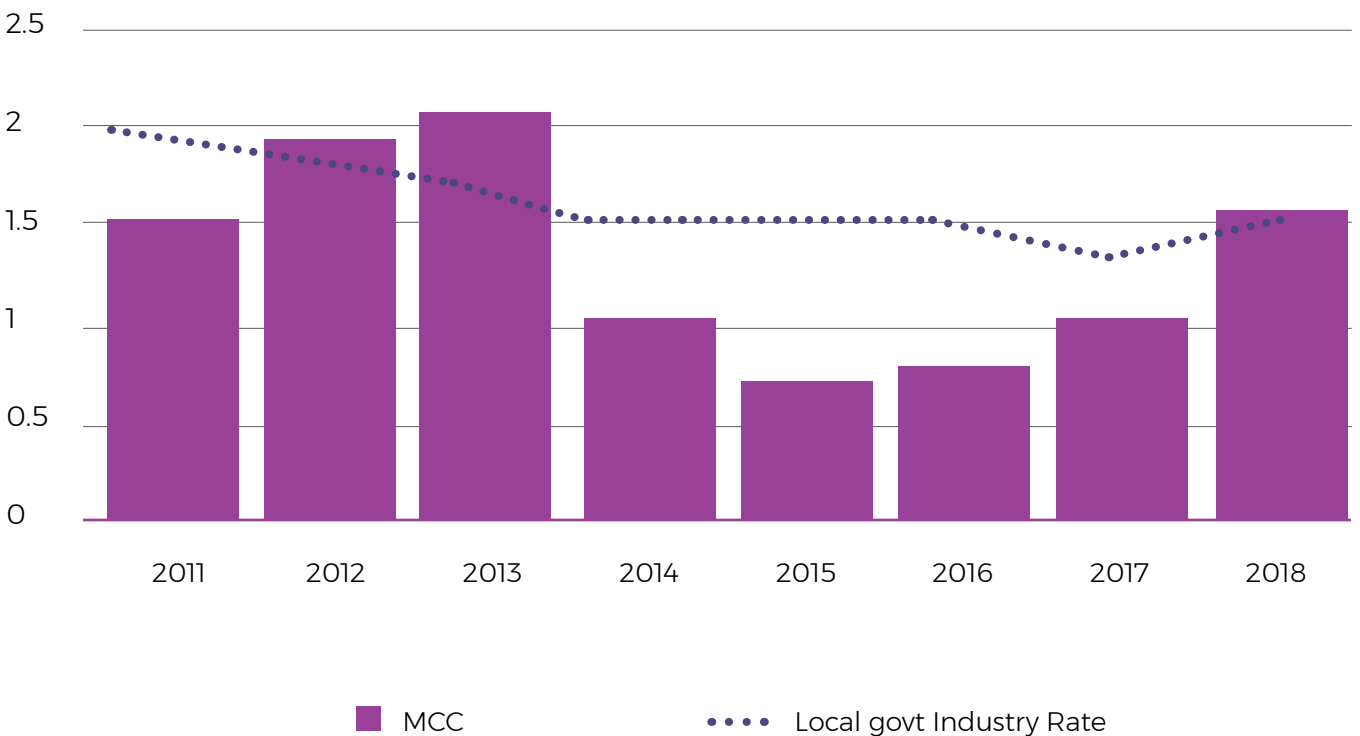
As shown in Figure 16, we expect that cost reductions from current claims performance will be seen in our 2019 WorkCover premium. As shown in Figure 17, Manningham’s current

high insurance premium is because of the long-term, complex claims made over the preceding 3 years.

■ Figure 16: Average cost per WorkCover claim



■ Figure 17: Premium rate compared to industry (\$ premium per \$100 wages)



Asset Management

We are responsible for infrastructure assets, such as buildings, roads, bridges, drainage, parks and recreational facilities. They represent a significant investment made over many generations to ensure that the assets and the services that we 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. We spend, on average, around \$16 million per year on refurbishing and renewing infrastructure assets.

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

Our approach to asset management forms part of a framework. This framework includes 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. These include our Asset Management Policy and Asset Management Strategy, which provide direction and guidance for the ongoing management of our assets. The framework also defines the principles and methodology on which the long term Capital Works Program is developed.

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

In 2017/18, we invested \$19.5 million in asset renewal. Highlights included:

- building restoration and refurbishment works at various Council-owned or managed buildings, including the Aquarena Aquatic and Leisure Centre, Warrandyte Senior Citizens, Templestowe Tennis Park Tennis Club, Wonga Park Preschool (Birch Memorial), Moresby Avenue Childcare, and Lower Templestowe Preschool – \$2.85 million
- road restoration and resealing works including: Dudley Road, Wonga Park and Porter Street (East), Doncaster East; and other road-related infrastructure like kerb and channel, car parking, footpaths and drainage pits – \$5.39 million
- restoring and renewing our open space and recreational assets, including fencing, water services, floodlighting, playspaces, sportsgrounds and streetscapes – \$2.79 million
- ongoing replacement of our fleet of vehicles and mobile plant items – \$1.94 million
- drainage upgrades, including Marcus Road, Granada Avenue and Pinnacle Crescent – \$1.7 million
- new footpath construction works, including Stages 1 and 2 of Serpells Road – \$895,000.

National Asset Management Assessment Framework (NAMAF)

Manningham participates in, and is a strong advocate of, the MAV Step Asset Management Program (Step Program). The Step Program was established to raise awareness, assist councils with asset management and to support a 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 NAMAF.

NAMAF is being used nationally to support local governments to improve their asset management planning and performance, and to assist councils to achieve a 'core' or 'advanced' level of asset management maturity within their organisation.

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

A summary of our performance against the NAMAF scorecard for 2017/18 is outlined in the table below. It also includes a comparison with other outer metropolitan councils.

Key asset management elements	Outer metropolitan average score	Manningham
Strategic planning	Excellence (100%)	Excellence (100%)
Annual Budget	Excellence (100%)	Excellence (100%)
Annual report	Excellence (100%)	Excellence (100%)
Asset management policy	Excellence (100%)	Excellence (100%)
Asset management strategy	Excellence (100%)	Excellence (100%)
Asset management plans	Excellence (90%)	Excellence (100%)
Governance and management	Excellence (95%)	Excellence (100%)
Levels of service	Excellence (75%)	Excellence (100%)
Data and systems	Excellence (95%)	Excellence (97%)
Skills and processes	Excellence (97%)	Excellence (98%)
Evaluation	Excellence (90%)	Excellence (100%)

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

We will continue to implement the Step Program in 2018/19.

Governance and management checklist

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

Governance and management items	Assessment
Community engagement policy (policy outlining Council's commitment to engaging with the community on matters of public interest)	Current policy in operation Date of operation 30 July 2016
Community engagement guidelines (guidelines to assist staff to determine when and how to engage with the community)	Current guidelines are not in operation Council is developing a new guide as a key priority.
Strategic Resource Plan (plan under section 126 of the Act outlining the financial and non-financial resources required for at least the next 4 financial years)	Plan adopted in accordance with section 126 of the Act Date of adoption: 27 June 2017
Asset management plans (plans that set out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)	Current plans in operation: <ul style="list-style-type: none"> • Drainage Management Plan 31 July 2007 • Roads Management 28 August 2012 • Building Management Plan 28 August 2012 • Parks Management Plan 28 August 2012
Rating strategy (strategy setting out the rating structure of Council to levy rates and charges)	Current strategy in operation Date of operation: 26 June 2007
Risk policy (policy outlining Council's commitment and approach to minimising the risks to Council's operations)	Current policy in operation Date of operation: 15 December 2015
Fraud policy (policy outlining Council's commitment and approach to minimising the risk of fraud)	Current policy in operation Date of operation: 27 January 2015
Municipal emergency management plan (plan under section 20 of the <i>Emergency Management Act 1986</i> for emergency prevention, response and recovery)	Prepared and maintained in accordance with section 20 of the <i>Emergency Management Act 1986</i> Date of preparation: 15 March 2016

<p>Procurement policy (policy under section 186A of the <i>Local Government Act 1989</i> outlining the matters, practices and procedures that will apply to all purchases of goods, services and works)</p>	<p>Prepared and approved in accordance with section 186A of the Local Government Act Date of approval: 25 June 2018</p>
<p>Business continuity plan (plan setting out the actions that will be taken to ensure that key services continue to operate in the event of a disaster)</p>	<p>Current plan in operation Date of operation: 21 July 2017</p>
<p>Disaster recovery plan (plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)</p>	<p>Current plan in operation Date of operation: 21 July 2017</p>
<p>Risk management framework (framework outlining Council's approach to managing risks to the Council's operations)</p>	<p>Current framework in operation Date of operation: 25 July 2017</p>
<p>Audit Committee (advisory committee of Council under section 139 of the Act whose role is to oversee the integrity of a Council's financial reporting, processes to manage risks to the Council's operations and for compliance with applicable legal, ethical, and regulatory requirements)</p>	<p>Committee established in accordance with section 139 of the Act Date of establishment: 13 January 1998</p>
<p>Internal audit (independent accounting professionals engaged by the Council to provide analyses and recommendations aimed at improving Council's governance, risk and management controls)</p>	<p>Internal auditor engaged Date of engagement: 6 October 2016</p>
<p>Performance reporting framework (a set of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 131 of the Act)</p>	<p>Current framework in operation Date of operation: 27 June 2017</p>
<p>Council Plan reporting (report reviewing the performance of the Council against the Council Plan, including the results in relation to the strategic indicators, for the first six months of the financial year)</p>	<p>Current report Date of report: 7 February 2018</p>
<p>Financial reporting (quarterly statements to Council under section 138 of the Act comparing budgeted revenue and expenditure with actual revenue and expenditure)</p>	<p>Quarterly statements presented to Council in accordance with section 138(1) of the Act:</p> <ul style="list-style-type: none"> • Quarter 1 Report: 28 November 2017 • Quarter 2 Report: 27 March 2018 • Quarter 3 Report: 22 May 2018 • Quarter 4 Report: 25 September 2018

<p>Risk reporting (6 monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies)</p>	<p>Reports prepared and presented: Dates of reports: 25 July 2017 and 27 March 2018</p>
<p>Performance reporting (six-monthly reports of indicators measuring the results against financial and non-financial performance, including performance indicators referred to in section 131 of the Act)</p>	<p>Reports prepared and presented:</p> <ul style="list-style-type: none"> • Quarter 2 Report 27 February 2018 • Quarter 4 Report 30 July 2018
<p>Annual Report (annual report under sections 131, 132 and 133 of the Act to the community containing a report of operations and audited financial performance statements)</p>	<p>Annual Report considered at a meeting of Council in accordance with section 134 of the Act Date of consideration: 13 September 2017</p>
<p>Councillor Code of Conduct (Code under section 76C of the Act setting out the conduct principles and the dispute resolution processes to be followed by Councillors)</p>	<p>Code of conduct reviewed in accordance with section 76C of the Act Date reviewed: 21 February 2017</p>
<p>Delegations (a document setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff)</p>	<p>Delegations reviewed in accordance with section 98(6) of the Act Date reviewed: 28 March 2017</p>
<p>Meeting procedures (a local law governing the conduct of meetings of Council and special committees)</p>	<p>Meeting procedures local law made in accordance with section 91(1) of the Act Date local law made: 12 December 2017</p>

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



Jill Colson

Acting Chief Executive Officer

Dated: 11 September 2018



Cr Andrew Conlon

Mayor

Dated: 11 September 2018

Statutory information

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

Documents available for public inspection

In accordance with Regulation 12 of the Local Government (General) Regulations 2015, below is a list of the documents that you can request to inspect at the Manningham Civic Centre at 699 Doncaster Road, Doncaster, from 8.00am to 5.00pm, Monday to Friday.

- Details of overseas or interstate travel (with the exception of interstate travel by land for less than 3 days) undertaken in an official capacity by Councillors or any member of our staff in the previous 12 months.
- Agendas for and minutes of meetings of ordinary and special Council Meetings held in the previous 12 months, excluding confidential information considered at a meeting closed to the public.
- Minutes of meetings of any special committees established under section 86 of the *Local Government Act 1989*, excluding confidential information considered at a meeting closed to the public.
- Register of delegations kept in accordance with the *Local Government Act 1989*.
- Register of all leases involving land that Manningham entered into as lessor.
- Register of authorised officers.
- List of grants and donations Manningham made during the financial year.
- An operating statement, a statement of financial position and notes to the financial statements.
- A copy of election campaign donation returns received following the most recent Manningham elections.

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

Best value

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

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

We have a multi-pronged approach to capturing best value across our activities. Firstly, as part of our business-as-usual operations, we plan and capture all best value activity by reporting in relation to the best value principles in every report, business case and capital works proposal presented to the EMT and Councillors.

Secondly, we completed a comprehensive transformation program to streamline how we interact with our customers. Projects completed as part of this program were:

- technology refresh project replacing outdated desktop computers with more efficient notebook computers
- mapped business processes and updated software to comply with new infringement reforms legislation
- print optimisation
- implemented Infocouncil, a specialised software package for local governments

- Records Management Transformation Project Phase 1
- risk and audit management systems
- adoption of invoice scanning for accounts payable
- livestreaming Council meetings on Facebook.

Carers recognition

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

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

- displaying posters in our customer service reception at our Aged and Disability Support Services unit at Manningham Civic Centre
- providing information on our website for carers, including information about support groups for carers manningham.vic.gov.au/ageing-well-carers
- providing information about the Act in our Community Care Program guidelines to our customers in Home and Community Care Program for Younger People (HACC PYP) and Commonwealth Home Support Programme
- providing respite care support – in home and community based, regular and occasional
- providing free attendance for carers accompanying care recipients to selected seniors events
- providing information to and supporting client carers transitioning to the NDIS.
- We have also taken all practicable measures to ensure our staff, agents and volunteers are aware of the principles of and their obligations under the Act by providing information on the care relationship by:
 - providing information about the Act to HACC PYP clients and disability services through the Council's Community Care Program Guidelines
 - referring to the Act in our Discrimination, Harassment and Bullying Policy

- including carer's leave in the current Manningham City Council Enterprise Agreement 7, 2017.

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

- **Respite care support:** in home and community based, regular and occasional, and school holiday through the Manningham Activities for Special Kids (MASK) program.
- **Continued to run the Pathways for Carers project,** a peer support monthly walking program designed for carers of people with a disability or mental health issue. Monthly walks have been held since October 2016. They are followed by a meeting at a local café with a guest speaker, discussing various topics relevant to carers.
- **The Aquarena Aquatic and Leisure Centre continued to accept the Carer Card,** giving carers concession aquatics entry and membership rates. The Companion Card gives carers free entry while working in their role as a carer.

Contracts

During 2017/18, we procured 1 contract valued at \$150,000 or more for services, or \$200,000 or more for works or more of a kind specified in section 186 of the *Local Government Act 1989*:

- specialist resource for various corporate technology projects.

For inspection or further details please contact procurement@manningham.vic.gov.au

Disability Action Plan

In accordance with section 38 of the *Disability Act 2006*, Manningham has a Disability Action Plan, which we have called a Disability Access and Inclusion Plan. In this Annual Report, we report on how well we have implemented our plan. Our actions under the plan for 2017/18 are listed below.

- **Access and Equity Advisory Committee** met bi monthly. The committee gives us advice on local issues, service delivery, and planning for improved access, equity and inclusion within Council and the wider community.
- **The new Mullum Mullum Stadium** opened with a Changing Places facility – the first of its kind in Manningham that provides accessible full sized change tables, hoists and toilets, as well as future workplace training opportunities for people with disabilities. After receiving State Government funding for it, Manningham will build another Changing Places facility at the Wombat Bend Playspace for all abilities at Finns Reserve in Templestowe Lower.
- **Pathways for Carers** walking groups met monthly in Manningham, with guest presenters on careers for carers of people with disabilities and mental health issues.
- **The Building Equitable Employment Network** hosted bi monthly gatherings, bringing together individuals and organisations working towards inclusive employment for people with disabilities.
- **The Inclusion@Work initiative partnered with Get Skilled Access** and the Manningham Business Network to talk to local businesses about the cultural and economic benefits of employing people with a disability. On 8 May 2018, we delivered an event that 165 local businesses attended. Get Skilled Access delivered free online training to these businesses for 12 months.
- Get Skilled Access Founder, Paralympian Dylan Alcott, delivered **Champions of Change** face to face training to 48 of our staff members. Dylan engaged staff on disability inclusion, working with people with a disability, universal design and access culture, culture and language for accessibility, employing people with a disability, and workplace accessibility.

Freedom of Information

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

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

In 2017/18, we received 13 valid FOI requests and all were processed and completed during 2017/18. The results were that:

- full access was granted for 3 requests
- partial access was granted for 6 requests
- no documents were found or did not exist for 2 requests
- documents were provided outside the FOI Act for 1 request
- 1 request was withdrawn by the applicant.

An additional 13 FOI applications were received in 2017/18, but were not processed as they did not comply with the requirements outlined under section 17 of the FOI Act. Reasons include non-payment of the application fee, or no response from applicants after seeking clarification.

There were no requests to the Office of the Victorian Information Commissioner for internal review of any decision we made in 2017/18. There were no applications for review lodged with VCAT relating to requests we processed in 2017/18.

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

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

Information privacy

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

We work hard to fully comply with our obligations under the *Privacy and Data Protection Act 2014* and the *Health Records Act 2001*. Complaints we received under these Acts in 2017/18 are outlined below.

- *Privacy and Data Protection Act 2014*: 3 complaints were received and investigated.

All were investigated internally and we found no evidence of a breach of the Information Privacy Principles (IPPs) under the Act.

- Health Records Act 2001: no complaints were received or investigated.

No complaints were lodged in 2017/18 about our handling of personal information with the Office of Victorian Information Commissioner or the Health Complaints Commissioner.

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

Our Healthy City Strategy 2017–2021

We developed our Healthy City Strategy 2017–2021 using an integrated planning approach with Manningham’s Council Plan 2017–2021. The strategy works towards our vision and healthy community goals. It also outlines our legislative responsibility to prepare, implement and evaluate this plan every 4 years.

Our key achievements in this area in 2017/18 were:

- enhanced collaboration and partnerships improving effectiveness, efficiency, minimising duplication and improving service access e.g. Manningham Learns and Manningham Youth Alliance
- over \$1.7 million of community funding delivered to enhance programs and services
- more primary prevention and early intervention initiatives delivered based on evidence and community consultation
- strengthened strategic direction on key social issues, such as diversity and inclusion, children, youth and family services, and

seniors, through reviewing and updating strategic documents

- increased the capacity of community and key stakeholders on health and well-being and social issues impacting Manningham
- strengthened our focus on collaboration to build community connectedness
- a shift to delivering initiatives in a more targeted way to schools, sporting clubs and traders, improving impacts and sustainability of outcomes
- a clearer strategic framework and better alignment across the organisation, resulting in more internal collaboration and improved integrated planning, reporting and effectiveness and efficiency in delivery
- greater opportunities for our community to consult and influence our strategic direction through the Community Panel, advisory committees and the annual Youth Summit.

Domestic Animal Management Plan

In accordance with the *Domestic Animals Act 1994*, we prepare a Domestic Animal Management Plan every 4 years. We evaluate how well we have implemented the plan in our Annual Report.

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

Table 7 shows our performance this year against the plan.

■ [Table 7: 2017/18 performance against the Domestic Animal Management Plan](#)

Topic	Actions in plan		
	Total	Complete	To be completed
Registration/identification	23	17	6
Nuisance complaints	29	22	7
Dog attacks	13	13	0
Declared dogs	10	9	1
Overpopulation euthanasia rates	15	6	9
Domestic animal businesses	10	9	1
Staff training	13	13	0
Other matters	10	7	3

Community Local Law

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

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

Protected Disclosure Procedures

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

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

In 2017/18, Manningham did not refer any protected disclosures to the Independent Broad based Anti corruption Commission (IBAC).

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

Road Management Act – Ministerial Directions

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

Council did not receive ministerial directions during the 2017/18 year.

Infrastructure and development contributions

In accordance with section 46GM and 46QD of the *Planning and Environment Act 1987*, we need to provide a report to the Minister for Planning on our infrastructure and development contributions, including levies and works in kind during 2017/18.

Table 8, Table 9, Table 10 and Table 11 outline infrastructure and development contributions for 2017/18.

Development Contributions Plan (DCP)

■ Table 8: Total DCP levies received in 2017/18

DCP name (year approved)	Levies received in 2017/18 financial year \$
Doncaster Hill Development Contributions Plan 2005	\$788,904
Total	\$788,904

■ Table 9: DCP land, works, services or facilities accepted in-kind in 2017/18

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

■ Table 10: Total DCP contributions received and expended to date

DCP name (Year approved)	Total Levies received \$	Total levies expended \$	Total works-in-kind accepted \$	Total DCP contributions received (levies and works-in-kind) \$
Doncaster Hill Development Contributions Plan 2005	\$4,319,054*	\$4,319,054	\$0	\$4,319,054
Total	\$4,319,054*	\$4,319,054	\$0	\$4,319,054

■ Table 11: Land, works, services or facilities delivered in 2017/18 from DCP levies collected

Project description	Project ID	DCP name (year approved)	DCP fund expended \$	Works in kind accepted \$	Our contribution \$	Other contributions \$	Total project expenditure \$	Percentage of item delivered
NIL projects delivered in 2017/18								

**Note: The 2016/17 Manningham Council Annual Report incorrectly reported Doncaster Hill Development Contributions Plan income as \$15,745,850 and expenditure as \$19,493,287. In 2016/17, the total development contributions income and expenditure amount should have been \$3,530,150. The correct figures for 2017/18 are included in Table 10.*

Financial report





Civic Centre

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Guide to our Financial Report

This guide will help you to understand and analyse Manningham's Financial Report. Some terms required by Australian Accounting Standards are unfamiliar to most readers, and some of the generally recognised terms used in private sector company reports are rephrased to be more appropriate for a local government body's report. The Financial Report is one of Manningham's key reports as it shows how we performed financially this year and a snapshot of our financial position at 30 June 2018.

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

What is in the Financial Report?

Council's Financial Report has 2 main sections:

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

Comprehensive income statement

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

- the sources of Council's revenue under various income headings

- the expenses incurred in running the Council during the year. These expenses relate only to the Operations' and do not include the cost associated with capital purchases or the building of assets.

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

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

Balance sheet

This 1-page summary is a snapshot of the financial situation as at 30 June 2018. It shows what the Council owns as assets and what it owes as liabilities. The bottom line of this statement is net assets, or equity, and this is the net worth of Council which has been built up over many years. The assets and liabilities are further separated into current and non-current categories.

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

The components of the Balance Sheet are:

Current and non-current assets

- Cash and cash equivalents includes cash and investments, i.e. cash held in the bank and in petty cash and the market value of Council's investments.
- Trade and other receivables are monies owed to Council by ratepayers and others.
- Other financial assets include term deposits with financial institutions ranging from 3 to 12 months.
- Non-current assets held for sale contains land and buildings which have been approved for sale by Council.
- Other assets are pre-payments of next year's expenses and monies owed to Council, other than from trading, that are not yet received.
- Financial assets refers to term deposit investments with a term of between 3 and 12 months and security deposits held by Council.
- Investment in associates refers to Council's equity share in the Whitehorse Manningham Regional Library Service.
- Property, infrastructure, plant and equipment is the largest component of Council's worth and represents the value of all the land, buildings, roads, vehicles, equipment, etc. which has been built up by Council over many years.
- Intangible assets are assets that have no physical form such as computer software and licences.

Current and non-current liabilities

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

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

Net assets

This term is used to describe the difference between the value of Total Assets and the value of Total Liabilities. It represents the net worth of Council as at 30 June.

Total equity

This always equals net assets. It is made up of the following components:

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

Statement of changes in equity

During the course of the year the value of total equity, as set out in the balance sheet, changes. This statement shows the values of such changes and how these changes arose. The main reasons for a change in equity stem from:

- the surplus for the year is the value that income exceeded operating costs as described in the Comprehensive Income Statement
- net asset revaluation increment reflects the change in the replacement value of assets
- transfer of monies to or from Council's reserves shows the money withdrawn from reserves and used during the year, or placed into reserves for future use.

Cash Flow Statement

The Cash Flow Statement summarises Council's cash payments and cash receipts for the year. This statement is presented according to Australian Accounting Standards and needs some care in analysis.

The values may differ from those shown in the Comprehensive Income Statement because the Comprehensive Income Statement is prepared on an accrual accounting basis and the Cash Flow Statement is based on the timing of cash receipts and payments.

Cash in this statement refers to bank deposits with a term of 3 months or less and other forms of highly liquid investments that can readily be converted to cash, such as cash invested with banks. Council's cash arises from, and is used in, 3 main areas:

Cash flows from operating activities

- All cash received into Council's bank account from Ratepayers and others who owed money to Council. Receipts also include the interest earnings from Council's cash investments. It does not include the costs associated with the sale of assets.
- Payments. All cash paid by Council from its bank account to staff, creditors and other persons. It does not include the costs associated with the creation of assets.

Cash flows from investing activities

- This section shows the cash invested in the creation or purchase of property, infrastructure, plant and equipment assets and the cash received from the sale of these assets.

Cash Flows from Financing Activities

- This is where the receipt and repayment of borrowed funds are recorded.
- The bottom line of the Cash Flow Statement and the Cash and Cash Equivalents at the end of the financial year.

Statement of Capital Works

This statement summarises expenditures associated with capital purchases in the asset classes prescribed by the Regulations as part of the Capital Works Program.

There are 4 main classes of assets:

- property: includes land and buildings purchased during the year
- plant: machinery and other assets – includes non-infrastructure assets like computers, artworks, furniture and fixtures
- infrastructure: this is where the bulk of Capital Works Program is allocated. This asset class includes roads, drainage, parks, open space and recreational community facilities
- intangible assets: represents costs associated with computer software and licences.
- The last section of the statement provides a breakdown of the total capital expenditures into:
 - new: represents expenditure on new asset to meet current or additional service level requirements
 - renewal: restores or replaces an existing asset that returns the service of the asset to its original capacity
 - expansion: extends the capacity of an existing asset to provide an additional level of service and benefits to new users while maintaining the same standard for existing users
 - upgrade: enhances an existing asset to provide a higher level of service and increases the life of the asset.

Notes to the Financial Statements

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

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

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

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

Statements by Principal Accounting Officer and Councillors

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

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

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

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

The Victorian Auditor-General is Council's auditor.

Manningham

Annual Financial Report

For the Year Ended 30 June 2018

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Certification of the Financial Statements

In my opinion, the accompanying financial statements has been prepared in accordance with the *Local Government Act 1989*, the *Local Government (Planning and Reporting) Regulations 2014*, Australian Accounting Standards and other mandatory professional reporting requirements.



Kevin Ayre CPA

Principal Accounting Officer

11 September 2018

Doncaster

In our opinion, the accompanying financial statements present fairly the financial transactions of Manningham City Council for the year ended 30 June 2018 and the financial position of Council as at that date.

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

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



Andrew Conlon

Mayor

11 September 2018

Doncaster



Michelle Kleinert

Deputy Mayor

11 September 2018

Doncaster



Jill Colson

Acting Chief Executive Officer

11 September 2018

Doncaster

Auditor General's report



Independent Auditor's Report

To the Councillors of Manningham City Council

Opinion	<p>I have audited the financial report of Manningham City Council (the council) which comprises the:</p> <ul style="list-style-type: none"> • balance sheet as at 30 June 2018 • comprehensive income statement for the year then ended • statement of changes in equity for the year then ended • statement of cash flows for the year then ended • notes to the financial statements, including significant accounting policies • certification of the financial report. <p>In my opinion the financial report presents fairly, in all material respects, the financial position of the council as at 30 June 2018 and their financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 6 of the <i>Local Government Act 1989</i> and applicable Australian Accounting Standards.</p>
Basis for Opinion	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the Financial Report</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the financial report in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
Councillors' responsibilities for the financial report	<p>The Councillors of the council are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards and the <i>Local Government Act 1989</i>, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.</p> <p>In preparing the financial report, the Councillors are responsible for assessing the council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is inappropriate to do so.</p>

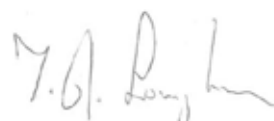
Auditor's responsibilities for the audit of the financial report

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

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

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

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



Tim Loughnan

as delegate for the Auditor-General of Victoria

MELBOURNE
13 September 2018

Comprehensive Income Statement

For the year ended 30 June 2018

	Note	2018 \$'000	2017 \$'000
Income			
General rates	2.1	85,839	82,819
Waste charges	2.1	10,830	10,201
Statutory fees and fines	2.2	4,196	3,572
User fees and charges	2.3	10,744	10,797
Grants - operating	2.4 (a)	12,229	12,366
Grants - capital	2.4 (b)	3,578	3,999
Contributions - monetary	2.5	4,435	6,640
Contributions - non-monetary	2.5	10,331	15,747
Interest income	2.7	1,576	1,629
Other income	2.7	1,235	1,004
Share of gain/(loss) from investment in associate	5.3	(409)	122
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	2.6	(688)	759
Total income		143,896	149,655
Expenses			
Employee costs	3.1	52,505	51,099
Materials, services and contracts	3.2	20,961	22,115
Depreciation and amortisation	3.3	20,566	19,347
Borrowing costs	3.4	309	309
Community grants and contributions	3.5	5,577	5,471
Utilities	3.5	2,540	2,528
Other expenses	3.5	11,310	10,212
Total expenses		113,768	111,081
Surplus for the year		30,128	38,574
Other comprehensive income			
Item that will not be reclassified to surplus or deficit in future periods			
Net asset revaluation increment/(decrement)	8.1 (a)	149,338	118,540
Total comprehensive result		179,466	157,114

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

Balance Sheet

For the year ended 30 June 2018

	Note	2018 \$'000	2017 \$'000
Assets			
Current assets			
Cash and cash equivalents	4.1 (a)	50,600	49,353
Trade and other receivables	4.1 (c)	10,205	8,800
Other financial assets	4.1 (b)	17,800	14,781
Non current assets classified as held for sale	5.1	3,609	-
Other assets	4.2 (a)	1,810	1,622
Total current assets		84,024	74,556
Non-current assets			
Trade and other receivables	4.1 (c)	31	31
Investments in associates	5.3	2,227	2,636
Property, infrastructure, plant, equipment and other fixed assets	5.2	2,175,598	2,004,700
Intangible assets	4.2 (b)	3,176	1,880
Total non-current assets		2,181,032	2,009,247
Total assets		2,265,056	2,083,803
Liabilities			
Current liabilities			
Trade and other payables	4.3 (a)	13,247	14,180
Trust funds and deposits	4.3 (b)	12,294	9,861
Provisions	4.5	12,491	12,172
Income received in advance	4.6	1,005	1,209
Total current liabilities		39,037	37,422
Non-current liabilities			
Provisions	4.5	868	696
Interest bearing liabilities	4.4	7,279	7,279
Total non-current liabilities		8,147	7,975
Total liabilities		47,184	45,397
Net Assets		2,217,872	2,038,406
Equity			
Accumulated surplus		710,040	677,444
Reserves	8.1	1,507,832	1,360,962
Total Equity		2,217,872	2,038,406

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

Statement of Changes in Equity

For the year ended 30 June 2018

2018	Note	Accumulated surplus \$'000	Asset revaluation reserves \$'000	Other reserves \$'000	Total \$'000
Balance at beginning of the financial year		677,444	1,353,477	7,485	2,038,406
Surplus for the year		30,128	-	-	30,128
Net asset revaluation increment/(decrement)	8.1 (a)	149	149,189	-	149,338
Transfers from other reserves	8.1 (b)	5,965	-	(5,965)	-
Transfers to other reserves	8.1 (b)	(3,646)	-	3,646	-
Balance at end of the financial year		710,040	1,502,666	5,166	2,217,872
Change in equity for the financial year		32,596	149,189	(2,319)	179,466

2017	Note	Accumulated surplus \$'000	Asset revaluation reserves \$'000	Other reserves \$'000	Total \$'000
Balance at beginning of the financial year		639,709	1,236,931	4,652	1,881,292
Surplus for the year		38,574	-	-	38,574
Net asset revaluation increment/(decrement)	8.1 (a)	1,994	116,546	-	118,540
Transfers from other reserves	8.1 (b)	3,081	-	(3,081)	-
Transfers to other reserves	8.1 (b)	(5,914)	-	5,914	-
Balance at end of the financial year		677,444	1,353,477	7,485	2,038,406
Change in equity for the financial year		37,735	116,546	2,833	157,114

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 2018

	Note	2018 Inflows/(Outflows) \$'000	2017 Inflows/(Outflows) \$'000
Cash flows from operating activities			
Rates and waste charges		95,475	92,574
Statutory fees, fines and user charges		14,678	15,368
Grants - operating		12,229	12,866
Grants - capital		3,578	3,999
Contributions - monetary		4,476	7,074
Interest received		1,869	1,714
Net increase in trust funds and deposits		2,433	2,185
Other receipts		837	731
Total cash inflows from operating activities		135,575	136,511
Net GST refund/payment		154	(149)
Materials, services and contracts		(44,734)	(43,586)
Other payments		(309)	(309)
Employees costs		(51,995)	(51,064)
Total cash outflows from operating activities		(96,884)	(95,108)
Net cash provided by/(used in) operating activities	8.2	38,691	41,403
Cash flows from investing activities			
Payments for property, plant and equipment, infrastructure, and other fixed assets	5.2	(34,924)	(44,432)
Proceeds from disposal of property, infrastructure, plant, equipment and other fixed assets	2.6	780	4,193
Receipts/(payments) for other financial assets		(3,300)	8,719
Net cash provided by/(used in) investing activities		(37,444)	(31,520)
Net increase/(decrease) in cash and cash equivalents		1,247	9,883
Cash and cash equivalents at the beginning of the financial year		49,353	39,470
Cash and cash equivalents at the end of the financial year	4.1 (a)	50,600	49,353
Financing arrangements	4.7		
Restrictions on cash assets	4.1		

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

Statement of Capital Works

For the year ended 30 June 2018

	2018 \$'000	2017 \$'000
Property		
Land	-	1,353
Buildings	15,639	14,647
Total property	15,639	16,000
Plant, machinery and other assets		
Plant, machinery and equipment	2,044	1,633
Fixtures, fittings and furniture	73	22
Computers and telecommunications	360	88
Artworks	20	22
Total plant, machinery and other assets	2,497	1,765
Infrastructure		
Roads	6,645	8,938
Bridges	126	95
Footpaths and cycleways	2,088	2,599
Off street car parks	211	183
Drainage	2,571	5,062
Recreational, leisure and community facilities	2,049	2,699
Parks, open space and streetscapes	2,589	3,369
Waste management	-	5,415
Total infrastructure	16,279	28,360
Intangible assets		
Software	3,874	1,819
Total intangible assets	3,874	1,819
Total capital works expenditure	38,289	47,944
Represented by:		
New asset expenditure	15,784	19,718
Asset renewal expenditure	19,151	23,155
Asset expansion expenditure	822	986
Asset upgrade expenditure	2,532	4,085
Total capital works expenditure	38,289	47,944

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

Notes to Financial Report

For the year ended 30 June 2018

Overview

Introduction

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

Statement of compliance

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

Significant accounting policies

(a) Basis of accounting

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

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

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

- the fair value of land, buildings, infrastructure, plant and equipment (refer to Note 5.2);
- the determination of depreciation for buildings, infrastructure, plant and equipment (refer to Note 5.2); and
- the determination of employee provisions (refer to Note 4.5).

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

Note 1: Performance against budget

The performance against budget notes compare Council's financial plan, expressed through its annual budget, with actual performance. The *Local Government (Planning and Reporting) Regulations 2014* requires explanation of any material variances. Council has adopted a materiality threshold based on 10% variation to budget on a line item basis, or where further explanation is warranted. Explanations have not been provided for variations below the materiality threshold unless the variance is considered to be material because of its nature.

The budget figures detailed below are those adopted by Council on 27 June 2017. The Budget was based on assumptions that were relevant at the time of adoption of the Budget. Council sets guidelines and parameters for revenue and expense targets in this budget in order to meet Council's planning and financial performance targets for both the short and long-term. The budget did not reflect any changes to equity resulting from asset revaluations, as their impacts were not considered predictable.

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

1.1 Income and expenditure

	Budget 2018 \$'000	Actual 2018 \$'000	Variance 2018 \$'000	Ref
Income				
General rates	85,444	85,839	395	
Waste charges	10,683	10,830	147	
Statutory fees and fines	3,319	4,196	877	1
User fees and charges	10,021	10,744	723	
Contributions - monetary	4,123	4,435	312	
Contributions - non-monetary	464	10,331	9,867	2
Grants - operating	10,249	12,229	1,980	3
Grants - capital	2,481	3,578	1,097	4
Interest income	1,520	1,576	56	
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	2,402	(688)	(3,090)	5
Other income	1,001	1,235	234	
Share of gain/(loss) from investment in associate	-	(409)	(409)	6
Total income	<u>131,707</u>	<u>143,896</u>	<u>12,189</u>	
Expenses				
Employee costs	53,079	52,505	574	
Materials, services and contracts	22,070	20,961	1,109	7
Depreciation and amortisation	20,925	20,566	359	
Borrowing costs	309	309	-	
Community grants and contributions	5,629	5,577	52	
Utilities	2,372	2,540	(168)	
Other expenses	9,835	11,310	(1,475)	8
Total expenses	<u>114,219</u>	<u>113,768</u>	<u>451</u>	
Surplus for the year	<u>17,488</u>	<u>30,128</u>	<u>12,640</u>	
Other comprehensive income				
Net asset revaluation increment/(decrement)	34,673	149,338	114,665	9
Total comprehensive result	<u>52,161</u>	<u>179,466</u>	<u>127,305</u>	

variances in brackets = unfavourable

1.1 Income and expenditure (cont.)

Ref.	Explanation of material variations Item	Explanation
1	Statutory fees and fines	Outcome: Greater than budget \$877,000 or 26.4 % The increase of \$0.88 million is mainly attributable to higher statutory planning permit income which reflects an increase in the statutory fee and permit volumes and increased asset protection permit income.
2	Contributions - non-monetary	Outcome: Greater than budget \$9,867,000 or 2126.5 % The value of land, road, drains and other assets transferred to Manningham by developers relating to new subdivisions was \$9.87 million higher than budget. The major contributor relates to the completion of Tullamore residential development and renovation of MannaCare accommodation (residential aged care in Manningham).
3	Grants - operating	Outcome: Greater than budget \$1,980,000 or 19.3 % A change in the timing of Financial Assistance Grants and school crossing grants resulted in the bringing forward of \$1.67 million of the 2018/19 grant revenue into the 2017/18 year.
4	Grants - capital	Outcome: Greater than budget \$1,097,000 or 44.2 % During 2017/18 Manningham received grants in advance for works to be undertaken in 2018/19.
5	Net gain/(loss) on disposal of property, infrastructure, plant and equipment	Outcome: Less than budget \$3,090,000 or 128.6 % The sale of surplus property at 385-395 Manningham Road, Doncaster that was budgeted to be completed in 2017/18 and will now be finalised in 2018/19.
6	Share of gain/(loss) from investment in associate	Outcome: Less than budget \$409,000 or 100 % Council has a 31.56% equity interest in the Whitehorse Manningham Regional Library Corporation (WMRL). During the year Manningham's share of the WMRL reduced in value by \$0.41 million.
7	Materials, services and contracts	Outcome: Less than budget \$1,109,000 or 5 % Expenditure on materials, services and contracts was \$1.11 million or 5.0% less than budget and include contractor savings in waste collection \$0.25 million and land management \$0.30 million and reduced fleet costs of \$0.13 million.
8	Other expenses	Outcome: Greater than budget \$1,475,000 or 15 % Other expenses include a wide range of costs incurred in delivering Council services and include software licences, legal expenses, insurances, leased computer costs, postage, telephones, bank charges and other day to day expenses. Savings of \$0.30 million was achieved in these operational expenses and offset by expenditure of \$1.77 million funded through the capital works program that has been classified as non capital and transferred to other expenses.
9	Net asset revaluation increment/(decrement)	Outcome: Greater than budget \$114,665,000 or 330.7 % The 2017/18 revaluation of property and infrastructure assets resulted in an increase in asset values by \$149.34 million. Land assets were the main contributor increasing in value by \$137.35 million or 11% during the year, reflecting continued growth in property values in Manningham.

1.2 Capital works

	Budget 2018 \$'000	Actual 2018 \$'000	Variance 2018 \$'000	Ref
Property				
Land	-	-	-	
Buildings	15,677	15,639	38	
Total property	15,677	15,639	38	
Plant, machinery and other assets				
Plant, machinery and equipment	2,725	2,044	681	10
Fixtures, fittings and furniture	64	73	(9)	
Computers and telecommunications	1,450	360	1,090	11
Artworks	-	20	(20)	
Total plant, machinery and other assets	4,239	2,497	1,742	
Infrastructure				
Roads	10,119	6,645	3,474	12
Bridges	-	126	(126)	
Footpaths and cycleways	640	2,088	(1,448)	13
Off street car parks	-	211	(211)	
Drainage	2,782	2,571	211	
Recreational, leisure and community facilities	1,064	2,049	(985)	14
Parks, open space and streetscapes	3,958	2,589	1,369	15
Waste management	-	-	-	
Total infrastructure	18,563	16,279	2,284	
Intangible assets				
Software	3,241	3,874	(633)	16
Total intangible assets	3,241	3,874	(633)	
Total capital works expenditure	41,720	38,289	3,431	
Represented by:				
New asset expenditure	16,264	15,784	480	
Asset renewal expenditure	20,987	19,151	1,836	
Asset expansion expenditure	1,102	822	280	
Asset upgrade expenditure	3,367	2,532	835	
Total capital works expenditure	41,720	38,289	3,431	

variances in brackets = unfavourable

1.2 Capital works (cont.)

Explanation of material variations Ref.	Item	Explanation
10	Plant, machinery and equipment	Outcome: Less than budget \$681,000 or 25 % The programmed replacement of Council's vehicles and mobile plant was less than budget and attributed to a reduction in the number of vehicles replaced.
11	Computers and telecommunications	Outcome: Less than budget \$1,090,000 or 75.2 % Capital expenditure on the customer relationship management system was \$1.19 million less than budget. This project is listed for completion as a part of the 2018/19 capital program.
12	Roads	Outcome: Less than budget \$3,474,000 or 34.3 % Capital expenditure on roads was less than budget by \$3.47 million. This relates to: a) reclassification of \$1.54 million of roads capital expenditure into footpath (\$1.20 million), bridge (\$0.13 million) and off street car park (\$0.21 million) asset classes in the year end capitalisation process: and b) King Street reconstruction, Jumping Creek Road upgrade, Oban Road upgrade and Local Area Traffic Management upgrades planned for completion in 2017/18 will be completed in 2018/19.
13	Footpaths and cycleways	Outcome: Greater than budget \$1,448,000 or 226.3 % Manningham spent \$0.25 million more than budget expanding new footpaths as part of the Principle Pathways Network program. Capital expenditure of \$1.83 million associated with bicycle paths and footpath upgrades was reclassified from the roads and open space asset classes to the footpath and cycleway asset class.
14	Recreational, leisure and community facilities	Outcome: Greater than budget \$985,000 or 92.6 % During 2017/18 the Doncaster Hockey Club pitch was replaced at a cost of \$0.29 million. This project was unbudgeted and fully funded through external contributions. Capital expenditure on Mullum Mullum Linear Park (stage 1), upgrades at Zerbes Reserve, construction of cricket nets at Ted Ajani Reserve and improvements at the Park Orchards BMX facility also contributed to the variance.
15	Parks, open space and streetscapes	Outcome: Less than budget \$1,369,000 or 34.6 % Capital expenditure of \$0.78 million relating to streetscape and street trees has been classified as non capital and transferred as an expense on the Income Statement. Delays were experienced on the Lawford Reserve redevelopment and flood lighting improvement projects and expenditure on fencing was also less than budget.
16	Software	Outcome: Greater than budget \$633,000 or 19.5 % During 2017/18 Manningham continued to invest in information technology to improve customer service and the efficiency of operations. Key projects included the customer contact centre (phase 2), asset management and project management systems and a new telephony system.

Note 2: Funding for the delivery of our services

	2018 \$'000	2017 \$'000
Note 2 Funding for the delivery of our services		
2.1 Rates and charges		
<p>The Council uses Capital Improved Value (CIV) as the basis of valuation of all properties within the municipal district. The CIV of a property is its land value and the value of improvements such as buildings and other improvements.</p> <p>The CIV used to calculate general rates for 2017/18 was \$47,607 million (2016/17, \$46,915 million). The 2017/18 rate in the CIV dollar was 0.00177276 (2016/17, 0.001738).</p>		
General rates	84,374	81,518
Supplementary rates	1,029	910
Recreational land	31	30
Interest on rates and charges	405	361
	85,839	82,819
Waste charges	10,830	10,201
	10,830	10,201
Total rates and charges	96,669	93,020
<p>The date of the last general revaluation of land for rating purposes within the municipal district was 1 January 2016, and the valuation first applied to the rating period commencing 1 July 2016.</p> <p>Annual rates and charges are recognised as revenues when Council issues annual rates notices. Supplementary rates are recognised when a valuation and reassessment is completed and a supplementary rates notice issued.</p>		
2.2 Statutory fees and fines		
Infringements and costs	1,760	1,701
Town planning fees	1,743	1,322
Land and property information certificates	328	316
Asset protection and other permits	365	233
Total statutory fees and fines	4,196	3,572
<p>Statutory fees and fines (including parking fees and fines) are recognised as revenue when the service has been provided, or Council has otherwise earned the income.</p>		

		2018	2017
		\$'000	\$'000
Note 2	Funding for the delivery of our services (cont.)		
2.3	User fees and charges		
	Hall hire and function centre charges	1,860	1,871
	Social and community services charges	744	722
	Town planning fees (non-statutory)	673	533
	Aged services fees	822	843
	Registration fees	1,203	1,301
	Advertising fees	409	575
	Culture and recreation fees	352	269
	Chargeable works fees	1,057	828
	Rent and lease charges	1,920	1,823
	Other fees and charges	1,704	2,032
	Total user fees and charges	10,744	10,797
	User fees, charges and fines are recognised as revenue when the service has been provided, the payment is received, or when the penalty has been applied, whichever first occurs.		
2.4	Grants		
	Grants were received in respect of the following:		
	Summary of grants		
	Commonwealth funded grants	9,853	10,963
	State funded grants	4,453	4,037
	Others	1,502	1,365
	Total grants	15,808	16,365
(a)	Operating grants		
	Recurrent - Commonwealth Government		
	Financial Assistance Grants	2,598	3,638
	Aged services	5,703	5,286
	Other	-	7
	Recurrent - State Government		
	Aged services	1,648	1,247
	Immunisation	130	129
	Maternal and child health, and immunisation	717	676
	Social and community	679	647
	School crossing supervisors	527	164
	Community safety	19	-
	Other	40	355
	Total recurrent operating grants	12,061	12,149
	Non-recurrent - Commonwealth Government		
	Non-recurrent - State Government		
	Aged services	-	37
	Economic and environment	10	55
	Other	107	57
	Non-recurrent - Others		
	Aged services	-	2
	Economic and environment	-	12
	Social and community	7	-
	Other	44	54
	Total non-recurrent operating grants	168	217
	Total operating grants	12,229	12,366

	2018 \$'000	2017 \$'000
Note 2		
Funding for the delivery of our services (cont.)		
2.4 Grants (cont.)		
(b) Capital grants		
<i>Recurrent - Commonwealth Government</i>		
Financial Assistance Grants - local roads	810	1,175
Roads to Recovery	742	857
Total recurrent capital grants	1,552	2,032
<i>Non-recurrent - State Government</i>		
Aquarena masterplan implementation	-	73
Economic and environment	74	103
Recreation	309	465
Social and community	192	-
Transport	-	29
<i>Non-recurrent - Others</i>		
Aquarena masterplan implementation	-	225
Drainage	208	375
Economic and environment	21	42
Recreation	727	535
Social and community	68	23
Sportsground refurbishment	301	-
Transport	-	97
Other	126	-
Total non-recurrent capital grants	2,026	1,967
Total capital grants	3,578	3,999
Unspent grants received on condition that they be spent in a specific manner		
Balance at start of year	2,111	2,339
Grants recognised as revenue during the year that were obtained on condition that they be expended in a specified manner that had not occurred at balance date were:		
Financial Assistance Grants	1,309	1,241
Financial Assistance Grants - local roads	413	401
Roads to Recovery	375	-
Aged services	-	35
Economic and environment	-	34
Recreation	759	330
Social and community	139	24
Maternal and child health	43	-
School crossing supervisors	290	-
Other	86	46
	3,414	2,111

	2018 \$'000	2017 \$'000
Note 2 Funding for the delivery of our services (cont.)		
2.4 Grants (cont.)		
Grants which were recognised as revenue in prior years and were expended during the current year in the manner specified by the grantor were:		
Financial Assistance Grants	1,241	-
Financial Assistance Grants - local roads	401	-
Aged services	-	29
Community safety	-	6
Economic and environment	34	20
Maternal and child health	-	38
Recreation	420	1,342
Social and community	16	49
Sportsground refurbishment	-	34
Other	46	821
	2,158	2,339
Balance at year end	3,367	2,111
Grant income is recognised when Council obtains control of the contribution. This is normally obtained upon their receipt (or acquittal) or upon earlier notification that a grant has been secured, and are valued at their fair value at the date of transfer.		
2.5 Contributions		
Monetary	4,435	6,640
Non-monetary	10,331	15,747
Total contributions	14,766	22,387
Monetary		
Resort and recreation contributions	3,646	5,914
Doncaster hill activity centre contributions	789	693
Other contributions	-	33
Total monetary contributions	4,435	6,640
Non-monetary		
Developer contributed assets	10,331	15,747
Total non-monetary contributions	10,331	15,747
Contributions of non monetary assets were received in relation to the following asset classes.		
Land	4,723	7,100
Land under roads	1,649	96
Buildings	3,628	-
Infrastructure	331	8,551
Total non-monetary contributions	10,331	15,747
Monetary and non-monetary contributions are recognised as revenue when Council obtains control over the contributed asset.		
2.6 Net gain/(loss) on disposal of property, infrastructure, plant and equipment		
Proceeds from disposal	780	4,193
Written down value of assets disposed	(232)	(2,637)
Written down value of assets scrapped	(1,236)	(797)
Total net gain/(loss) on disposal of property, infrastructure, plant and equipment	(688)	759
The profit or loss on disposal of an asset is determined when control of the asset has passed to the buyer.		

Note 3: The cost of delivering services

	2018 \$'000	2017 \$'000
Note 2 Funding for the delivery of our services (cont.)		
2.7 Other income		
Interest on investments	1,576	1,629
Other	1,235	1,004
Total other income	2,811	2,633
Interest is recognised progressively as it is earned.		
Other income is measured at the fair value of the consideration received or receivable and is recognised when Council gains control over the right to receive the income.		
Note 3 The cost of delivering services		
3.1 Employee costs		
(a) Wages and salaries	42,388	41,975
Casual staff	3,369	2,862
Salary oncost *	6,336	5,658
Other employee costs	412	604
Total employee costs	52,505	51,099
<i>Engineering design work and capital project supervision completed by employees to the value of \$1.286 million (\$1.711 million 2016/17) is reported in the Statement of Capital Works, and is not included in employee costs.</i>		
* Salary oncost includes annual leave and long service leave provision, Workcover and superannuation costs.		
(b) Superannuation		
Manningham City Council made contributions to the following funds:		
Defined benefit fund		
Employer contributions - Local Authorities Superannuation Fund (Vision Super)	281	326
Employer contributions - other funds	-	-
	281	326
Employer contributions payable as at 30 June	-	-
Accumulation funds		
Employer contributions - Local Authorities Superannuation Fund (Vision Super)	2,373	2,422
Employer contributions - other funds	1,356	1,065
	3,729	3,487
Employer contributions payable as at 30 June	-	-
Refer to note 8.3 for further information relating to Council's superannuation obligations.		

		2018	2017
		\$'000	\$'000
Note 3	The cost of delivering services (cont.)		
3.2	Materials, services and contracts		
	Materials and services	4,504	5,691
	Fleet costs	585	555
	Contracts and services - community building repairs and maintenance	1,381	1,459
	Contracts and services - parks, gardens, sporting reserves and street trees	3,606	3,684
	Contracts and services - drains, roads and footpaths	1,456	1,449
	Contracts and services - waste collection and disposal services	9,429	9,277
	Total materials, services and contracts	20,961	22,115
3.3	Depreciation and amortisation		
	Property	3,603	3,515
	Plant, machinery and other assets	1,610	1,563
	Infrastructure	14,626	13,656
	Total depreciation	19,839	18,734
	Intangible assets	727	613
	Total depreciation and amortisation	20,566	19,347
	<i>Refer to note 4.2(b) and 5.2 for a more detailed breakdown of depreciation and amortisation charges and accounting policy.</i>		
3.4	Borrowing costs		
	Interest - borrowings	309	309
	Less capitalised borrowing costs on qualifying assets	-	-
	Total borrowing costs	309	309

Borrowing costs are recognised as an expense in the period in which they are incurred, except where they are capitalised as part of a qualifying asset constructed by Council.

	2018 \$'000	2017 \$'000
Note 3 The cost of delivering services (cont.)		
3.5 Other expenses		
Community grants and contributions		
Community grants	1,894	1,881
Library contributions	3,683	3,590
Total community grants and contributions	<u>5,577</u>	<u>5,471</u>
Utilities		
Utilities, rent, and cleaning	1,768	1,549
Street lighting	772	979
Total utilities	<u>2,540</u>	<u>2,528</u>
Other miscellaneous expenses		
Auditor's remuneration - VAGO - annual financial statement and grant acquittals	77	65
Auditor's remuneration - other parties	26	25
Auditor's remuneration - Internal audit	57	75
Councillors' allowances	304	275
Fire service levy	137	140
Insurance	572	566
Leases	442	349
Consultants - engineering	469	259
Consultants - human resources	154	147
Consultants - economic and environmental	422	440
Consultants - other	551	720
Bank charges	306	309
Catering (including function centre)	660	669
Legal	657	795
Software licences	1,651	1,713
Telephone	638	407
Postage	336	343
Printing	295	193
Training	323	288
Design fees and maintenance - non capital	1,773	964
Other	1,460	1,470
Total other miscellaneous expenses	<u>11,310</u>	<u>10,212</u>
Total other expenses	<u>19,427</u>	<u>18,211</u>

Note 4: Our financial position

	2018 \$'000	2017 \$'000
Note 4 Our financial position		
4.1 Financial assets		
(a) Cash and cash equivalents		
Cash on hand	8	8
Cash at bank	1,092	845
Term deposits (with term up to 3 months) and at-call with banks	49,500	48,500
Total cash and cash equivalents	50,600	49,353
(b) Other financial assets		
Term deposits - current	17,300	14,281
Term deposit - refundable Manningham Centre Association bond	500	500
Total other financial assets	17,800	14,781
Total financial assets	68,400	64,134
Restrictions on cash assets		
Council's cash and cash equivalents are subject to external restrictions that limit amounts available for discretionary use. These include:		
- Trust funds and deposits (Note 4.3(b))	12,294	9,861
- Reserve funds (note 8.1(b))	4,970	7,289
- Waste initiative funds*	10,016	9,701
Total restricted funds	27,280	26,851
Total unrestricted cash and cash equivalents	23,320	22,502
* The Waste initiative fund is the value of waste charges collected under s162 of the Local Government Act, and is to be applied to fund future waste collection and disposal activities.		
Intended allocations		
Although not externally restricted the following amounts have been allocated for specific future purposes by Council:		
- Cash held to fund future capital works	2,852	6,921
- Loan repayment*	2,912	2,184
- Family day care workcover	196	196
- Superannuation defined benefit potential future call	2,500	200
- Asset sales to fund future capital works program	2,157	1,800
- Grants received in advance	3,367	2,111
Total funds subject to intended allocations	13,984	13,412
* Council has a \$7.279 million interest only loan which is due for settlement in November 2019 (refer note 4.4). This intended allocation represents cash set aside by Council to fund future principal repayments.		
Cash and cash equivalents include cash on hand, deposits at call and other highly liquid investments with maturities of three months or less from the date of acquisition, net of outstanding bank overdrafts.		
Council invests funds in accordance with the power of investment under section 143 of the Local Government Act 1989.		
Other financial assets are valued at fair value, being market value, at balance date. Term deposits are measured at amortised cost. Any unrealised gains and losses on holdings at balance date are recognised as either a revenue or expense.		

	2018 \$'000	2017 \$'000
Note 4 Our financial position (cont.)		
4.1 Financial assets (cont.)		
(c) Trade and other receivables		
Current		
<i>Statutory receivables</i>		
Rates debtors	5,897	4,703
Infringement debtors	837	595
Special rate schemes	134	196
Net GST receivable	953	1,107
<i>Non statutory receivables</i>		
Other debtors	2,429	2,342
Provision for doubtful debts - other debtors	(45)	(143)
Total current trade and other receivables	<u>10,205</u>	<u>8,800</u>
Non-current		
<i>Statutory receivables</i>		
Infringement court	794	785
Provision for doubtful debts - infringement court	(794)	(785)
<i>Non statutory receivables</i>		
Other receivables	31	31
Total non-current trade and other receivables	<u>31</u>	<u>31</u>
Total trade and other receivables	<u>10,236</u>	<u>8,831</u>
Short term receivables are carried at invoice amount as amortised cost using the effective interest rate method would not impact the carrying value. A provision for doubtful debts is recognised when there is objective evidence that an impairment has occurred. Long term receivables are carried at amortised cost using the effective interest rate method.		
A provision for doubtful debts is recognised when collection in full is no longer probable. Bad debts are written off when identified.		
i) Ageing of receivables		
At balance date other debtors representing financial assets were past due. The ageing of the Council's other debtors (excluding statutory receivables) was:		
Up to 3 months	1,753	1,522
3 to 6 months	207	266
Over 6 months	469	554
Total trade and other receivables	<u>2,429</u>	<u>2,342</u>
ii) Movement in provisions for doubtful debts - other debtors		
Balance at the beginning of the year	143	10
New provisions recognised during the year	43	142
Amounts already provided for and written off as uncollectible	(90)	-
Amounts provided for but recovered during the year	(51)	(9)
Balance at end of year	<u>45</u>	<u>143</u>

	2018 \$'000	2017 \$'000
Note 4 Our financial position (cont.)		
4.2 Non-Financial assets		
(a) Other assets		
Accrued income - interest	92	104
Accrued income - other	880	830
Prepayments	739	590
Others	99	98
Total other assets	<u>1,810</u>	<u>1,622</u>
(b) Intangible assets		
Software	3,176	1,880
Total intangible assets	<u>3,176</u>	<u>1,880</u>
Gross carrying amount		
Balance at 1 July	9,529	8,855
Additions from internal developments	1,085	558
Transfer from work in progress	938	116
Balance at 30 June	<u>11,552</u>	<u>9,529</u>
Accumulated amortisation		
Balance at 1 July	(7,649)	(7,036)
Amortisation expense	(727)	(613)
Balance at 30 June	<u>(8,376)</u>	<u>(7,649)</u>
Net book value at 30 June	<u>3,176</u>	<u>1,880</u>

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

Note 4	Our financial position (cont.)	2018 \$'000	2017 \$'000
	4.3 Payables		
	(a) Trade and other payables		
	Trade payables	380	1,743
	Employee benefits and related costs	1,629	1,579
	Accrued expenses	11,238	10,858
	Total trade and other payables	13,247	14,180
	(b) Trust funds and deposits		
	Contract retention	1,250	1,151
	Landscape bonds	5,620	4,406
	Miscellaneous works deposits	191	185
	Asset protection bonds	4,260	3,138
	Subdivider deposits	163	163
	Refundable Manningham Centre Association bond	500	500
	Fire services levy	57	66
	Other refundable deposits	253	252
	Total trust funds and deposits	12,294	9,861

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

Purpose and nature of items

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

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

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

		2018	2017
		\$'000	\$'000
Note 4	Our financial position (cont.)		
4.4	Interest bearing liabilities		
	Non-Current		
	Borrowings - secured	7,279	7,279
	Total non-current interest-bearing loans and borrowings	<u>7,279</u>	<u>7,279</u>
	The maturity profile for Council's borrowings is:		
	Not later than one year	-	-
	Later than one year and not later than five years	7,279	7,279
	Later than five years	-	-
		<u>7,279</u>	<u>7,279</u>
	Aggregate carrying amount of interest-bearing loans and borrowings:		
	Non-current	7,279	7,279
		<u>7,279</u>	<u>7,279</u>
	Borrowings are initially measured at fair value, being the cost of the interest bearing liabilities, net of transaction costs. The measurement basis subsequent to initial recognition depends on whether the Council has categorised its interest-bearing liabilities as either financial liabilities designated at fair value through the profit and loss, or financial liabilities at amortised cost. Any difference between the initial recognised amount and the redemption value is recognised in net result over the period of the borrowing using the effective interest method.		
	The classification depends on the nature and purpose of the interest bearing liabilities. The Council determines the classification of its interest bearing liabilities at initial recognition.		

4.5 Provisions

	Annual leave	Long service leave	Total
	\$ '000	\$ '000	\$ '000
2018			
Balance at beginning of the financial year	4,370	8,498	12,868
Amounts used	(2,844)	(1,158)	(4,002)
Additional provisions	2,911	1,582	4,493
Balance at the end of the financial year	<u>4,437</u>	<u>8,922</u>	<u>13,359</u>
2017			
Balance at beginning of the financial year	4,218	8,893	13,111
Amounts used	(3,252)	(1,958)	(5,210)
Additional provisions	3,404	1,563	4,967
Balance at the end of the financial year	<u>4,370</u>	<u>8,498</u>	<u>12,868</u>

	2018 \$'000	2017 \$'000
Note 4 Our financial position (cont.)		
Employee provisions		
Current provisions expected to be wholly settled within 12 months		
Annual leave	2,951	2,910
Long services leave	671	732
	<u>3,622</u>	<u>3,642</u>
Current provisions expected to be wholly settled after 12 months		
Annual leave	1,486	1,460
Long services leave	7,383	7,070
	<u>8,869</u>	<u>8,530</u>
Total current employee provisions	<u>12,491</u>	<u>12,172</u>
Non-current		
Long service leave	868	696
Total non-current employee provisions	<u>868</u>	<u>696</u>
Aggregate carrying amount of employee provisions:		
Current	12,491	12,172
Non-current	868	696
Total aggregate carrying amount of employee provisions	<u>13,359</u>	<u>12,868</u>
<i>Wages and salaries and annual leave</i>		
Liabilities for wages and salaries, including non-monetary benefits, annual leave and accumulated sick leave expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits in respect of employee services up to the reporting date, classified as current liabilities and measured at their nominal values.		
Liabilities that are not expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits as current liabilities, measured at the present value of the amounts expected to be paid when the liabilities are settled using the remuneration rate expected to apply at the time of settlement.		
<i>Long service leave</i>		
Liability for long service leave (LSL) is recognised in the provision for employee benefits. LSL is measured at present value. Unconditional LSL is disclosed as a current liability. Conditional LSL that has been accrued, where an employee is yet to reach a qualifying term of employment, is disclosed as a non - current liability.		
4.6 Income received in advance		
Rent	526	502
Rates	479	451
Others	-	256
Total income received in advance	<u>1,005</u>	<u>1,209</u>
4.7 Financing arrangements		
The Council has the following funding arrangements in place as at 30 June.		
Bank overdraft	1,000	1,000
Total facilities	<u>1,000</u>	<u>1,000</u>
Used facilities	-	-
Unused facilities	<u>1,000</u>	<u>1,000</u>

Note 4 Our financial position (cont.)**4.8 Commitments**

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

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

2017	Not later than 1	Later than 1	Later than 2	Later than 5	Total
	year	year and not	years and not		
	\$'000	later than 2	later than 5	years	\$'000
		years	years	\$'000	
Operating					
Garbage collection	4,306	4,504	14,797	-	23,607
Meals for delivery	255	261	803	-	1,319
Hard and green waste collection	767	825	2,872	-	4,464
Property valuation	190	-	410	-	600
Total	5,518	5,590	18,882	-	29,990
Capital					
Roads	4,011	-	-	-	4,011
Drainage	457	-	-	-	457
Other - recreation & open space	7,065	-	-	-	7,065
Buildings	12,030	-	-	-	12,030
Plant and equipment	1,053	-	-	-	1,053
Total	24,616	-	-	-	24,616

Note 5: Assets we manage

	2018 \$'000	2017 \$'000
Note 4 Our financial position (cont.)		
4.8 Commitments (cont.)		
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	1,200	807
Later than one year and not later than five years	2,310	2,512
Later than five years	2,076	2,060
	5,586	5,379
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.		
Note 5 Assets we manage		
5.1 Non current assets classified as held for sale		
Land at carrying value	3,609	-
Total non current assets classified as held for sale	3,609	-
Non-current assets classified as held for sale (including disposal groups) are measured at the lower of its carrying amount and fair value less costs of disposal, and are not subject to depreciation. Non-current assets, disposal groups and related liabilities and assets are treated as current and classified as held for sale if their carrying amount will be recovered through a sale transaction rather than through continuing use. This condition is regarded as met only when the sale is highly probable and the asset's sale (or disposal group sale) is expected to be completed within 12 months from the date of classification.		

Note 5 Assets we manage

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

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

	At Fair Value 1 July 2017	Acquisitions	Contributions	Revaluation	Depreciation	Disposal	Transfers	Write Offs	At Fair Value 30 June 2018
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Land	1,232,265	-	6,372	137,354	-	(42)	(3,609)	-	1,372,340
Buildings	186,015	14,456	3,628	1,976	(3,603)	(514)	13,624	-	215,582
Plant, equipment and other fixed assets	9,465	2,396	-	-	(1,610)	(189)	375	-	10,437
Infrastructure	552,665	12,543	331	10,008	(14,626)	(723)	3,497	-	563,695
Work in progress	24,290	7,809	-	-	-	-	(18,437)	(118)	13,544
	2,004,700	37,204	10,331	149,338	(19,839)	(1,468)	(4,550)	(118)	2,175,598

Summary of work in progress

	Opening WIP 1 July 2017	Additions	Transfers	Write Offs	Closing WIP 30 June 2018
	\$'000	\$'000	\$'000	\$'000	\$'000
Buildings	13,681	1,183	(13,681)	-	1,183
Plant, equipment and other fixed assets	1,757	2,891	(1,314)	-	3,334
Infrastructure	8,852	3,735	(3,442)	(118)	9,027
	24,290	7,809	(18,437)	(118)	13,544

Note 5 Assets we manage (cont.)

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

Asset recognition thresholds and depreciation periods

Asset class	Depreciation Period	Threshold limit \$'000
Property		
Land	Infinite life	0
Land under roads	Infinite life	0
Buildings	75 - 100 years	5
Buildings on leased land	Term of lease or 75 years	
Plant, equipment and other assets		
Plant, machinery and equipment	5 - 25 years	1
Fixtures, fittings and furniture	4 - 20 years	1
Computers and telecommunications	4 - 10 years	1
Artworks	Not depreciated	1
Infrastructure		
Road - pavement	30 years	10
Road - sub-pavement	120 years	10
Bridges	60 - 100 years	10
Footpaths and cycleways	60 - 100 years	10
Carparks	60 - 100 years	10
Drainage	120 years	10
Recreational, leisure and community facilities	20 years	10
Parks, open space and streetscapes	20 years	10
Waste garbage bins	20 years	0
Intangible assets		
Software	5 years	1

Note 5 Assets we manage (cont.)

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

Property	Land \$'000	Land under roads \$'000	Total Land \$'000	Total Buildings \$'000	Total Property \$'000	Work in Progress \$'000
At fair value 1 July 2017	1,231,495	770	1,232,265	316,021	1,548,286	13,681
Accumulated depreciation at 1 July 2017	-	-	-	(130,006)	(130,006)	-
	1,231,495	770	1,232,265	186,015	1,418,280	13,681
Movements in fair value						
Acquisition of assets at fair value	-	-	-	14,456	14,456	1,183
Contributed assets	4,723	1,649	6,372	3,628	10,000	-
Revaluation increments/decrements	137,354	-	137,354	14,561	151,915	-
Fair value of assets disposed	(42)	-	(42)	(575)	(617)	-
Transfers	(3,609)	-	(3,609)	13,624	10,015	(13,681)
	138,426	1,649	140,075	45,694	185,769	(12,498)
Movements in accumulated depreciation						
Depreciation and amortisation	-	-	-	(3,603)	(3,603)	-
Accumulated depreciation of disposals	-	-	-	61	61	-
Revaluation increments/decrements	-	-	-	(12,585)	(12,585)	-
	-	-	-	(16,127)	(16,127)	-
At fair value 30 June 2018	1,369,921	2,419	1,372,340	361,715	1,734,055	1,183
Accumulated depreciation at 30 June 2018	-	-	-	(146,133)	(146,133)	-
	1,369,921	2,419	1,372,340	215,582	1,587,922	1,183

Note 5 Assets we manage (cont.)

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

	Plant, machinery and equipment \$'000	Fixtures, Computers and fittings and furniture \$'000	Telecom- munications \$'000	Artworks \$'000	Total plant, equipment and other assets \$'000	Work in Progress \$'000
Plant, equipment and other fixed assets						
At fair value 1 July 2017	12,204	9,356	3,144	1,925	26,629	1,757
Accumulated depreciation at 1 July 2017	(6,792)	(7,848)	(2,524)	-	(17,164)	-
	5,412	1,508	620	1,925	9,465	1,757
Movements in fair value						
Acquisition of assets at fair value	1,943	73	360	20	2,396	2,891
Contributed assets	-	-	-	-	-	-
Revaluation increments/decrements	-	-	-	-	-	-
Fair value of assets disposed	(1,621)	(107)	-	-	(1,728)	-
Transfers	323	-	52	-	375	(1,314)
	645	(34)	412	20	1,043	1,577
Movements in accumulated depreciation						
Depreciation and amortisation	(1,137)	(247)	(226)	-	(1,610)	-
Accumulated depreciation of disposals	1,432	107	-	-	1,539	-
Revaluation increments/decrements	-	-	-	-	-	-
	295	(140)	(226)	-	(71)	-
At fair value 30 June 2018	12,849	9,322	3,556	1,945	27,672	3,334
Accumulated depreciation at 30 June 2018	(6,497)	(7,988)	(2,750)	-	(17,235)	-
	6,352	1,334	806	1,945	10,437	3,334

Note 5 Assets we manage (cont.)

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

Infrastructure	Roads \$'000	Bridges \$'000	Footpaths and cycleways \$'000	Off street car parks \$'000	Drainage \$'000	Recreational, leisure and community \$'000	Parks open spaces and streetscapes \$'000	Waste Management \$'000	Total Infrastructure \$'000	Work in Progress \$'000
At fair value 1 July 2017	353,619	19,396	109,709	18,043	358,314	22,405	30,708	5,415	917,609	8,852
Accumulated depreciation at 1 July 2017	(170,266)	(5,886)	(49,226)	(7,316)	(113,438)	(6,942)	(11,691)	(179)	(364,944)	-
	183,353	13,510	60,483	10,727	244,876	15,463	19,017	5,236	552,665	8,852
Movements in fair value										
Acquisition of assets at fair value	5,696	125	1,645	211	1,133	2,014	1,719	-	12,543	3,735
Contributed assets	-	-	17	-	314	-	-	-	331	-
Revaluation increments/decrements	4,638	889	90	192	12,687	-	-	-	18,496	-
Fair value of assets disposed	(1,136)	-	(576)	-	(76)	-	-	-	(1,788)	-
Transfers	1,665	-	267	10	653	3	899	-	3,497	(3,560)
	10,863	1,014	1,443	413	14,711	2,017	2,618	-	33,079	175
Movements in accumulated depreciation										
Depreciation and amortisation	(7,105)	(323)	(1,154)	(263)	(2,976)	(1,079)	(1,365)	(361)	(14,626)	-
Accumulated depreciation of disposals	682	-	345	-	38	-	-	-	1,065	-
Revaluation increments/decrements	(1,665)	(199)	(1,042)	(70)	(5,512)	-	-	-	(8,488)	-
	(8,088)	(522)	(1,851)	(333)	(8,450)	(1,079)	(1,365)	(361)	(22,049)	-
At fair value 30 June 2018	364,482	20,410	111,152	18,456	373,025	24,422	33,326	5,415	950,688	9,027
Accumulated depreciation at 30 June 2018	(178,354)	(6,408)	(51,077)	(7,649)	(121,888)	(8,021)	(13,056)	(540)	(386,993)	-
	186,128	14,002	60,075	10,807	251,137	16,401	20,270	4,875	563,695	9,027

Note 5 Assets we manage (cont.)**5.2 Property, infrastructure, plant, equipment and other fixed assets (cont.)***Acquisition*

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

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

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

Land under roads

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

Depreciation and amortisation

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

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

Repairs and maintenance

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

Artworks are not depreciated.

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

Valuation of land and buildings

Valuations were completed as at 30 June 2018 for Council. Valuations for 30 June 2018 are at fair value.

Non-specialised land and non-specialised buildings

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

For non-specialised land and non-specialised buildings, an valuation was performed by Council's Manager Property Services, Mr Graham Brewer FAPI, Certified Practising Valuer (Registration Number 61916) to determine the fair value using the market based direct comparison method. Valuation of the assets was determined by analysing comparable sales and allowing for share, size, topography, location and other relevant factors specific to the asset being valued. From the sales analysed, an appropriate rate per square metre has been applied to the subject asset. The effective date of the valuation is 30 June 2018.

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.

Note 5 Assets we manage (cont.)**5.2 Property, infrastructure, plant, equipment and other fixed assets (cont.)***Specialised land and specialised buildings*

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

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

The valuation of Council's specialised land and specialised buildings was performed by Council's Manager Property Services, Mr Graham Brewer FAPI, Certified Practising Valuer (Registration Number 61916). The valuation was performed using either the market based direct comparison method or depreciated replacement cost, adjusted for restrictions in use. The effective date of the valuation is 30 June 2018.

Details of the Council's land and buildings and information about the fair value hierarchy as at 30 June 2018 are as follows:

	<i>Level 1</i>	<i>Level 2</i>	<i>Level 3</i>	<i>Date of Valuation</i>
	<i>\$'000</i>	<i>\$'000</i>	<i>\$'000</i>	
Land	-	9,887	1,360,034	Jun 2018
Land under roads	-	-	2,419	Jun 2018
Buildings	-	3,043	212,539	Jun 2018
Total	-	12,930	1,574,992	

Valuation of 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 2018.

There were no changes in valuation techniques throughout the period to 30 June 2018.

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

Details of the Council's infrastructure information about the fair value hierarchy as at 30 June 2018 are as follows:

	<i>Level 1</i>	<i>Level 2</i>	<i>Level 3</i>	<i>Date of Valuation</i>
	<i>\$'000</i>	<i>\$'000</i>	<i>\$'000</i>	
Roads	-	-	186,128	Jun 2018
Bridges	-	-	14,002	Jun 2018
Footpaths and cycleways	-	-	60,075	Jun 2018
Off street car parks	-	-	10,807	Jun 2018
Drainage	-	-	251,137	Jun 2018
Total	-	-	522,149	

	2018 \$'000	2017 \$'000
Note 5 Assets we manage (cont.)		
5.3 Investments in associates		
Whitehorse-Manningham Regional Library Corporation		
<i>Background</i>		
Manningham City Council has a 31.56% 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 2018, per draft WMRLC financial statements, has been taken up as loss of \$409,171 during the year ended 30 June 2018 (income of \$121,617 in 2016/17). 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	2,496	3,917
Trade and other receivables	66	75
Other assets	115	138
	<u>2,677</u>	<u>4,130</u>
Non-current assets		
Property & equipment	6,760	6,456
	<u>6,760</u>	<u>6,456</u>
Total assets	<u>9,437</u>	<u>10,586</u>
Current liabilities		
Payables	730	521
Provisions	1,529	1,510
	<u>2,259</u>	<u>2,031</u>
Non-current liabilities		
Provisions	124	118
	<u>124</u>	<u>118</u>
Total liabilities	<u>2,383</u>	<u>2,149</u>
Net assets	<u>7,054</u>	<u>8,437</u>
<i>Movement in carrying value of investment</i>		
Carrying value of investment at start of year	2,636	2,514
Share of surplus/(deficit) for year	(409)	122
Carrying value of investment at end of year	<u>2,227</u>	<u>2,636</u>

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

Note 6: People and relationships

Note 6 People and relationships

6.1 Council and key management remuneration

(a) Related party

Subsidiaries and Associates

Interest in associate - Whitehorse Manningham Regional Library Corporation (WMRLC) (Ref Note 5.3)

During the year Manningham City Council provided contribution to WMRLC with the total value of \$3.72m towards running costs as per the agreement.

Council also provides accommodation to house libraries within Manningham.

(b) Key Management Personnel

Details of persons holding the position of Councillor or other members of key management personnel at any time during the year are:

Councillors

Anna Chen	Councillor	(1 July 2017 - 30 June 2018)
Andrew Conlon	Councillor	(1 July 2017 - 9 November 2017)
	Mayor	(10 November 2017 - 30 June 2018)
Sophy Galbally	Councillor	(1 July 2017 - 30 June 2018)
Geoff Gough	Councillor	(1 July 2017 - 30 June 2018)
Dot Haynes	Councillor	(1 July 2017 - 30 June 2018)
Michelle Kleinert	Mayor	(1 July 2017 - 9 November 2017)
	Councillor	(10 November 2017 - 30 June 2018)
Paul McLeish	Councillor	(1 July 2017 - 30 June 2018)
Paula Piccinini	Councillor	(1 July 2017 - 30 June 2018)
Mike Zafropoulos AM	Councillor	(1 July 2017 - 30 June 2018)

Chief Executive Officer

Warwick Winn	Chief Executive Officer	(1 July 2017 - 30 June 2018)
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Other Key Management Personnel

Jill Colson	Executive manager people and governance	(1 July 2017 - 30 June 2018)
Teresa Dominik	Director city planning	(1 July 2017 - 31 December 2017)
Malcolm Foard	Acting director community programs	(24 February 2018 - 29 April 2018)
Juanita Haisman	Manager communications	(1 July 2017 - 30 June 2018)
Leigh Harrison	Director assets and engineering	(1 July 2017 - 30 June 2018)
Keri Kennealy	Acting director community programs	(6 June 2018 - 19 June 2018)
Angelo Kourambas	Director city planning	(19 February 2018 - 30 June 2018)
Philip Lee	Director shared services	(1 July 2017 - 30 June 2018)
Chris Potter	Director community programs	(1 July 2017 - 23 February 2018)
Lee Robson	Acting director community programs	(30 April 2018 - 5 June 2018)
Vivien Williamson	Acting director city planning	(28 September 2017 to 20 October 2017)

	2018	2017
Total number of Councillors	9	12
Chief Executive Officer and other Key Management Personnel	12	7
Total Key Management Personnel	<u>21</u>	<u>19</u>

Note 6 People and relationships (cont.)**6.1 Council and key management remuneration (cont.)****(c) Remuneration of Key Management Personnel**

Total remuneration of key management personnel was as follows:	\$'000	\$'000
Short-term benefits	2,310	1,944
Long-term benefits	-	-
Termination benefits	226	-
Post employment benefits	-	-
Total	<u>2,536</u>	<u>1,944</u>

The numbers of key management personnel whose total remuneration from Council and any related entities, fall within the following bands:	2018	2017
	No.	No.
Less than \$10,000	-	3
\$10,000 - \$19,999	-	4
\$20,000 - \$29,999	7	3
\$40,000 - \$49,999	1	1
\$60,000 - \$69,999	1	1
\$80,000 - \$89,999	1	-
\$120,000 - \$129,999	1	-
\$160,000 - \$169,999	1	1
\$170,000 - \$179,999	5	-
\$190,000 - \$199,999	-	1
\$210,000 - \$219,999	1	1
\$230,000 - \$239,999	-	1
\$250,000 - \$259,999	1	1
\$260,000 - \$269,999	1	1
\$320,000 - \$329,999	-	1
\$330,000 - \$339,999	1	-
	<u>21</u>	<u>19</u>

(d) Senior Office Remuneration

A Senior Officer is an officer of Council, other than Key Management Personnel, who:

- has management responsibilities and reports directly to the Chief Executive; or
- whose total annual remuneration exceeds \$145,000.

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

Income Range:	2018	2017
	No.	No.
less than \$145,000	2	12
\$145,000 - \$149,999	5	2
\$150,000 - \$159,999	6	7
\$160,000 - \$169,999	2	8
\$170,000 - \$179,999	6	2
\$180,000 - \$189,999	1	1
\$190,000 - \$199,999	3	1
\$200,000 - \$209,999	1	-
	<u>26</u>	<u>33</u>
	\$'000	\$'000
Total Remuneration, excluding resignation benefits, for the reporting year for Senior Officers included above, amounted to:	4,229	4,673

Note 6 People and relationships (cont.)**6.2 Related party disclosure****(a) Transactions with related parties**

No transactions other than remuneration payments, or the reimbursement of expenses as approved by Council were made with Related Parties during the reporting year (2016/17, nil).

(b) Outstanding balances with related parties

No balances are outstanding at the end of the reporting period in relation to transactions with related parties (2016/17, nil).

(c) Loans to/from related parties

No loans have been made, guaranteed or secured by the Council to Related Parties during the reporting year 2017/18 (2016/17, nil).

(d) Commitments to/from related parties

No commitments have been made by the Council to Related Parties during the reporting year 2017/18 (2016/17, nil).

Note 7: Managing uncertainties

Note 7 Managing uncertainties

7.1 Contingent assets and liabilities

(a) Contingent assets

Developer contributed assets

Developer contributions to be received in respect of future subdivisions total \$2.075m (2016/17, \$0.369m).

Operating lease receivables

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

These properties held under operating lease have remaining non cancellable lease term of between 1 and 35 years annual rental reviews, either by fixed percentage or CPI annually. Future minimum rentals receivable under non-cancellable operating lease as the end of year are as follow

	2018 \$'000	2017 \$'000
Not later than one year	1,669	1,507
Later than one year and not later than five years	6,911	6,002
Later than five years	10,134	9,246
	18,714	16,755

(b) Contingent liabilities

General

Council controls large areas of public open space, provides general and personal services to residents, visitors and ratepayers, has responsibilities and regulatory authorities including the issue of permits and approvals, and controls significant buildings and infrastructure assets. Council is involved from time to time in various claims incidental to the ordinary course of business including claims for damages relating to its services.

Council's Risk Management Plan includes securing insurance to cover insurable risks to limit exposure to liabilities arising from actions of the Council or its Officers where it is appropriate to do so.

Council appointed AON Risk Services Australia Limited in June 2016 for the provider of Insurance Broking Services.

Bank guarantees issues

Council is responsible for the following bank guarantee:

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

Capital funding grant

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

Superannuation contribution

Council has obligations under a defined benefit superannuation scheme, matters relating to this potential obligation are outlined in Note 8.3. As a result of the volatility in financial markets, the likelihood of making such contributions in future periods exists. At this point in time, it is not known if additional contributions will be required, their timing or potential amount.

7.2 Change in accounting standards

The following new Australian Accounting Standards (AAS's) have been issued that are not mandatory for the 30 June 2018 reporting period. Council has assessed these pending standards and has identified the following potential impacts will flow from the application of these standards in future reporting periods.

Financial Instruments - Disclosures (AASB 7) (applies 2018/19)

This Standard requires entities to provide disclosures in their financial statements that enable users to evaluate: (a) the significance of financial instruments for the entity's financial position and performance; and (b) the nature and extent of risks arising from financial instruments to which the entity is exposed.

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

The key changes include the simplified requirements for the classification and measurement of financial assets, a new hedging accounting model and a revised impairment loss model to recognise impairment losses earlier, as opposed to the current approach that recognises impairment only when incurred.

Revenue from contracts with customers (AASB 15) (applies 2019/20)

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

Amendments to Australian Accounting Standards – Deferral of AASB 15 for Not-for-Profit Entities (AASB 2016-7) (applies 2019/20)

This Standard defers the mandatory effective date of AASB 15 for not-for-profit entities from 1 January 2018 to 1 January 2019.

Leases (AASB 16) (applies 2019/20)

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

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

This standard replaces AASB 1004 Contributions and establishes revenue recognition principles for transactions where the consideration to acquire an asset is significantly less than fair value to enable to not-for-profit entity to further its objectives.

7.3 Financial instruments

(a) Objectives and policies

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

(b) Market risk

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

7.3 Financial instruments (cont.)

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 2018 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.

(c) **Credit risk**

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

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

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

Details of credit risk for transactions that are not included in the balance sheet are disclosed in note 7.1, contingent liabilities and contingent assets.

(d) **Liquidity risk**

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

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

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

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

(e) **Sensitivity disclosure analysis**

Taking into account past performance, future expectations, economic forecasts, and management's knowledge and experience of the financial markets, the consolidated entity believes a parallel shift of +1% and -2% in market interest rates from year-end rates of 1.50% movements are 'reasonably possible' over the next 12 months.

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

7.4 Fair value measurement

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

Fair value hierarchy

Council's financial assets and liabilities are not valued in accordance with the fair value hierarchy, Council's financial assets and liabilities are measured at amortised cost.

Council measures certain assets and liabilities at fair value where required or permitted by Australian Accounting Standards. AASB 13 Fair value measurement, aims to improve consistency and reduce complexity by providing a definition of fair value and a single source of fair value measurement and disclosure requirements for use across Australian Accounting Standards.

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

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

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

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

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

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

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

Revaluation

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

Fair value valuations are determined in accordance with a valuation hierarchy. Changes to the valuation hierarchy will only occur if an external change in the restrictions or limitations of use on an asset result in changes to the permissible or practical highest and best use of the asset. Further details regarding the fair value hierarchy are disclosed at Note 5.2, Property, infrastructure, plant, equipment and other fixed assets.

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

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

Impairment of assets

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

7.5 Events occurring after balance date

No matters have occurred after balance date that require disclosure in the financial report.

Note 8: Other matters

8.1 Reserves

(a) Asset revaluation reserves

2018	Balance at beginning of reporting year	Increment/ (decrement)	Realised Revaluation Reserve	Balance at end of reporting year
	\$'000	\$'000	\$'000	\$'000
Property				
Land	1,026,652	137,354	(40)	1,163,966
Buildings	48,444	1,976	(89)	50,331
	1,075,096	139,330	(129)	1,214,297
Plant, equipment and other fixed assets				
Plant, machinery and equipment	39	-	(20)	19
Fixtures, fittings and furniture	1,006	-	-	1,006
Computers and telecommunications	75	-	-	75
Artworks	887	-	-	887
	2,007	-	(20)	1,987
Infrastructure				
Roads	96,986	2,973	-	99,959
Bridges	1,344	690	-	2,034
Footpaths and cycleways	28,896	(952)	-	27,944
Off street car parks	5,169	122	-	5,291
Drainage	143,774	7,175	-	150,949
Parks, open space and streetscapes	205	-	-	205
	276,374	10,008	-	286,382
Total	1,353,477	149,338	(149)	1,502,666
2017	Balance at beginning of reporting year	Increment/ (decrement)	Realised Revaluation Reserve	Balance at end of reporting year
	\$'000	\$'000	\$'000	\$'000
Property				
Land	950,302	78,194	(1,844)	1,026,652
Buildings	47,769	810	(135)	48,444
	998,071	79,004	(1,979)	1,075,096
Plant, equipment and other fixed assets				
Plant, machinery and equipment	52	-	(13)	39
Fixtures, fittings and furniture	1,008	-	(2)	1,006
Computers and telecommunications	75	-	-	75
Artworks	887	-	-	887
	2,022	-	(15)	2,007
Infrastructure				
Roads	83,432	13,554	-	96,986
Bridges	2,296	(952)	-	1,344
Footpaths and cycleways	29,417	(521)	-	28,896
Off street car parks	5,208	(39)	-	5,169
Drainage	116,280	27,494	-	143,774
Parks, open space and streetscapes	205	-	-	205
	236,838	39,536	-	276,374
Total	1,236,931	118,540	(1,994)	1,353,477

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

8.1 Reserves (cont.)

(b) Other reserves

	Balance at beginning of reporting year	Transfer from accumulated surplus	Transfer to accumulated surplus	Balance at end of reporting year
	\$'000	\$'000	\$'000	\$'000
2018				
Resort and recreation reserve (a)	7,289	(5,965)	3,646	4,970
Family day care workcover levy reserve (b)	196	-	-	196
Total	7,485	(5,965)	3,646	5,166
	Balance at beginning of reporting year	Transfer from accumulated surplus	Transfer to accumulated surplus	Balance at end of reporting year
	\$'000	\$'000	\$'000	\$'000
2017				
Resort and recreation reserve (a)	4,456	(3,081)	5,914	7,289
Family day care workcover levy reserve (b)	196	-	-	196
Total	4,652	(3,081)	5,914	7,485

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

(b) The Family day care Workcover levy 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.

Note 8	Other matters (cont.)	2018 \$'000	2017 \$'000
8.2	Reconciliation of cash flows from operating activities to surplus/(deficit)		
	Surplus for the year	30,128	38,574
	Depreciation/amortisation	20,566	19,347
	Loss on disposal of property, plant and equipment, infrastructure	688	(759)
	Contributed assets	(10,331)	(15,747)
	Share of gain from associate	409	(122)
	Adjustment for work in progress write-off to other expenses	118	73
	Change in assets and liabilities:		
	(Increase)/decrease in trade and other receivables	1,028	2,661
	(Increase)/decrease in other assets	93	(178)
	Increase/(decrease) in trade and other payables	(4,295)	(2,671)
	(Decrease)/increase in other assets and liabilities	(204)	468
	(Increase)/decrease in provisions	491	(243)
	Net cash provided by operating activities	<u>38,691</u>	<u>41,403</u>

8.3 Superannuation

Manningham City Council makes the majority of its employer superannuation contributions in respect of its employees to the Local Authorities Superannuation Fund (the Fund). This Fund has two categories of membership, accumulation and defined benefit, each of which is funded differently. Obligations for contributions to the Fund are recognised as an expense in Comprehensive Income Statement when they are made or due.

Accumulation

The Fund's accumulation categories, Vision MySuper/Vision Super Saver, receives both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings (for the year ended 30 June 2018 this was 9.5% as required under Superannuation Guarantee legislation).

Defined Benefit

Manningham City Council does not use defined benefit accounting for its defined benefit obligations under the Fund's Defined Benefit category. This is because the Fund's Defined Benefit category is a pooled multi-employer sponsored plan.

There is no proportional split of the defined benefit liabilities, assets or costs between the participating employers as the defined benefit obligation is a floating obligation between the participating employers and the only time that the aggregate obligation is allocated to specific employers is when a call is made. As a result, the level of participation of Manningham City Council in the Fund cannot be measured as a percentage compared with other participating employers. Therefore, the Actuary is unable to allocate benefit liabilities, assets and costs between employers for the purposes of AASB 119.

Funding arrangements

Manningham City Council makes employer contributions to the defined benefit category of the Fund at rates determined by the Trustee on the advice of the Fund's Actuary.

As at 30 June 2017, an interim actuarial investigation was held as the Fund provides lifetime pensions in the Defined Benefit category. The vested benefit index (VBI) of the Defined Benefit category of which Manningham City Council is a contributing employer was 103.1%. To determine the VBI, the fund Actuary used the following long-term assumptions:

Net investment returns	6.50% pa
Salary information	3.50% pa
Price inflation (CPI)	2.50% pa

Vision Super has advised that the actual VBI as at 30 June 2018 was 106.0%.

The VBI is to be used as the primary funding indicator. Because the VBI was above 100%, the actuarial investigation determined the defined benefit category was in a satisfactory financial position and that no change was necessary to the defined benefit category's funding arrangements from prior years.

8.3 Superannuation (cont.)

Employer contributions

Regular contributions

On the basis of the results of the 2017 interim actuarial investigation conducted by the Fund's Actuary, Manningham City Council makes employer contributions to the Fund's Defined Benefit category at rates determined by the Fund's Trustee. For the year ended 30 June 2018, this rate was 9.5% of members' salaries (9.5% in 2016/17). This rate will increase in line with any increase to the Superannuation Guarantee (SG) contribution rate. In addition, Manningham City Council reimburses the Fund to cover the excess of the benefits paid as a consequence of retrenchment above the funded resignation or retirement benefit.

Funding calls

If the Defined Benefit category is in an unsatisfactory financial position at an actuarial investigation or the Defined Benefit category's VBI is below its shortfall limit at any time other than the date of the actuarial investigation, the Defined Benefit category has a shortfall for the purposes of SPS 160 and the Fund is required to put a plan in place so that the shortfall is fully funded within three years of the shortfall occurring. The Fund monitors its VBI on a quarterly basis and the Fund has set its shortfall limit at 97%. In the event that the Fund Actuary determines that there is a shortfall based on the above requirement, Manningham City Council are required to make an employer contribution to cover the shortfall. Using the agreed methodology, the shortfall amount is apportioned between the participating employers based on the pre-1 July 1993 and post-30 June 1993 service liabilities of the Fund's Defined Benefit category, together with the employer's payroll at 30 June 1993 and at the date the shortfall has been calculated.

Due to the nature of the contractual obligations between the participating employers and the Fund, and that the Fund includes lifetime pensioners and their reversionary beneficiaries, it is unlikely that the Fund will be wound up. If there is a surplus in the Fund, the surplus cannot be returned to the participating employers. In the event that a participating employer is wound-up, the defined benefit obligations of that employer will be transferred to that employer's successor.

2017 full actuarial investigation surplus amounts

The Fund's full actuarial investigation as at 30 June 2017 identified the following in the defined benefit category of which Manningham City Council is a contributing employer:

- * A VBI surplus of \$69.80 million; and
- * A total service liability surplus of \$193.50 million.
- * A discounted accrued benefits surplus of \$228.80 million.

The VBI surplus means that the market value of the fund's assets supporting the defined benefit obligations exceed the vested benefits that the defined benefit members would have been entitled to if they had all exited on 30 June 2017. The total service liability surplus means that the current value of the assets in the Fund's Defined Benefit category plus expected future contributions exceeds the value of expected future benefits and expenses as at 30 June 2017.

The discounted accrued benefit surplus means that the current value of the assets in the Fund's Defined Benefit category exceeds the value of the benefits payable in the future but accrued in respect of service to 30 June 2017.

Manningham City Council was notified of the 30 June 2018 VBI during August 2018.

2018 interim actuarial investigation

A interim actuarial investigation is being conducted for the Fund's position as at 30 June 2018 as the Fund provides lifetime pensions in the Defined Benefit category. It is anticipated that this actuarial investigation will be completed in October 2018.

Future superannuation contributions

In addition to the disclosed contributions, Manningham City Council has no contributions outstanding and no loans issued from or to the above schemes as at 30 June 2018. The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2019 are \$0.27million.

Performance statement





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Manningham Council

Performance Statement

For the year ended 30 June 2018

Manningham Council is located in Melbourne's north-eastern suburbs, commencing with its western boundary in Bulleen, 12 kilometres from the Melbourne CBD and extending to Wonga Park at its eastern extremity, 32 kilometres from the CBD. The City is bounded by the Yarra River, Banyule City and Nillumbik Shire in the north, Yarra Ranges Shire in the east, Koonung Creek, Maroondah City and the Cities of Whitehorse and Boroondara in the south and Banyule City and the Yarra River in the west.

The City encompasses a total land area of 114 square kilometres, including a substantial 17% green open spaces. The nonurban areas include a large tract of the Green Wedge, and are used mainly for rural residential living, conservation and small scale agriculture.

As at 30 June 2018, our estimated population was 124,517 people across the City, including the suburbs of Bulleen, Doncaster, Doncaster East, Donvale, Nunawading (part), Park Orchards, Ringwood North (part), Templestowe, Templestowe Lower, Warrandyte, Warrandyte South and Wonga Park (part).

Certification of the Performance Statement

In my opinion, the accompanying performance statement has been prepared in accordance with the *Local Government Act 1989* and the *Local Government (Planning and Reporting) Regulations 2014*.



Kevin Ayre CPA

Principal Accounting Officer

11 September 2018

Doncaster

In our opinion, the accompanying performance statement of the Manningham City Council for the year ended 30 June 2018 presents fairly the results of Council's performance in accordance with the *Local Government Act 1989* and the *Local Government (Planning and Reporting) Regulations 2014*.

The performance statement contains the relevant performance indicators, measures and results in relation to service performance, financial performance and sustainable capacity.

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

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



Andrew Conlon

Mayor

11 September 2018

Doncaster




Michelle Kleinert

Deputy Mayor

11 September 2018

Doncaster



Jill Colson

Acting Chief Executive Officer

11 September 2018

Doncaster

Auditor General's report



Independent Auditor's Report

To the Councillors of Manningham City Council

Opinion	<p>I have audited the accompanying performance statement of Manningham City Council (the council) which comprises the:</p> <ul style="list-style-type: none"> • description of municipality for the year ended 30 June 2018 • sustainable capacity indicators for the year ended 30 June 2018 • service performance indicators for the year ended 30 June 2018 • financial performance indicators for the year ended 30 June 2018 • other information and • the certification of the performance statement. <p>In my opinion, the performance statement of Manningham City Council in respect of the year ended 30 June 2018 presents fairly, in all material respects, in accordance with the performance reporting requirements of Part 6 of the <i>Local Government Act 1989</i>.</p>
Basis for Opinion	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Standards on Assurance Engagements. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the performance statement</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. I and my staff are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the performance statement in Victoria and have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
Councillors' responsibilities for the performance statement	<p>The Councillors are responsible for the preparation and fair presentation of the performance statement in accordance with the performance reporting requirements of the <i>Local Government Act 1989</i> and for such internal control as the Councillors determines is necessary to enable the preparation and fair presentation of the statement of performance that is free from material misstatement, whether due to fraud or error.</p>
Auditor's responsibilities for the audit of the performance statement	<p>As required by the <i>Audit Act 1994</i>, my responsibility is to express an opinion on the performance statement based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the performance statement as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Standards on Assurance Engagements will always detect a material misstatement when it exists.</p>

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of users taken on the basis of this performance statement.

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

- identify and assess the risks of material misstatement of performance statement, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control
- evaluate the overall presentation, structure and content of the performance statement, including the disclosures, and whether performance statement represents the underlying events and results in a manner that achieves fair presentation.

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

MELBOURNE
13 September 2018


Tim Loughnan
as delegate for the Auditor-General of Victoria

Other information

For the year ended 30 June 2018

1. Basis of preparation

Council is required to prepare and include a performance statement within its annual report. The performance statement includes the results of the prescribed sustainable capacity, service performance and financial performance indicators and measures together with a description of the municipal district and an explanation of material variations in the results. This statement has been prepared to meet the requirements of the *Local Government Act 1989* and *Local Government (Planning and Reporting) Regulations 2014*.

Where applicable the results in the performance statement have been prepared on accounting bases consistent with those reported in the financial statements. The other results are based on information drawn from Council information systems or from third parties (e.g. Australian Bureau of Statistics).

The performance statement presents the actual results for the current year and for the prescribed financial performance indicators and measures, the results forecast by the Council's strategic resource plan. The *Local Government (Planning and Reporting) Regulations 2014* requires explanation of any material variations in the results contained in the performance statement. Council has adopted materiality thresholds relevant to each indicator and measure and explanations have not been provided for variations below the materiality thresholds unless the variance is considered to be material because of its nature.

The forecast figures included in the performance statement are those adopted by Council in its strategic resource plan on 28 June 2018 and which forms part of the council plan. The strategic resource plan includes estimates based on key assumptions about the future that were relevant at the time of adoption and aimed at achieving sustainability over the long term. Detailed information on the actual financial results is contained in the general purpose financial statements. The strategic resource plan can be obtained by contacting Council.

Sustainable Capacity Indicators

For the year ended 30 June 2018

Indicator/measure	Results				Material Variations
	2015	2016	2017	2018	
Population					
Expenses per head of municipal population [Total expenses / Municipal population]	\$894.74	\$901.22	\$920.18	\$913.67	This result demonstrates Council's continued low cost per head of population when compared to similar councils. It reflects the delivery of services and community facilities in a cost effective way as part of a responsible budget.
Infrastructure per head of municipal population [Value of infrastructure / Municipal population]	\$5,943.50	\$5,762.24	\$6,398.78	\$6,379.91	Council is committed to maintaining, renewing and upgrading infrastructure assets, and each year allocates at least 33% of rate revenue to fund the capital works program.
Population density per length of road [Municipal population / Kilometres of local roads]	198	200	202	206	Manningham has a lower population density per km of road than similar councils. This results in the total cost of road maintenance and upgrades being funded from smaller number of ratepayers which contributes to Manningham's annual rate increase.
Own-source revenue					
Own-source revenue per head of municipal population [Own-source revenue / Municipal population]	\$859.92	\$914.03	\$918.71	\$910.10	Council's own-source revenue (primarily rates, fees and user charges) per head of population has averaged \$900 over the last 4 years. The small decrease in 2017/18 relates to an increase in the population of Manningham.
Recurrent grants					
Recurrent grants per head of municipal population [Recurrent grants / Municipal population]	\$110.00	\$96.72	\$117.47	\$109.33	Manningham receives the minimum grant from the Victoria Grants Commission and relies heavily on rates to meet community service and infrastructure needs.
Disadvantage					
Relative socio-economic disadvantage [Index of Relative Socio-economic Disadvantage by decile]	10	10	10	9	Manningham has a low level of socio-economic disadvantage relative to many councils. Data released from the most recent census indicates that the level of disadvantage has increased in a few areas leading to a reduction in this indicator by 1 decile compared to the last census publication.

Definitions

"adjusted underlying revenue" means total income other than:

(a) non-recurrent grants used to fund capital expenditure; and

(b) non-monetary asset contributions; and

(c) contributions to fund capital expenditure from sources other than those referred to above "infrastructure" means non-current property, plant and equipment excluding land

"local road" means a sealed or unsealed road for which the council is the responsible road authority under the Road Management Act 2004

"population" means the resident population estimated by council

"own-source revenue" means adjusted underlying revenue other than revenue that is not under the control of council (including government grants)

"relative socio-economic disadvantage", in relation to a municipality, means the relative socio-economic disadvantage, expressed as a decile for the relevant financial year, of the area in which the municipality is located according to the Index of Relative Socio-Economic Disadvantage (Catalogue Number 2033.0.55.001) of SEIFA "SEIFA" means the Socio-Economic Indexes for Areas published from time to time by the Australian Bureau of Statistics on its Internet website "unrestricted cash" means all cash and cash equivalents other than restricted cash.

Indicator/measure	Results				Material Variations
	2015	2016	2017	2018	
Aquatic facilities					
Utilisation					
Utilisation of aquatic facilities [Number of visits to aquatic facilities / Municipal population]	3.91	2.93	4.56	5.68	Over the past 4 years our Aquarena aquatic centre has been significantly redeveloped. It is pleasing to see the use of the facility continuing to trend favourably with almost a 25% increase in utilisation over 2016/17.
Animal management					
Health and safety					
Animal management prosecutions [Number of successful animal management prosecutions]	24	15	17	6	The number of prosecutions decreased compared to the previous years. Manningham Council pursues prosecutions to ensure responsible pet ownership and community safety and we are pleased to see that prosecutions have decreased substantially.
Food safety					
Health and safety					
Critical and major non-compliance notifications [Number of critical non- compliance notifications and major non- compliance notifications about a food premises followed up / Number of critical non- compliance notifications and major non- compliance notifications about food premises] x 100	92.00%	98.33%	100.00%	99.03%	Council is vigilant in ensuring food premises are followed up after a major or critical non-conformance is detected as demonstrated with the high follow up rate for the 2017 calendar year.
Governance					
Satisfaction					
Satisfaction with council decisions [Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]	60	57	58	57	Our community satisfaction with Council decisions remains in a stable band between 57 and 60.
Home and community care					
Participation					
Participation in HACC service [Number of people that received a HACC service / Municipal target population for HACC services] x 100	23.00%	23.90%	n/a	n/a	Reporting ceased on 1 July 2016 due to the introduction of the Commonwealth Government's National Disability Insurance Scheme and the Commonwealth Home Support Program.
Participation in HACC service by CALD people [Number of CALD people who receive a HACC service / Municipal target population in relation to CALD people for HACC services] x 100	19.00%	18.10%	n/a	n/a	Reporting ceased on 1 July 2016 due to the introduction of the Commonwealth Government's National Disability Insurance Scheme and the Commonwealth Home Support Program.
Libraries					
Participation					
Active library members [Number of active library members / Municipal population] x 100	16.00%	16.20%	15.80%	14.90%	There has been a steady decline in the number of active members over the past 4 years. However, this is not an accurate reflection of library usage as members who use other services including internet, Wi-Fi or participate in library programs are not included.
Maternal and child health					
Participation					
Participation in the MCH service [Number of children who attend the MCH service at least once (in the year) /Number of children enrolled in the MCH service] x 100	99.00%	74.60%	76.40%	78.93%	Results continue to show a high standard of participation. This measure only captures participation in the key age and stage appointments (not other services). Whilst Council strives to encourage 100% participation, the service is voluntary.

Indicator/measure	Results				Material Variations
	2015	2016	2017	2018	
Participation					
Participation in the MCH service by Aboriginal children <i>[Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x 100</i>	92.00%	64.52%	94.59%	85.11%	Data is being managed by the State Government and while most data is accurate there may be some variation in results. Although the result shows a decline from 16/17, more indigenous children participated in the service this year. While Council strives to encourage attendance, the service is voluntary.
Roads					
Satisfaction					
Satisfaction with sealed local roads <i>[Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]</i>	68	64	66	64	An independent research company conducts the community satisfaction survey annually on behalf of State Government. Performance on the condition of local sealed roads (64) was marginally lower than our 2016/17 result but within the 64 to 68 band range of the last 4 years. The 2017/18 result is 4 points ahead of the Metropolitan average and 11 points ahead of the State-wide average.
Statutory Planning					
Decision making					
Council planning decisions upheld at VCAT <i>[Number of VCAT decisions that did not set aside council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100</i>	44.00%	72.73%	70.97%	64.71%	18 of Council's original decisions were set-aside (overturned) by the Tribunal. In 14 of these instances Council negotiated satisfactory outcomes with the applicant and consented to the decision. Only 4, or 8% of VCAT matters were overturned without Council's consent.
Waste Collection					
Waste diversion					
Kerbside collection waste diverted from landfill <i>[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x 100</i>	54.00%	53.10%	53.96%	54.12%	Following our new bin rollout in 2016/17, we have achieved our highest ever garbage diversion rate, resulting in the lowest ever percentage of material sent to landfill.

Definitions

"Aboriginal child" means a child who is an Aboriginal person

"Aboriginal person" has the same meaning as in the Aboriginal Heritage Act 2006

"active library member" means a member of a library who has borrowed a book from the library

"annual report" means an annual report prepared by a council under sections 131, 132 and 133 of the Act

"CALD" means culturally and linguistically diverse and refers to persons born outside Australia in a country whose national language is not English

"class 1 food premises" means food premises, within the meaning of the Food Act 1984, that have been declared as class 1 food premises under section 19C of that Act

"class 2 food premises" means food premises, within the meaning of the Food Act 1984, that have been declared as class 2 food premises under section 19C of that Act

"Community Care Common Standards" means the Community Care Common Standards for the delivery of HACC services, published from time to time by the Commonwealth

"critical non-compliance outcome notification" means a notification received by council under section 19N(3) or (4) of the Food Act 1984, or advice given to council by an authorized officer under that Act, of a deficiency that poses an immediate serious threat to public health

"food premises" has the same meaning as in the Food Act 1984

"HACC program" means the Home and Community Care program established under the Agreement entered into for the purpose of the Home and Community Care Act 1985 of the Commonwealth

"HACC service" means home help, personal care or community respite provided under the HACC program

"local road" means a sealed or unsealed road for which the council is the responsible road authority under the Road Management Act 2004

"major non-compliance outcome notification" means a notification received by a council under section 19N(3) or (4) of the Food Act 1984, or advice given to council by an authorized officer under that Act, of a deficiency that does not pose an immediate serious threat to public health but may do so if no remedial action is taken

"MCH" means the Maternal and Child Health Service provided by a council to support the health and development of children within the municipality from birth until school age

"population" means the resident population estimated by council

"target population" has the same meaning as in the Agreement entered into for the purposes of the Home and Community Care Act 1985 of the Commonwealth

"WorkSafe reportable aquatic facility safety incident" means an incident relating to a council aquatic facility that is required to be notified to the Victorian WorkCover Authority under Part 5 of the Occupational Health and Safety Act 2004

Financial Performance Indicators

For the year ended 30 June 2018

Dimension/indicator/measure	Results					Forecast		Material Variations
	2015	2016	2017	2018	2019	2020	2021	
Efficiency								
Revenue level								
Average residential rate per residential property assessment	\$1,832	\$1,881	\$1,869	\$1,911	\$2,009	\$2,057	\$2,106	\$2,155
[Residential rate revenue / Number of residential property assessments]								
Expenditure level								
Expenses per property assessment [Total expenses / Number of property assessments]	\$2,282	\$2,278	\$2,302	\$2,308	\$2,390	\$2,415	\$2,445	\$2,506
Workforce turnover								
Resignations and terminations compared to average staff	8.28%	8.66%	11.78%	9.92%	8.5%	8.5%	8.5%	8.5%
[Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x 100								
Liquidity								
Working capital								
Current assets compared to current liabilities [Current assets / Current liabilities] x 100	206.13%	217.04%	199.23%	214.99%	179.0%	195.2%	207.5%	214.8%
Unrestricted cash								
Unrestricted cash compared to current liabilities [Unrestricted cash / Current liabilities] x 100	60.36%	77.04%	63.04%	62.90%	68.2%	81.0%	84.0%	85.2%

Council has a high reliance on rate revenue from residential properties with 96% of all properties are residential. Council uses rate revenues to maintain and upgrade local roads, buildings, drains, footpaths, playgrounds and sporting facilities. This revenue also funds services including waste management, public health, children, youth, family, aged, planning, building and other community services. The increase from 2016/17 is in line with the State Government rate cap.

Councils continued focus on responsible budgeting while maintaining service levels has resulted in the cost per property being at a very similar level to the last few years.

As expected, the workforce turnover ratio reduced in 2017/18. This follows higher than normal workforce turnover in 2016/17 and the first half of 2017/18 due to organisational realignment to improve our ability to deliver services. The plan going forward is to reduce turnover back down to around 8.5%.

The working capital ratio indicates that Council has \$2.15 worth of current assets for each \$1.00 of current liabilities. This enables Council to meet its commitments as and when they arise without having to borrow funds. The higher ratio in 2017/18 is mainly attributable to a strong operating result together with an increase in current assets relating to the value of land sold in 2017/18 with settlement taking place in 2018/19 financial year. The forward year forecasts indicate that Council is expecting to maintain a strong working capital ratio.

The result reflects Councils improving operating performance both in 2018 and the forward forecasts. It is an indicator that Council is forecast to remain in a sustainable financial position over the next four years.

Dimension/indicator/measure	Results					Forecast			Material Variations	
	2015	2016	2017	2018	2019	2020	2021	2022		
Obligations										
Asset renewal										
Asset renewal compared to depreciation [(Asset renewal expenses / Asset depreciation) x 100]	71.29%	74.02%	123.60%	96.53%	107.83%	114.87%	117.45%	118.20%	During 2017/18 Council spent \$19.15 million renewing community assets. The drop in 2017/18 relates to capital works planned for completion by 30 June 2018 that will be completed during the 2018/19 financial year. The four year trend is to maintain the asset renewal ratio at or above 100%.	
Loans and borrowings										
Loans and borrowings compared to rates [(Interest bearing loans and borrowings / Rate revenue) x 100]	8.34%	7.80%	7.83%	7.53%	7.15%	3.43%	3.30%	3.19%	Council has a low level of borrowing relative to rates. Total borrowings as at June 2018 is \$7.28 million. The reduction in the ratio in 2020 relates to the planned loan principal repayments totalling \$3.64 million.	
Loans and borrowings										
Loans and borrowings repayments compared to rates [(Interest and principal repayments on interest bearing loans and borrowings / Rate revenue) x 100]	0.34%	0.33%	0.33%	0.32%	0.30%	3.64%	0.14%	0.13%	Council has a low level of borrowing relative to rates. Total borrowings as at 30 June 2018 is \$7.28 million. The ratio increases in 2020 as Council is projecting to repay \$3.64 million of loan principle.	
Indebtedness										
Non-current liabilities compared to own source revenue [(Non-current liabilities / Own source revenue) x 100]	7.97%	7.50%	7.19%	7.19%	3.29%	3.16%	3.06%	2.97%	Council has a low level of non-current liabilities compare to revenue. This ratio is projected to drop in 2018/19 as Council repays \$3.64 million in loan principle.	
Operating position										
Adjusted underlying result										
Adjusted underlying surplus (or deficit) [(Adjusted underlying surplus (deficit) / Adjusted underlying revenue) x 100]	7.02%	9.69%	11.35%	10.49%	9.44%	11.19%	11.43%	11.13%	Council's strong operating surplus' over the next four years is projected to improve this ratio. A operating surplus is required to ensure a financially sustainable organisation whilst providing relevant and cost effective services and infrastructure to the community.	
Stability										
Rates concentration										
Rates compared to adjusted underlying revenue [(Rate revenue / Adjusted underlying revenue) x 100]	76.53%	78.30%	74.24%	76.06%	78.25%	77.83%	78.52%	78.70%	The result is consistent with the forecast and reflects Manningham's reliance on rates to fund services and infrastructure to our community. Following the State Government's introduction of the rate cap, Council is focusing on developing new revenue sources to fund Council services.	
Rates effort										
Rates compared to property values [(Rate revenue / Capital improved value of rateable properties in the municipality) x 100]	0.25%	0.26%	0.20%	0.20%	0.17%	0.18%	0.18%	0.18%	The result highlights Council's relative low rate burden on its community when compared to property value and is consistent with expected results.	

Definitions

"adjusted underlying revenue" means total income other than:

- (a) non-recurrent grants used to fund capital expenditure; and
- (b) non-monetary asset contributions; and
- (c) contributions to fund capital expenditure from sources other than those referred to above "adjusted underlying surplus (or deficit)" means adjusted underlying revenue less total expenditure

"asset renewal expenditure" means expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability

"current assets" has the same meaning as in the AAS "current liabilities" has the same meaning as in the AAS

"non-current assets" means all assets other than current assets

"non-current liabilities" means all liabilities other than current liabilities

"non-recurrent grant" means a grant obtained on the condition that it be expended in a specified manner and is not expected to be received again during the period covered by a council's Strategic Resource Plan

Definitions

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"non-recurrent grant" means a grant obtained on the condition that it be expended in a specified manner and is not expected to be received again during the period covered by a council's Strategic Resource Plan

Glossary and abbreviations

Glossary

Advisory committee	A committee that assists council with the decision making process and has a councillor representative to assist with the consultation process
Advocacy	Publicly supporting or recommending programs or services on behalf of our community to other tiers of government or service providers for community benefit
Annual Report	An annual report prepared by a Council under sections 131, 132 and 133 of the <i>Local Government Act 1989</i>
Asset expansion expenditure	Expenditure that extends the capacity of an existing asset to provide benefits to new users at the same standard as is provided to existing beneficiaries
Asset expenditure type	These types of asset expenditure: <ul style="list-style-type: none"> • asset renewal expenditure • new asset expenditure • asset upgrade expenditure • asset expansion expenditure
Asset renewal expenditure	Expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability
Asset upgrade expenditure	Expenditure that: <ul style="list-style-type: none"> • enhances an existing asset to provide a higher level of service; or • increases the life of the asset beyond its original life
Best value	State legislation that requires council to review services to ensure community expectations and value for money
Budget	Council's originally published budget detailing the projected income, expenditure and financial position of council
Capital expenditure	The expenditure on items which are expected to produce future economic benefits for council with a useful life in excess of 12 months
Capital improved value	The market value of the property at the date of valuation including the value of the land and all improvements built on the land
Capital Works Program	Program of scheduled infrastructure works generally encompassing capital works for road, drainage and building assets
Capitalisation	The process whereby expenditure is charged to an account in the statement of financial position rather than to an expense account
Council Plan	The 4-year plan for how we will deliver our 9 strategic objectives

Community grants	Council allocates a sum of money for our community development community grants program as part of the annual budget process. The funding supports not for profit community organisations in Manningham
Community Satisfaction Survey	The survey the state government requires councils to conduct once a year to gauge the level of community satisfaction with our services
Cultural diversity	Celebrating our community's many different cultures expressed through language, tradition, religion, dress, arts, dance and lifestyle
Governance	Council's responsibility for the economic and ethical performance of the municipality
Community Care Program	Home and Community Care (HACC) and the Commonwealth Home Support programs established under Agreements entered into with the Commonwealth and State Governments support people who are frail, have a disability and their families
Community care service	Provides a range of services including domestic assistance, personal care, community respite and delivered meals which assists clients to maximise their independence in the community
Infrastructure	Stock of fixed capital equipment including roads, public buildings, footpaths, etc.
Key performance indicator	A significant measure used on its own or in combination with other key performance indicators to monitor how well a business is achieving its quantifiable objectives
Liquidity	Ratio of current assets to current liabilities as a percentage that shows how much cash we have on hand
Local Government Model Financial Report	The Local Government Model Financial Report published by the Department from time to time including on the Department's website
Local law	The laws adopted by council that prohibit, regulate and control activities, events, practices and behaviours within Manningham
Local roads	The municipal road network which is maintained by Manningham Council
Manningham Matters	Our newsletter, which provides residents with information about local 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
Material variations	Significant changes to a development application, such as those that impact neighbouring properties, alter the description of the development, or would affect objections to the original proposal.
Maternal and Child Health (MCH) Service	Service provided by a Council to support the health and development of children within the municipality from birth until school age

Municipal Association of Victoria (MAV)	The lobbying body for Victoria's 79 councils
New asset expenditure	Expenditure that creates a new asset that provides a service that does not currently exist
Non-current assets	All assets other than current assets
Non-recurrent grant	A grant obtained on the condition that it be expended in a specified manner and is not expected to be received again during the period covered by a Council's Strategic Resource Plan
Performance indicator	A statistic identifying the extent of activity in meeting a specific objective
Performance statement	The performance statement prepared by a Council under section 131 of the Act
Principal Accounting Officer	The person designated by a Council to be responsible for the financial management of the Council
Recurrent grant	A grant other than a non-recurrent grant
Report of operations	The report of operations prepared by a Council under section 131 of the Act
Reserves	Monies set aside in the statement of financial position for specific purposes in accordance with statutory and discretionary principles
Revised budget	The revised budget prepared by a Council under section 128 of the Act
Risk management	A policy and process for identifying business risks and controlling the likelihood and/or impact of a risk event occurring
Strategy	A plan of action intended to accomplish specific objectives
Statement of Capital Works	A statement of capital works prepared in accordance with the Local Government Model Financial Report
Statement of Human Resources	A statement which shows all Council staff expenditure and the number of full time equivalent Council staff
Sustainable	Meet present day needs without compromising future generations' ability to meet their needs
Themes	The overarching strategic objectives or focus areas of Council, as outlined in the Council Plan.
Triple bottom line	Measures community well-being by assessing the economic, social and environmental considerations
Vision	A description of the future we aim to achieve for our city and community
Ward	The delineation of a district within a municipality for the purposes of administration and representation
Well-being	A general term to encompass health, happiness, welfare, security, comfort, quality of life and a sense of belonging

Abbreviations

AAS	Australian Accounting Standard
ABS	Australian Bureau of Statistics
AMS	Asset Management Strategy
CALD	Culturally and Linguistically Diverse
CEO	Chief Executive Officer
Cr	Councillor
EBA	Enterprise Bargaining Agreement
EMT	Executive Management Team
EO	Equal Opportunity
HACC	Home and Community Care
LGPRF	Local Government Performance Reporting Framework
MAV	Municipal Association of Victoria
MCH	Maternal Child Health
NDIS	National Disability Insurance Scheme
OHS	Occupational Health and Safety
SBS	Strategic Briefing Session
UNHCR	United Nations High Commission for Refugees
VEC	Victorian Electoral Commission

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Thank you

Thank you for reading Manningham's Annual Report 2017/18. We hope that this document has given you a good understanding of our achievements and performance over the 12 months from 1 July 2017 to 30 June 2018. We value your feedback. You can provide this to us by contacting us in a way that you prefer.

Annual Report 2017/18

This report is a comprehensive account of our achievements, challenges, aspirations for the future and commitments to our customers.

In it, we report on our performance against the strategic themes and goals outlined in the Council Plan 2017-2021 and give an analysis of our financial performance. The report also illustrates the breadth and depth of the services we deliver to the Manningham community.

Why we have an Annual Report

Our Annual Report is a key tool to inform Manningham's residents, businesses, employees and potential employees, State and Federal governments, peak bodies, and community groups and organisations about our activities, performance and future direction.

Manningham is required under the Local Government Act 1989 to present an Annual Report to the Minister for Local Government by 30 September each year.

Further reading

We encourage you to visit our website where you can find information about our services, programs, events, major initiatives, major publications and more. The address is manningham.vic.gov.au.

Where to get a copy







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

Contact Information


View this annual report online at manningham.vic.gov.au/annual-report

Get in touch



Online

-  [twitter/manninghamcc](https://twitter.com/manninghamcc)
-  [facebook/manninghamcouncil](https://facebook.com/manninghamcouncil)
-  Instagram/CityofManningham
-  manningham.vic.gov.au
-  yoursaymanningham.com.au
-  manningham@manningham.vic.gov.au


On the phone

 03 9840 9333


In person

-  **Manningham Civic Centre**
699 Doncaster Road
Doncaster
-  **Council Depot**
Corner Blackburn and Warrandyte Roads
Doncaster East

In writing

 Manningham Council
PO Box 1
Doncaster Vic 3108

Interpreter Service

 9840 9355

普通话 | 廣東話 | Ελληνικά | Italiano | عربي | فارسی

Manningham Council

699 Doncaster Road, Doncaster Victoria 3108

p 03 9840 9333 **f** 03 9848 3110

e manningham@manningham.vic.gov.au

manningham.vic.gov.au



Interpreter service **9840 9355**

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