

2020/21 Annual Report



Acknowledgement of Country

Manningham Council acknowledges the Wurundjeri Woi-wurrung people as the Traditional Owners of the land and waterways that is now known as Manningham.

Council pays respect to Elders past, present and emerging, and values the ongoing contribution to enrich and appreciate the cultural heritage of Manningham.

Council acknowledges and respects Australia's First Peoples as Traditional Owners of lands and waterways across Country, and encourages reconciliation between all.

Our commitment to gender equality

We are committed to ensuring that all people in our community are treated with dignity, respect and fairness. We will consider the gender, equality and diversity of all people in our community as we develop our plans, strategies and services. We will uphold our requirements in the Victorian Government's *Gender Equality Act 2020* and will continue to seek ways to improve all that we do to make Manningham a safe, respectful and inclusive community.

Welcome

Welcome to Manningham Council's Annual Report 2020/21. Each year, we report on our performance in providing services, managing resources and meeting our community's needs.

We provide more than 100 services and manage over \$2 billion of land and infrastructure assets across our 114km² municipality.

In this year's report, you can read about our achievements and challenges from 1 July 2020 to 30 June 2021, and our aspirations for the future. You will also find case studies throughout that highlight the great work we do in our community.

Our Annual Report details our performance against the strategic themes outlined in our Council Plan 2017-2021, our 2020/21 Annual Budget initiatives, and 2017-2021 Strategic

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

Under the *Local Government Act 2020*, Manningham, like all Victorian local governments, must present an Annual Report to the Minister for Local Government each year. We take our accountability to our community seriously. This Annual Report is one of the primary tools we use to report on our performance transparently and accurately.

Our vision

A liveable and harmonious city.

Our mission

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

Our strategic direction

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

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

Under each theme, specific goals guide us in our work to serve our community. We describe these themes and goals on 57-157.

Our values guide how we behave, act and communicate with the community and each other, every day.

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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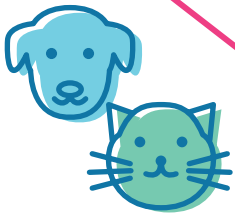
Year in Review





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Manningham snapshot



12,943

cats and dogs registered

19,000

participants in arts and culture programs and projects



34,200

visits to
yoursaymanningham

10km

of new and renewed
foothpaths



\$1.78 million

provided in community grants



\$4.6 million

to improve parks and
open spaces

1,304

building permits
processed



Population of

128,929

55%

of waste diverted
from landfill



25km

roads resurfaced

1,012

births supported by
Maternal and Child
Health centres



\$43.84 million

in capital works
projects delivered



605,834

visitors to
manningham.vic.gov.au

87%

of planning applications
decided within statutory
time frames



124,206

calls received by the
contact centre



409,822

library loans

68,669

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



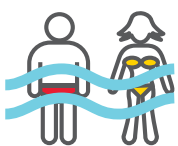
328

residents became
Australian Citizens



224,367

visits to Aquarena

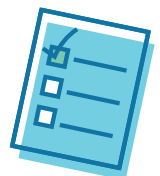


19,000

plants planted

14,905

immunisations
provided



Message from our Mayor



It's my pleasure to present Manningham's Annual Report 2020/21 on behalf of my fellow Councillors.

In October 2020, our community elected a new Council to help guide the organisation's direction moving forward. I would like to acknowledge our previous Councillors for their tireless work in our community and for putting our new Council in a great position for the years ahead. It was a privilege and an honour to work with former Councillors Sophy Galbally, Dot Haynes, Paul McLeish, Paula Piccinini and Mike Zafiroopoulos AM over the previous Council term of 2016 to 2020 and I thank them for their service to the community. I'd like to also thank our previous Mayor, Paul McLeish for leading the Council during the difficult first year of the COVID-19 pandemic.

Our new Council was quick to get to work, starting with developing our key strategic document, the draft *Council Plan 2021-2025*, which sets out our priorities over the next four years. We have also developed a 10-year financial plan to keep us on track to deliver what we have set out in the Council Plan.

We are passionate about continuing to listen to our community and this passion resulted in an extensive engagement process including a deliberative community panel, to drive the development of our Council Plan.

We are very proud of the meaningful capital works projects we delivered or initiated this year, despite the challenges

of COVID-19, including:

- Construction of Boronia Grove Sporting Pavilion
- Refurbishment of Manningham Function Centre
- Ongoing construction of Pettys Reserve Sporting precinct
- Commencement of Knees Road Reconstruction project in Park Orchards,
- Commencement of Rieschieks Reserve modular construction project
- Commencement of Domeney Reserve pavilion refurbishment

Moving forward, our Council will focus on infrastructure and projects of fundamental importance to our community, including footpaths, roads and open spaces to enjoy.

Our team of dedicated Councillors continue to come together throughout the pandemic to deliver on our Council Plan actions and provide much-needed support to our community.

We look forward to continuing our work for the people of Manningham with the support of our highly valued CEO, Directors and team of staff who continue to deliver for the community through these challenging times.

A handwritten signature in black ink, reading "Cr Andrew Conlon".

Cr Andrew Conlon
Mayor

Message from our CEO



We are proud of our work throughout 2020/21 to make Manningham a thriving place to live, work and play in an incredibly challenging time for our community.

The Manningham team continued to adapt our services and maintain and upgrade facilities to deliver much needed support to our community in these challenging times, while remaining focused on managing within our means.

Our work consistently focused on delivering public value in everything we do as we supported and advocated for our residents and businesses, while delivering over 100 services to our community.

I sincerely thank our team of dedicated staff who have been flexible in adapting the way they work to allow us to continue to deliver services and facilities that meet our community's ever changing needs.

Our Councillors have been exceptional in setting a clear vision and plan to guide the organisation in its support of our diverse community and businesses, protect our green open spaces and encourage connections within neighbourhoods to make Manningham an adaptable and resilient community.

We have ensured we keep our community informed with rapidly changing health advice, changes to operations and information on how to access services and support. Our people have worked collaboratively to make sure our facilities are well maintained throughout periods of closure and worked quickly to reopen them as restrictions eased.

The Manningham team are as committed as ever to continuing our agile approach to delivering high-quality services to support our community as we move through the COVID-19 pandemic together.

Andrew Day
Chief Executive Officer

Financial performance overview

Despite the financial challenges of the COVID-19 pandemic, our financial results remain strong and Council continues to be financially sustainable to respond to financial challenges now and into the future. These results demonstrate our commitment to maintaining long-term financial sustainability while providing cost-effective services and delivering infrastructure projects to meet the needs of our community. See the summary of our performance below. More detailed information can be found in the Financial Report section.

Operating position

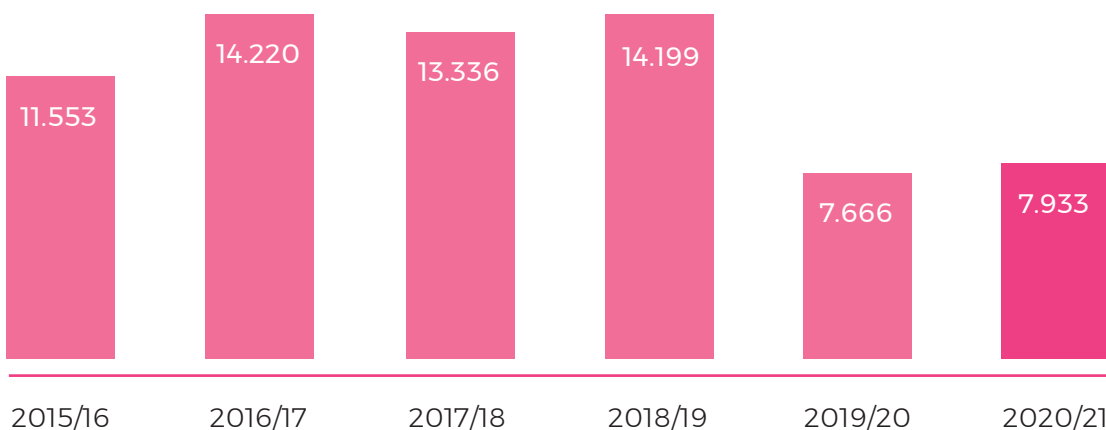
In 2020/21, we achieved an operating surplus of \$28.96 million which was \$16.33 million greater than the adopted budget surplus of \$12.63 million. The greater than budgeted surplus is mainly attributable to \$9.7 million greater than budgeted non-monetary (asset) contributions from developers, grants (operating and capital) \$3.17 and \$1.31 million greater than budgeted contributions (monetary).

Within Council’s surplus, there are a number of income items that are either

restricted in use or ‘non-cash’ in nature. The adjusted underlying surplus excludes these items such as non-recurrent capital grants, non-monetary asset contributions and other contributions to fund capital expenditure (including developer and open space contributions). The adjusted underlying surplus was \$7.93 million.

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

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



Income

We derived our income from various sources, including rates, user fees and charges, grants, interest and other contributions. Our total income for 2020/21 was \$157.92 million, compared to a budget of \$144.71 million. The additional revenue was mainly due to greater than budgeted monetary and non-monetary contributions from developers.

■ [Table 1: 2020/21 Income](#)

Income \$'000	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
General rates	81,370	82,819	85,839	88,853	92,216	95,767
Waste charges	12,040	10,201	10,831	13,126	13,737	13,916
User fees, charges and fines	12,553	14,369	14,940	14,570	12,308	9,676
Operating grants	10,023	12,366	12,229	12,179	12,257	13,641
Capital grants	7,189	3,999	3,578	2,043	1,661	3,622
Contributions (monetary and non-monetary)	5,924	22,387	14,766	14,578	18,406	18,857
Other income	3,081	3,514	1,714	3,301	2,864	2,444
Total	132,180	149,655	143,896	148,600	153,449	157,923

Expenditure

Our total expenditure for 2020/21 was \$128.96 million, compared to a budget of \$132.08 million. In 2020/21, the main expense was employee costs, which accounted for \$56.22 million. We provide services to our community through a combination of contractors and employees.

■ Table 2: 2020/21 Expenditure

Expenditure \$'000	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Employee costs	47,890	51,099	52,505	53,326	54,120	56,221
Materials and contracts	21,595	22,115	20,961	23,446	28,469	27,853
Depreciation and amortisation	20,221	19,347	20,566	21,640	23,946	26,028
Other expenses	17,808	18,520	19,736	21,036	20,586	18,859
Total	107,514	111,081	113,768	119,448	127,121	128,961

Net worth

Our financial strength is indicated by net assets (what we own less what we owe). As at 30 June 2021, Council owns net assets of \$2.25 billion including community infrastructure assets of \$2.19 billion.

Assets

Our total assets are valued at \$2.31 billion. This is an increase of \$122.69 million or 5.3% on the prior year and is primarily due to an increase in the value of land.

The major components of our assets include:

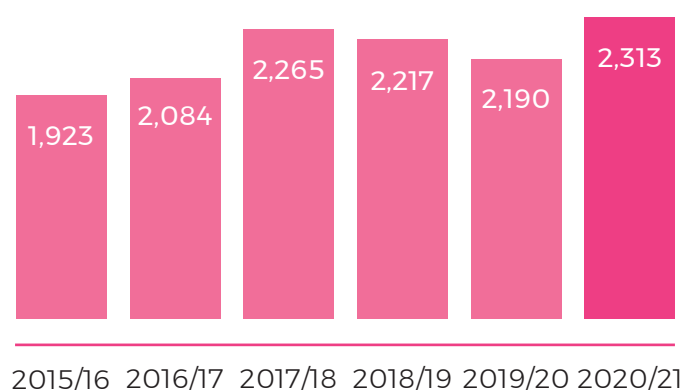
- Infrastructure, property, plant and equipment valued at \$2.19 billion.
- Cash and investments of \$87.92 million.
- Debtors of \$16.48 million.

Liabilities

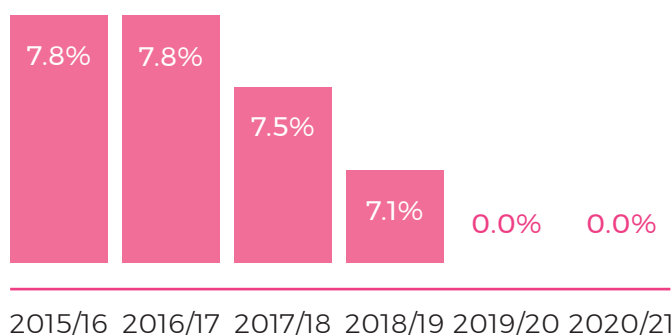
Our liabilities include amounts owed to suppliers and employee leave entitlements. Total liabilities at 30 June 2021 were \$57.84 million, an increase of \$3.03 million over the previous year.

Council fully repaid \$7.28 million of loan borrowings during 2019/20 and is debt-free.

■ Figure 2: Total assets (\$millions)



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



Capital investment

Council aims to maintain its infrastructure assets at expected levels while continuing to deliver services needed by our community. During 2020/21, we invested \$42.63 million in an extensive Capital Works Program to renew and upgrade community assets throughout the municipality. This program was funded primarily through rates, with additional funds provided through grants and contributions.

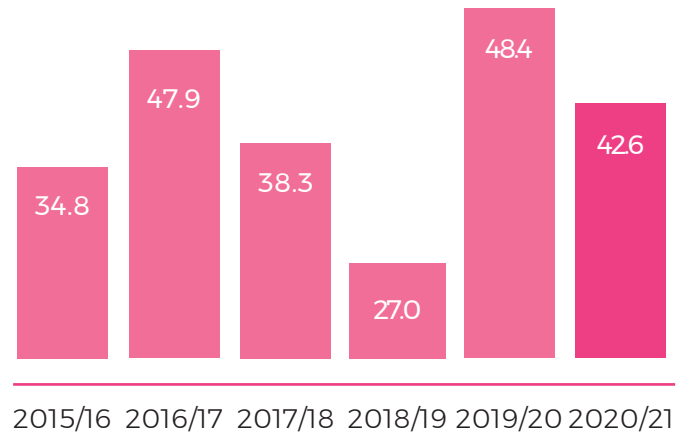
The major categories of capital works included:

- land and community buildings: \$10.67 million
- plant, equipment and other assets: \$1.16 million
- infrastructure assets (such as roads, drainage, footpaths and cycleways, recreation, leisure, parks, open space and streetscapes): \$27.26 million.

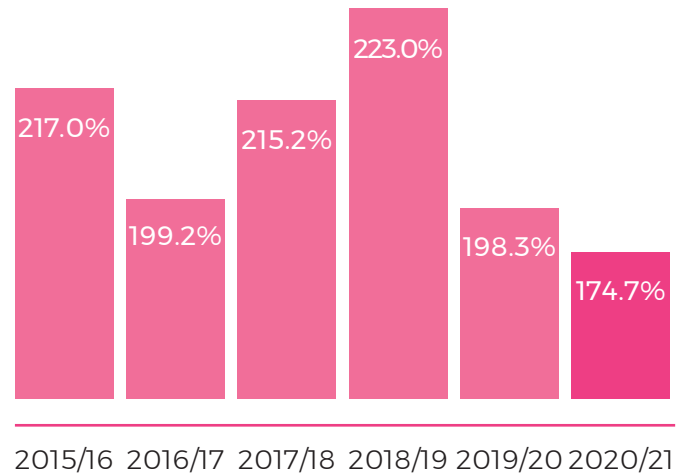
Liquidity

Cash and term deposits at 30 June 2021 were \$87.92 million, an increase of \$1.4 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 174.7% indicates that for every dollar of short-term liabilities, we have \$1.75 worth of assets. This is a strong result.

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



■ Figure 5: Working capital ratio (%)



Financial summary

Our financial results for 2020/21 were better than budgeted. These results demonstrate our commitment to maintaining long-term financial sustainability while providing cost-effective services and delivering infrastructure projects to meet the needs of our community. The 2020/21 Financial Statements show that the organisation remains in a sound financial position despite the financial impact of the COVID-19 pandemic and continues to be financially sustainable to be able to respond to financial challenges now and into the future.

This result was also achieved within the Victorian Government’s ‘Fair Go Rates’ legislation. The legislation requires a cap on the average increase in Council rates. The rate cap set by the Victorian Government was 2.0% for 2020/21. Manningham achieved the Victorian Government rate cap for 2020/21.

Fast facts

- \$28.96 million operating surplus, an increase of \$2.63 million on the previous year
- \$7.93 million adjusted underlying surplus, an increase of \$0.27 million on the previous year
- Council continues to be debt-free
- \$42.63 million capital works delivered to maintain and renew over \$2 billion of community assets and to create new and upgraded infrastructure for a growing community
- \$2.25 billion in net assets, an increase of \$119.66 million on the previous year.

\$28.96m



operating surplus,
an increase of
\$2.63 million on
the previous year

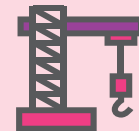
\$7.93m

adjusted underlying
surplus, an increase
of \$0.27 million on
the previous year



\$42.63m

capital works
delivered to
maintain and renew
over \$2 billion of
community assets
and to create new
and upgraded
infrastructure for
a growing
community



\$2.25b

in net assets,
an increase
of \$119.66
million on the
previous year.



Our services during 2020/21

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



Capital Works Program
\$29.32



Roads, footpaths and drainage
\$9.03



Waste services and recycling
\$8.56



Parks, gardens and sportsgrounds
\$10.18



Planning and environmental management
\$7.12



Arts, culture and libraries
\$4.41



Aged and disability support services
\$6.20



Health, children and families
\$4.42



Community support and development
\$2.15



Customer service, governance and administration
\$11.85



Council owned community buildings
\$2.63



Risk management and insurances
\$4.13



Our major projects 2020/21

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

We achieved tangible outcomes from our Capital Works Program, delivering just under \$43 million of capital projects to our customers. Below is a summary of key projects we completed in 2020/21:

- \$4.8 million in road resurfacing works
- \$4.8 million in building renewal works
- \$3.4 million in drainage works
- \$2.2 million in footpath works
- \$0.5 million on Neighbourhood Activity Centres & Streetscapes.

Some specific projects include:

- \$6.3 million at Pettys Reserve
- \$1.3 million at Domeney Reserve
- \$1.1 million at Warrandyte River Reserve
- \$1.1 million at Knees Road, Park Orchards
- \$1.6 million at Rieschiecks Reserve, Doncaster East
- \$0.9 million at Jumping Creek Road
- \$0.8 million Manningham Function Centre upgrade AMS Buildings
- \$0.7 million in play spaces including at Woodlea Street Reserve, Domeney Reserve, Aintree Reserve and Dudley Reserve
- \$0.7 million Hepburn Rd Extension (Walker St to Clay Drive)
- \$0.4 million Mullum Mullum Bowls
- \$0.3 million implementing Koonung Park Management Plan
- \$0.3 million Boronia Reserve Pavilion Redevelopment
- \$0.2 million Harold Link Development Plan
- \$0.1 million Aquarena - School Changerooms
- \$0.1 million Lawford Reserve Irrigation

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

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

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

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

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

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

Our history

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

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

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. The 50th anniversary of the proclamation was marked in 2017.

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

Council wards

Until Council elections on 24 October 2020, Manningham was divided into three wards. Each ward was home to about 30,000 voters.

Following an independent review of Manningham’s electoral boundaries, the Minister for Local Government announced the new electoral structure for Manningham in July 2020. Following the 24 October 2020 election, Manningham now has nine single Councillor wards:

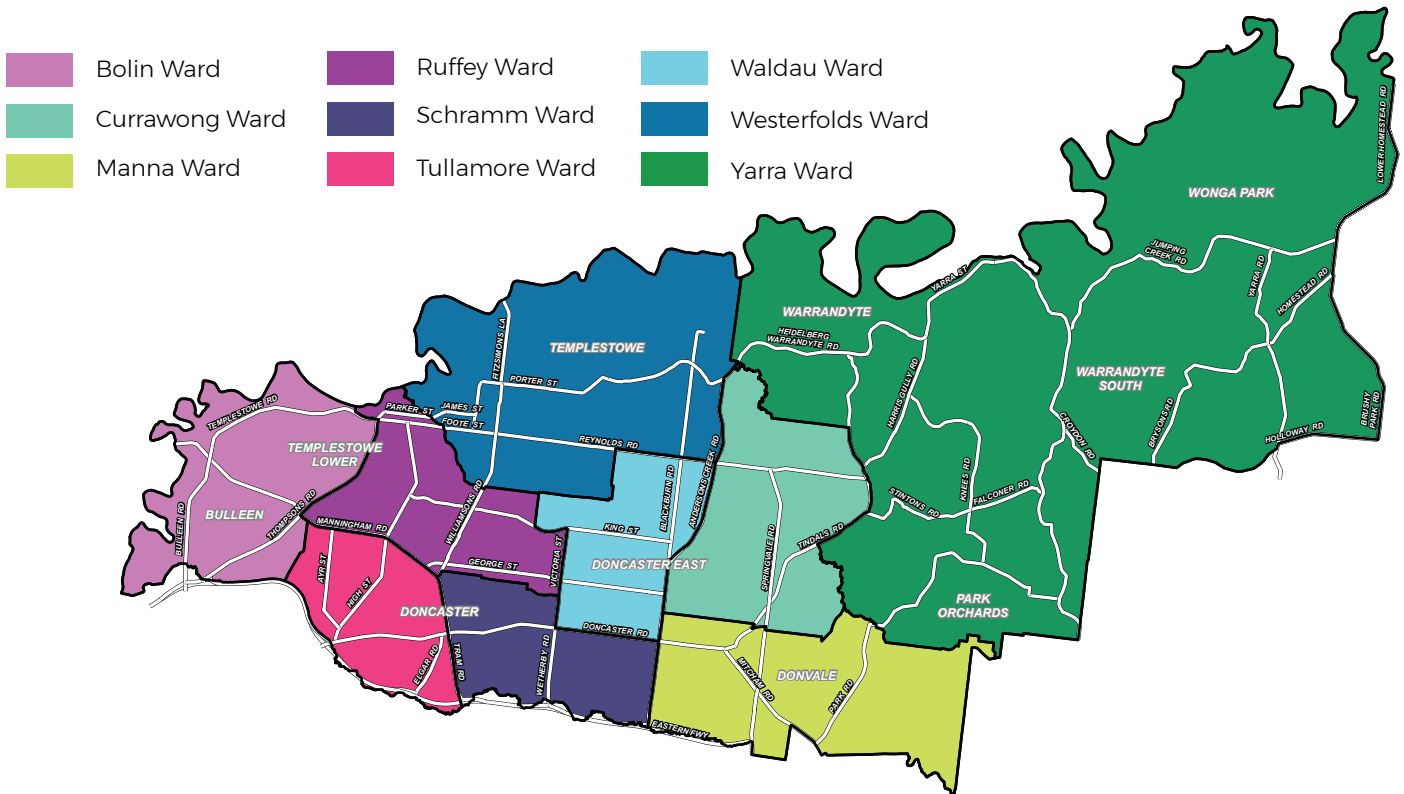
- Currawong Ward
- Waldau Ward
- Bolin Ward
- Manna Ward
- Ruffey Ward
- Schramm Ward
- Tullamore Ward
- Westerfolds Ward
- Yarra Ward

Our suburbs

The suburbs in Manningham are:

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

■ [Figure 6: Manningham Council wards](#)



Our Councillors

Every four years, our community elects nine Councillors to represent them.

Together, our Councillors guide the development of strategies and policies and make key decisions to help shape how Manningham will develop in the future. Manningham’s current Councillors were elected on 24 October 2020. The election was conducted by postal vote in accordance with the Local Government Act 2020.

The Victorian Electoral Commission (VEC) conducted the election with a new electoral structure coming into effect on 24 October 2020. The new electoral structure has 9 wards, each represented by one Councillor

Following the elections, Councillors were sworn in on 10 November 2020 and included four returning Councillors and five new Councillors.

A Mayor and Deputy Mayor is elected each year. During this financial year Paul McLeish served as Mayor and Mike Zafiropoulos as Deputy Mayor from July 2020 – October 2020. In November 2020, Cr Andrew Conlon was elected Mayor and Cr Anna Chen was elected Deputy Mayor.

■ [Table 3: Electoral Structure and Representation 24 October 2020 – 30 June 2021](#)



Cr Andrew Conlon (Mayor)

Currawong Ward

☎ 0425 732 238

✉ Andrew.Conlon@manningham.vic.gov.au

Elected to Council:
24 October 2020 (returning,
first elected 22 October
2016)



Cr Anne Chen (Deputy Mayor)

Waldau Ward

☎ 0429 470 051

✉ Anna.Chen@manningham.vic.gov.au

Elected to Council:
24 October 2020 (returning,
first elected 22 October
2016)



Cr Deirdre Diamante

Tullamore Ward

☎ 0413 584 047

✉ Deirdre.Diamante@manningham.vic.gov.au

Elected to Council:
24 October 2020



Cr Geoff Gough

Bolin Ward

☎ 0412 345 081

✉ Geoffrey.Gough@manningham.vic.gov.au

Elected to Council:
24 October 2020 (returning,
first elected 15 March 1997)



Cr Michelle Kleinert

Westerfolds Ward

☎ 0400 902 822

✉ Michelle.Kleinert@manningham.vic.gov.au

Elected to Council:
24 October 2020 (returning,
first elected 27 October
2012)



Cr Carli Lange

Yarra Ward

☎ 0433 256 840

✉ Carli.Lange@manningham.vic.gov.au

Elected to Council:
24 October 2020



Cr Tomas Lightbody

Manna Ward

☎ 0437 829 635

✉ Tomas.Lightbody@manningham.vic.gov.au

Elected to Council:
24 October 2020



Cr Laura Mayne

Schramm Ward

☎ 0447 981 010

✉ Laura.Mayne@manningham.vic.gov.au

Elected to Council:
24 October 2020



Cr Stephen Mayne

Ruffey Ward

☎ 0412 106 241

✉ Stephen.Mayne@manningham.vic.gov.au

Elected to Council:
24 October 2020 (returning,
previous term 2008 to 2012)

The following representatives were Councillors in the previous financial year from July to October 2020, at which time they were not re-elected as part of the VEC Council elections in October 2020. We thank these Councillors for their years of service.

■ [Table 4: Representation 1 July - 24 October 2020](#)



Cr Sophy Galbally

Served from 27 October 2012 to 22 October 2021



Cr Dot Haynes

Served from 27 October 2012 to 22 October 2021



Cr Paul McLeish

Served from 27 October 2012 to 22 October 2021

Term as Mayor:
November 2019 to
October 2020



Cr Paula Piccinini

Served from 27 October 2016 to 22 October 2021

Term as Mayor:
November 2018 to
October 2019



Cr Mike Zafiropoulos AM

Served from 27 October 2016 to 22 October 2021

Term as Deputy Mayor:
November 2019 to
October 2020

Our organisation

Manningham Council is led by our CEO, who operates under the guidance of our elected Council. Our highly skilled and experienced Executive Management Team (EMT) supports our CEO and is made up of three Directors and two Group Managers.

Our CEO is directly accountable to the Mayor and Councillors. The EMT oversees and manages our operations, with the support of Group and Service Unit Managers and their staff. These areas manage the full and diverse range of Council programs, activities and services to the community.

Our staff deliver on Council's strategic direction and actions as outlined in our Council Plan. We monitor and report on our progress against our strategic documents.

We demonstrate our values through our work and support our staff to represent these values to ensure our community receives a consistent standard of service.



Our Executive Management Team

■ Table 5: Executive Management Team



Andrew Day
Chief Executive Officer

September 2018 to present



Rachelle Quattrocchi
Director City Services

March 2020 to present



Philip Lee
Director Shared Services

December 2013 to present



Angelo Kourambas
Director City Planning
and Community

February 2018 to present



Kerryn Paterson
Group Manager People
and Communications

February 2019 to present



Andrew McMaster
Corporate Counsel
and Group Manager
Governance and Risk

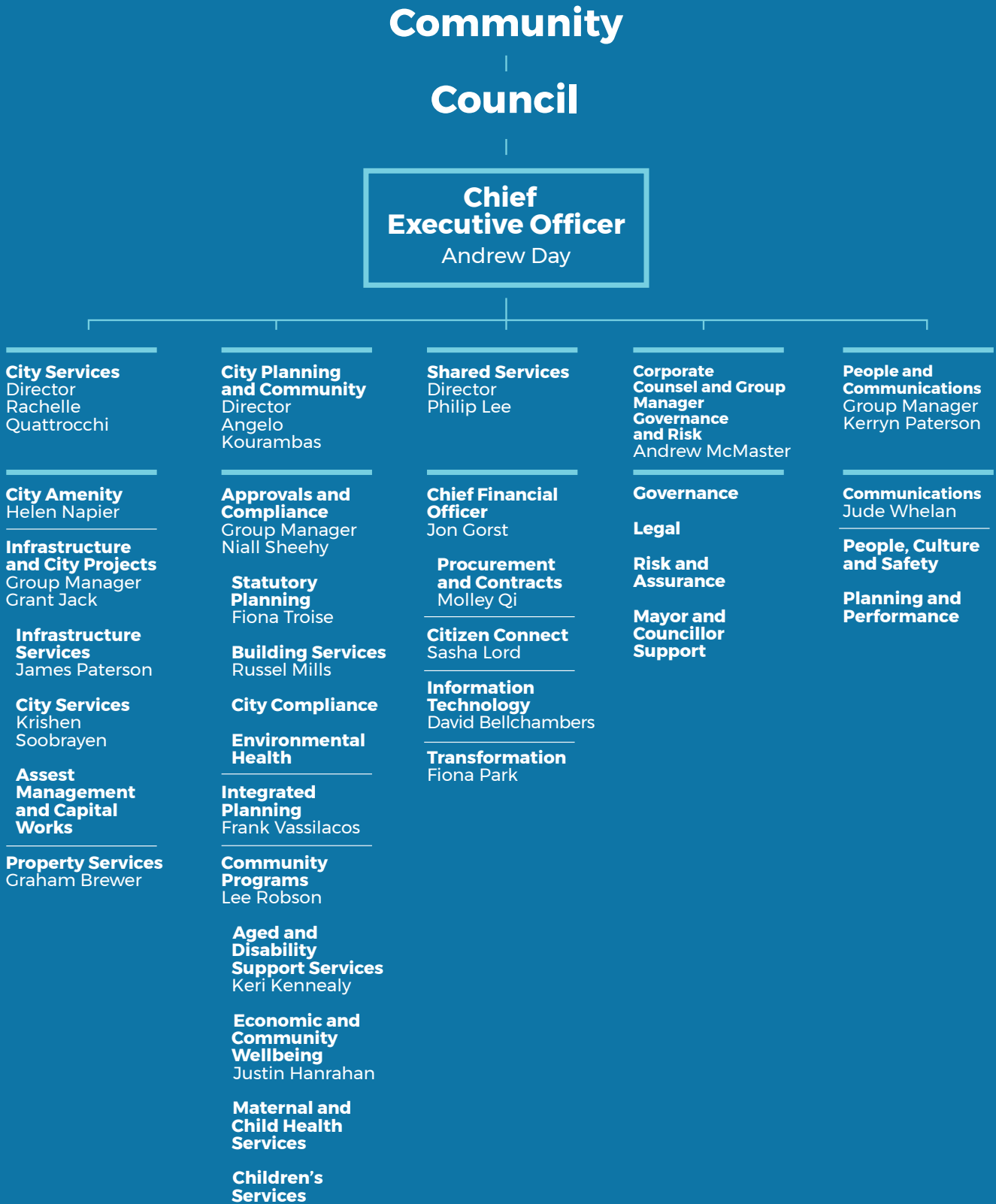
February 2019 to present



Lee Robson
Manger Community Resilience

March 2020 to December 2020

■ Figure 7 – Manningham Council Organisational Chart as at 30 June 2021



*As at 30 June 2021

Our employees

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

Major achievements with our employees

We ran employee wellbeing initiatives to support the care of self and others during challenging times, including RUOK Day activities, workplace wellness webinars, family violence awareness for leaders and employee assistance.

We introduced a new employee survey platform for a more comprehensive measurement and understanding of our employees' engagement and experience.

We ran targeted safety training for our staff, audits and site assessments after pandemic-related lockdowns strengthened our proactive approach to safety and building a safety culture. Safety reporting was listed as the highest performing employee engagement driver in our 2021 Employee Survey.

We improved our staff's awareness and understanding of diversity and inclusion through targeted education sessions on diversity and inclusion, disability awareness and engagement and LGBTQIA+. We took action to support the implementation of our obligations under the Gender Equality Act 2020.

We delivered refreshed compliance learning content to our staff to reinforce our integrity-based approach to governance and legislative requirements.

We launched our public value approach to help us prioritise outcomes that benefit the wellbeing of our community now and into the future. This approach helps us measure what we do and align our priorities with our resources to deliver the best economic, social, environmental and financial results for our community.

We developed our new Service Management Framework to help us better target our services, giving a clear view of Manningham's service provision and strategic challenges. The Framework enhances our understanding and delivery of our services to our community.

Our people

As at 30 June 2021, Manningham Council employed 649 people in a full-time, part-time or casual capacity, equating to 486.35 full-time equivalent (FTE) employees.

Our people deliver a diverse range of functions, including engineering, customer service, administration, finance, community and aged care, planning, waste management, parks and recreation, local laws, arts and culture, and management.

Staff profile

The tables below show the total number of full-time equivalent (FTE) Manningham employees as at 30 June 2021. The tables break down our workforce by the directorate, employment type, employment classification and gender.

■ [Table 6: 2020/21 Staff Profile](#)

Employment Type/ Gender	Chief Executive Office	City Services	City Planning and Community	Shared Services	Total
Full Time - Female	21.00	35.00	67.00	34.00	157.00
Full Time - Male	7.00	119.00	40.00	24.00	190.00
Full Time - Self Described	-	-	-	-	-
Part Time - Female	7.01	6.63	91.90	9.78	115.32
Part Time - Male	0.80	2.30	17.19	1.13	21.41
Part Time - Self Described	-	-	-	-	-
Casual - Female	0	0	1.84	0	1.84
Casual - Male	0	0.25	0.52	0	0.77
Casual - Self Described	-	-	-	-	-
Total	35.81	163.18	218.45	68.91	486.35

■ [Table 7: 2020/21 Employment Classification](#)

Employment Classification	Female FTE	Male FTE	Self -Described FTE	Total FTE
Band 1	5.97	3.58	-	9.55
Band 2	17.92	9.52	-	27.44
Band 3	30.37	45.70	-	76.07
Band 4	23.19	26.95	-	50.14
Band 5	52.71	25.62	-	78.33
Band 6	66.63	31.40	-	98.03
Band 7	37.96	26.80	-	64.76
Band 8	13.56	20.00	-	33.56
Nurses	10.87	0.08	-	10.95
Senior Executive Officer	3.00	2.53	-	5.53
Senior officers*	12.00	20.00	-	32.00
Total	274.16	212.19	-	486.35

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

At 30 June 2021, most of our employees were over 35 years (87%). 56% of our employees were aged between 46 and 65 years and 13% less than 35 years.

Most of our employees are at the officer level (93%), with senior management representing 7% of the total workforce.

Our turnover of permanent staff during 2020/21 was lower than previous years at 9%.

The following tables show staff turnover, employee level and age breakdown of our employees (represented as individuals, not FTE).

■ [Table 8: 2020/21 Staff turnover](#)

Staff turnover	2016/17	2017/18	2018/19	2019/20	2020/21
Staff turnover	14%	10%	10%	12%	9%

Employment level	2016/17	2017/18	2018/19	2019/20	2020/21
Officer Level	95%.0	95%	95%	95%	93%
Senior Officers*	5%	5%	5%	5%	7%

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

■ [Table 9: 2020/21 Staff Age Profile](#)

Age profile	2016/17	2017/18	2018/19	2019/20	2020/21
≤25 years	19	16	12	14	10
26-35 years	107	87	79	72	73
36-45 years	133	140	128	134	138
46-55 years	221	206	203	210	188
56-65 years	157	160	161	165	175
> 65 years	65	63	74	71	65
Total	702	672	657	666	649

Conditions of employment

Most employees at Manningham are employed under the conditions of the Manningham City Council Enterprise Agreement 7, 2017 (the Agreement). This agreement expired on 30 June 2020.

Negotiations for a new agreement progressed throughout the financial year. The majority of employees did not support an offer for increased terms and conditions in April 2021. A new offer will be presented to employees early next financial year to resolve this process.

The benefits we offer to our employees include:

- Flexible working arrangements, including purchasing additional leave and working from alternate work locations.
- 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 \$2,693.42 per person per financial year towards costs, and up to four hours a week of extra leave.
- Learning opportunities that support personal and professional development and compliance-related learning aligned to regulatory and governance frameworks. In 2020/21, our staff completed over 3000 development hours across 70 learning programs.
- A range of proactive injury prevention health and wellbeing programs such as participation in the Local Government Employees (LGE) Health Plan and access to immunisations.

Diversity and Inclusion in the workplace

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

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

We have designed our policies and practices to meet our employees and customers' diverse needs and ensure that our workplace remains free from discrimination and harassment.

We recognise and respect diverse gender identities and the right for individuals to self-identify or not to identify gender classification. While workforce data for self-described or non-disclosed gender was unavailable at the time of reporting, we are committed to strengthening our inclusive workforce practices through progressively matured gender identity reporting. This will be informed through our inaugural Workplace Gender Audit being held in July 2021.

■ [Table 10: Discrimination, Harassment and Bullying Policy success measurements](#)

Indicator	Result
Percentage of new employees receiving equal opportunity training within 6 months of commencement. Target: 100%	92%
Number of contact officers available across the organisation. Target: 4	Result: 3

Reward and recognition

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

Excellence Awards

In 2020/21, we presented 92 Excellence Awards to staff across the organisation at five 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.

Service Awards

One of the ways we recognise the contributions of long-standing employees is by presenting awards at milestones of 10, 15, 20, 25, 30, 35, 40, 45 and 50 years of service. This year we recognised 60 employees with these awards.



Our COVID-19 response





Our COVID-19 response

We have continued to respond to the COVID-19 pandemic throughout 2020/21. We understand the pressure the pandemic has placed on individuals, families, staff, community groups and businesses, and we are committed to providing much-needed relief to our community.

We are committed to adapting our service delivery to provide much-needed support to our community.

We continue to administer relief and recovery initiatives as part of the \$3.8 million COVID-19 relief package we announced in 2019/20.

We appreciate how flexible our dynamic and much-valued workforce has been to adapt our operations to keep our community safe with as little disruption to our operations as possible.

Staff across our organisation have adapted their operations to ensure we offer COVIDSafe services and spaces for our community, customers and workforce.

Our staff have continued their work through changes to operations, remote working situations and restrictions. We surveyed our staff to better understand and respond to their needs in relation to the changing COVID-19 environment.

We detail below how we have adapted our operations to ensure continued support to our community, and some of the challenges we have faced in responding to the COVID-19 pandemic.

How we have innovated and adapted to support our residents

We administered \$2.6 million in Victorian and Australian Government grants, including:

- \$1.8 million to fund the Victorian Government's Working for Victoria initiative.
 - \$400,000 as part of the Australian Government Department of Infrastructure, Transport, Regional Development and Communications Local Roads and Community Infrastructure Program.
 - \$300,000 as part of the Victorian Government's Local Councils Outdoor Eating and Entertainment Package.
 - \$100,000 as part of the Australian Government's Commonwealth Home Support Program (CHSP) COVID-19 Meals Program.
-

We administered approximately \$1.4 million of community financial relief measures, including:

- \$700,000 in Community Relief Fund grants to assist organisations to deliver crucial community recovery and resilience activities.
- \$400,000 in rent and outgoings relief to support community groups and sporting clubs.
- \$300,000 to support commercial tenants.

We have adapted our operations across our organisation to ensure we are COVIDSafe for the protection of our community, customers and workforce.

Staff at our Early Years at MC Square provided care and education to children who met the requirements for child care during strict restrictions.

We implemented COVID-19 health and safety measures across our early years services to keep our community and staff safe.

We refined our pandemic emergency response roles, including participating in our organisation's Crisis Management Team, Emergency Management Team and regional working groups to respond to Public Health directions and pandemic restrictions.

We relocated our immunisation sessions to larger venues with COVIDSafe procedures and introduced compulsory online bookings for all clients.

We provided public health advice to food and health businesses about COVID-19 restrictions and COVIDSafe practices.

We maintained our infrastructure, including during periods of lockdown. This maintenance allowed our facilities to open quickly once restrictions eased.

We welcomed 46 temporary staff as part of the Victorian Government's Working for Victoria initiative. These staff members assisted in the upkeep of our major shopping centres and pop-up parks.

We quickly introduced a streamlined process for footpath trading permits approvals. This process helped facilitate COVID-19 recovery for small businesses within Manningham.

As people spent time locally, we responded to increased requests for maintenance and improvements at our open spaces and facilities.

We supported our frontline staff to continue delivering essential services including pound operations and school crossing supervision.

We surveyed over 1,000 community members to help us identify ways we can improve our services to meet changing needs. We launched live chat on our website in response to hearing our community's preference to engage with us on digital channels. This function allows us to resolve common enquiries 24/7. Almost 2,300 customers have already used this new function.

We surveyed our staff to better understand and respond to their needs in relation to the changing COVID-19 environment.

We contributed up to \$1,000 per project for community and business-led projects and events that helped strengthen the connection between people and their local neighbourhood.

We created a series of temporary COVIDSafe pop-up dining spaces to draw our community back to local shopping strips and centres.

We engaged two Business Liaison Officers to support local businesses with COVID-19 restrictions, general business advice, permit applications and other enquiries. These staff members helped us better understand the needs of businesses so we can improve our programs and services.

We announced a new dedicated \$140,000 Business Grant program to support the financial recovery of a wide range of local businesses impacted by COVID-19.

We supported over 400 staff work remotely and implemented several key system upgrades for staff and additional online services for our customers.

We maintained our governance and assurance functions and adapted to emerging risks associated with operating remotely. These functions included the internal audit program, independent Audit and Risk Committee meetings, management's Executive Risk Committee and the Second Line of Defence Compliance Program.

We partnered with Bendigo Bank to subsidise up to 50% of annual sport and recreation club fees to help our community get back into the swing of local sports.

Our municipal aquatic and leisure centre, Aquarena, helped community members stay fit and healthy during lockdowns, with live Facebook classes, a home fitness network and telehealth with exercise physiologists.

We provided our Home Support Workers with infection control training and personal protective equipment to support their safe work practices.

Our library service moved to a 'click and collect' model and used staff to deliver books to residents in their homes.

We re-imagined the social support programs offered to our aged and disability support clients to provide telephone contact and online programs to support health and wellbeing.

We provided newsletters and publications to our aged and disability support clients that promoted physical health and emotional wellbeing.

We reviewed and prioritised our in-home services to make sure we could provide quality care through mandatory restrictions and compliance requirements.

We awarded urgent relief funding to 15 community organisations that provide emergency relief and material aid, food packages, counselling services and housing support in our community.

We kept the community informed via our digital Manningham Matters newsletter.

The challenges we have faced in response to COVID-19

Council experienced \$2.7 million in lost income as a result of COVID-19 restrictions, including facility hire fees, parking infringements, rental income, registration fees and compliance fines.

Council took on \$2.3 million in additional costs related to the COVID-19 pandemic, including cleaning costs, personal protective equipment and variations to Council-owned facility contracts. These costs were not offset by other Government grant funding.

The operations and management of our recreation facilities were impacted by lockdowns and changing restrictions.

Waiting lists for citizenship ceremonies grew as restrictions resulted in online ceremonies or in-person ceremonies with greatly reduced attendances.

It was not always possible to deliver our services to older people in our community who were self-isolating and at high risk of feeling lonely and disconnected from the community in our usual way.

Restricting construction activities in our capital works program for the first six months of 2021/21.

Our maternal and child health service experienced operational challenges and increased and complex client needs.

Where matters didn't meet Victorian Government criteria and were not deemed urgent, our compliance team was forced to deliver many services remotely rather than investigating in the field.

We were unable to deliver our compliance services like traffic management (vehicle parking) and residential noise complaints in our usual way.

Operating our community facilities and social inclusion activities were affected, including community halls and neighbourhood houses, business programs, activation activities, Manningham Art Studios and Manningham Art Gallery.

COVID-19 case study:

Supporting our community through COVID-19

As part of our \$3.8 million community relief package announced in 2019/20, we have delivered a series of measures to help our residents, local businesses, clubs and community groups.

Our Community Relief Fund formed a vital part of the relief package. It consisted of \$300,000 in urgent relief funding and \$700,000 in Community Relief Fund grants.

We awarded urgent relief funding to 15 community organisations that provide emergency relief and material aid, food packages, counselling services and housing support in our community.

A further \$700,000 in Community Relief Fund grants assisted organisations to deliver crucial community recovery and resilience activities through:

- Grass Roots Recovery Grants that encourage community participation and resilience.
- Neighbourhood Recovery Grants for neighbourhood-based activities that strengthen connections.
- Community Recovery Grants for community-wide initiatives that support recovery and enhance the quality of life for residents.

We worked with the Department of Health and Human Services to manage the Victorian Government funded Community Activation and Social Isolation initiative.

The initiative helps people build social connections and support networks during the pandemic through on-the-ground support provided by community organisations including food relief, in-home support, emotional support and social activities.

To guide our COVID-19 relief and recovery efforts, we continue to reach out to our community to better understand and respond to their key needs and concerns.

Find out more on our COVID-19 recovery and relief efforts at manningham.vic.gov.au/where-can-i-find-support-covid-19



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:

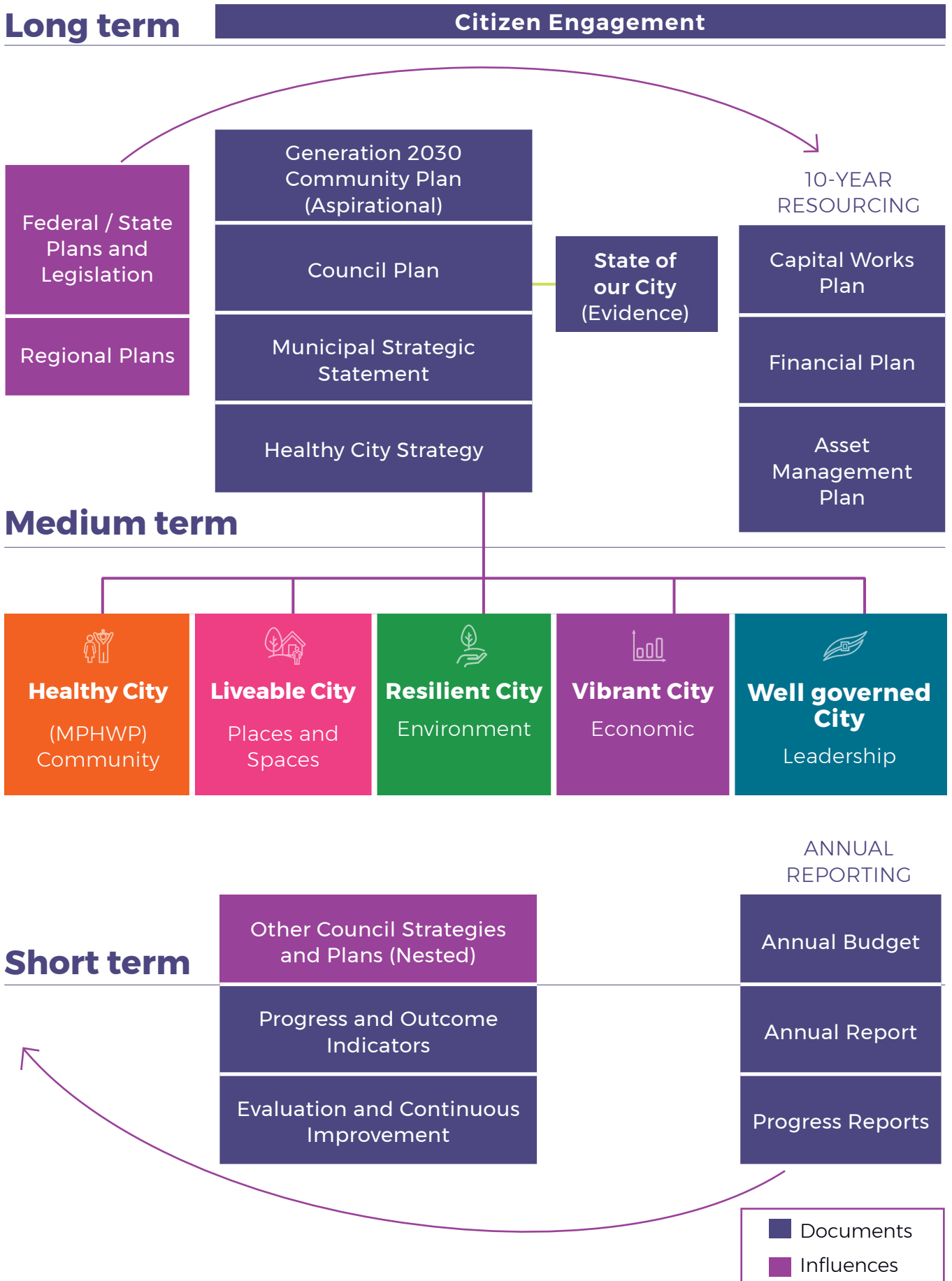
- a Council Plan within six months after each general election or 30 June, whichever is later
- a Strategic Resource Plan for at least four years
- an Annual Budget for each financial year
- an Annual Report for each financial year.

Figure 7 shows the key planning and reporting documents that make up the local government planning and accountability framework and the relationships between these documents. It also shows where we must provide opportunities for community and stakeholder input.

The timing of each part of the planning framework shown in Figure 8 is critical to achieving our planned outcomes.

Our Community Vision and Council Plan underpins our planning for the short, medium and long term. We support our commitments through resource plans and reporting on our progress in the Annual Report as illustrated below.

Figure 8: Planning and accountability framework



Our Council Plan 2017–2021

This year marks the final year of reporting on our Council Plan 2017–2021.

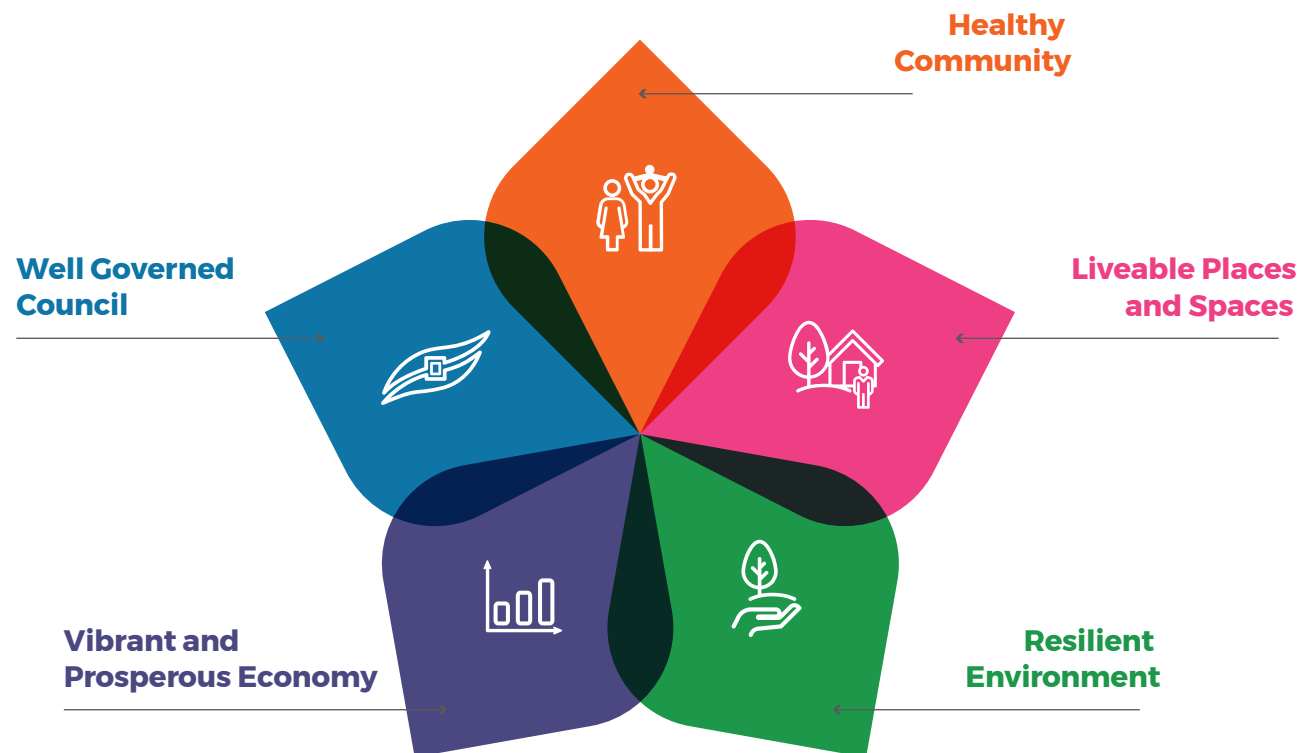
Back in 2016/17, we spoke to more than 2,500 community members who informed the development of our four-year Council Plan that guided our activities from 2017 to 2021.

As part of our consultation, we asked community members “what is important in Manningham?” We used this information to inform our Council Plan 2017–2021, with a strong focus on getting back to basics and delivering quality services to our community.

In this section, we report on our key achievements and challenges within each theme and provide some fast facts on our activities during 2020/21.

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

■ [Figure 9: Our 5 strategic themes](#)



Highlights achieved over the 2017 - 2021 Council Plan period

For our community

- ✓ We supported community inclusion and safety including the annual 16 Days of Activism campaign against gender-based violence, NAIDOC week, Chinese and Persian New Years, Neighbour Day, National Youth and Cultural Diversity Week, International Women's Day and Pride March.
- ✓ We established a refreshed Manningham Youth Services with plans to develop a Youth Advisory Committee at Council.
- ✓ We received Dementia Friendly City accreditation and we are pursuing accreditation to become a Welcoming City.
- ✓ We completed the female-friendly refurbishments to over 12 Manningham sporting ground facilities.
- ✓ We delivered Community Partnerships and Small Grants to support the community.
- ✓ We started activating places across Manningham to support business and community connection and recovery.

For our Places and Spaces

- ✓ We successfully delivered just over \$223 million of capital works over the four-year period.
- ✓ We delivered a brand new five indoor sports court Mullum Mullum Stadium.
- ✓ We delivered facility upgrades to Aquarena including the sky-bridge and warm water pool.
- ✓ We made many road improvements, including: James Street; Ringwood-Warrandyte Road, Heidelberg Warrandyte Road (Sunset Ave to Innisfallen Rd), McGowans Road, Porter Street (Newmans Road to 326 Porter Street), 368 Yarra Road to Homestead, Tuckers Road, Knees Road, Jumping Creek Road, Fitzsimons Lane and

Main Road Corridor, Banksia Park Bridge, George Street pavement rehabilitation and resurfacing of Churchill Street, Montgomery Street and Leura Street and footpath construction along parts of Kennon Street and Cavalier Street and roundabout installed Major Road/Celeste Street.

- ✓ We improved many parks, including Mullum Mullum Creek Linear Park/ Currawong - Stage 1 (Master), Green Gully Linear Park, Main Yarra Trail Extension to Warrandyte; Koonung Creek Linear Park Management Plan, Ruffey Creek Linear Park, Tindals Wildflower Reserve, Anderson Park Open Space Development, Swilk Reserve Open Space Development, St Clems Reserve South, Pettys Reserve, Eric Reserve; Finns Reserve; Ted Ajani Reserve; Warrandyte River Reserve, Koonung Park, Hepburn Reserve, Studley Park (paths) Tullamore Interface, Ruffey Lake Park, Fitzsimons Reserve and many playspaces.
- ✓ We engaged with the North East Link Project to progress outcomes for Manningham.

For the environment

- ✓ We declared a Climate Emergency for Manningham and are now developing a Climate Action Plan.
- ✓ We completed the Bolin Bolin Integrated Water Management Facility to sustainably capture and treat stormwater for reuse for the irrigation of several separately managed sports grounds. This was achieved in partnership with the City of Boroondara and Carey Baptist Grammar School, and with the support of Melbourne Water, the Department of Environment, Land Water and Planning and the Australian Government.

- ✓ We delivered new waste bins to meet Australian standards.
- ✓ We recorded our best result for waste diverted to landfill in Manningham.

For the vibrant and prosperous economy

- ✓ Delivered an ongoing comprehensive business development program to build capacity, foster networking opportunities and promote local business in Manningham through the Manningham Business Network.
- ✓ Launched a new business small grants program.
- ✓ Established and delivered a promotional campaign to support local business and encourage residents to rediscover their local and intra-municipal areas through the #ExploreBuyLocal social media campaign and made improvements to local activity centres and surrounding infrastructure.
- ✓ Continued to support tourism and related industries through relationship with Yarra Range Tourism and local tourist businesses, local artists and performers to create a series of activation that have enhanced key locations within Manningham.
- ✓ Advocated for improved transport investment into the area focusing on the Bus Rapid Transit along Doncaster Road corridor and the Suburban Rail Loop for Stage 1 of project to include a station at Doncaster Hill.
- ✓ Invested in Smart Cities with a pilot at Jackson Court to integrate the smart city approach to improve community outcomes.
- ✓ Delivered initiatives to promote local employment, pathways and training for people with a disability, young people and older residents through regional partnerships, Youth Employment Action Plan.

- ✓ Creating a Draft Liveable City Strategy to attract employers, activate activity centres and improve the local economy.
- ✓ Strengthened the focus of Council's Procurement Policy to facilitate Council's to support local business.

For a well governed council

- ✓ We embedded our 'We Are Values' throughout the organisation, with staff actively working together, empowered, accountable, respectful and pursuing excellence.
- ✓ We implemented our public value approach to make sure we optimise community benefit in all that we do.
- ✓ We refurbished our customer contact centre and customer promise.
- ✓ We achieved financial sustainability.
- ✓ We won the MAV award for 'Customer Experience Achievement of the Year (2018).
- ✓ We achieved improvements in our Statutory Planning applications process, from 51.5% decisions made within statutory timeframes in 2017/18 to 87% in 2020/21.
- ✓ We established a Diversity and Inclusion Working Group to strengthen our foundation as an inclusive Council.

Looking forward to the Council Plan 2021-2025

After the election of our Councillors on 24 October 2020, our Council started developing the Council Plan 2021-2025. To determine what to focus on over their four-year term, Council led an extensive community engagement process through a broad community survey, targeted conversations with specific groups and our inaugural Deliberative Community Panel.

Our Deliberative Community Panel met over four sessions in March 2021. During the sessions, a representative panel of over 40 community members came together to weigh up community feedback and information, data and evidence to develop a Community Vision and twelve recommendations to inform Council's major strategic documents.

As part of Council's promise to the Deliberative Community Panel, their recommendations were considered and incorporated to the greatest extent possible into our strategic plans, including the Council Plan 2021-2025 and the Long-Term Financial Plan.

Our 2020/21 performance

In this Annual Report, we measure our performance for 2020/21 against:

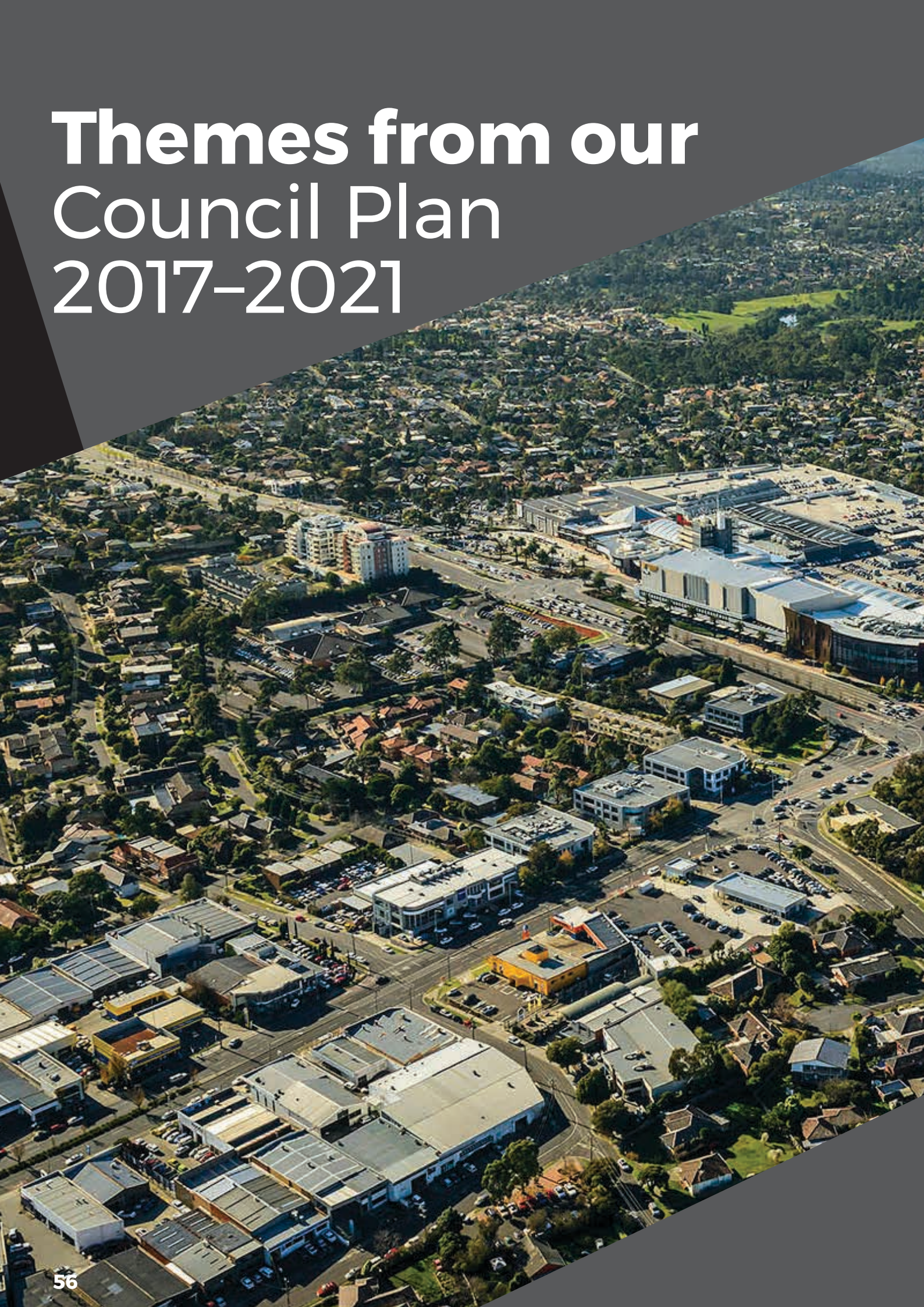
- The strategic themes and their goals set out in our Council Plan 2017-2021.
- Our 2020/21 Annual Budget and Strategic Resource Plan, including initiatives and capital works, and services to the whole or sections of our community against each strategic theme and their goals.
- The service performance and financial and sustainability capacity indicators in the Local Government Performance Reporting Framework (LGPRF). Performance in these areas is included for the 2020/21 year and three preceding years for trend comparison. This data is also published on the Victorian Government's Know Your Council website.

This Annual Report includes our key achievements and challenges, and some fast facts for each theme. We hope this information provides a deeper understanding of our performance in the 2020/21 financial year. As this is the final year of the four-year Council Plan, we have reflected across the four years.

We have also included major initiatives and initiatives we will deliver over 2021-2025.



Themes from our Council Plan 2017-2021







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Resilient environment	114
Vibrant and prosperous economy	131
Well governed council	140

Our Council Plan

In this section, we report on our goals, key achievements and challenges within each theme and provide some fast facts on our activities during 2020/21. Below is a table of the themes and goals we set for ourselves in our 2017-2021 Council Plan

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

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

Healthy community



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

Our growing population 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, access the services they need, connect 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

39.8%



born overseas

你好

CIAO

Χαίρετε

72 different languages spoken at home

5%

need assistance with some activities



38 religions

OUR health AND safety

902



family incidents

+27.4% increase from 2020

#1

Considered safest community in the east

Feeling safe



55%

will walk alone at night

8,044



people expected to be living with dementia by 2050

OUR lives



Nearly half don't eat well or exercise enough



70%

feel part of the community



33%

live on <\$400/week individual weekly income



18%

live alone

What you asked for

- community connections
- building neighbourhood connections
- support to feel safe and live in a harmonious and inclusive community
- better health and wellbeing
- services for young people and older people that are easy to access
- housing choices that meet the needs of our community
- a creative community that appreciates and engages in the arts, culture and heritage

Achievements: what we delivered

We delivered frontline services to our aged and disability support clients during the challenging times impacted by COVID-19.

- We supported our senior citizen's connectedness and reduced feelings of social isolation through a customised program for seniors to help improve online participation in social support programs.

We raised awareness, challenged stereotypes and encouraged people to speak up and take action through the Tackling Ageism campaign to promote an age-friendly community.

We adapted our food services program delivery to provide healthy and nutritious meals to our community through our home delivery service.

We delivered our Disability Action Plan, meeting all legislative requirements.

We held Access and Equity Committee meetings and Disability Advisory Committee meetings every two weeks, with Committee representatives planning for improved access and equity and advising Council on how to understand and respond to the needs of people with disability.

We outperformed the Melbourne Metro local government areas in our Elderly Support Services in the Local Government Victoria Annual Community Satisfaction survey. Importantly, people over the age of 65 give us our highest score.

We exceeded our 85% target in the Pre School Field Officer Customer Satisfaction Survey with 87.5%.

We continued to build the capacity of our children's services educators with online professional development opportunities, network meetings, and mentoring.

In partnership with the Victorian Government Department of Education and Training (DET), we provided information that will support services respond to the Victorian Government Policy to provide 3-year-olds with 15 hours of kindergarten each week by 2029.

Our Maternal and Child Health Services offered the Sleep and Settling Program, a new free service for parents, including education sessions and outreach visits to homes.

Our first graduate nurse from the Maternal and Child Health Graduate program successfully transitioned into being a valued staff member.

We conducted a client satisfaction survey with our Maternal and Child Health Services via SMS that revealed very high satisfaction (92%).

We expanded the accessibility to our Maternal and Child Health with a Mandarin-speaking nurse and a Farsi-speaking nurse.

Continued to provide support and education to businesses during lockdowns & restrictions including:

- 1,218 food and health premises assessments and 197 food samples submitted for analysis.
- Assessment of 98 new business applications (Food and health premises).
- Responded to 1,154 customer requests/public health concerns.
- Administered 14,905 vaccines in accordance with the National Immunisation Program including:
 - 1,010 influenza vaccines administered at special evening Flu sessions.
 - 4,304 vaccinations provided through school-based sessions.

We developed a new online portal for immunisation catch up advice.

We performed 175 inspections on onsite wastewater management systems.

We continued our tobacco education and monitoring activities.

We successfully prosecuted and penalised a large restaurant for food safety breaches.

We introduced a new Aquatic Facility registration system to address a *Public Health & Wellbeing Act 2008* amendment.

We made changes to our processes to address the Amendments to the *Victorian Food Act 1984*.

We modified our tobacco test purchasing with a focus on auditing and education activities.

We responded to an increase in the number of environmental health customer requests and complaints.

We focused on reuniting lost pets with their owners, which significantly reduced the number of animals impounded this year. This is only possible when owners register their pets with Council.

We delivered our 2017 - 2021 Healthy City Strategy.

Challenges

Our Maternal and Child Health team experienced difficulties with recruitment and backfilling staff taking leave. There has been a reported 10% shortage of Maternal and Child Health workforce across Victoria.

The refurbishment of the Doncaster Playhouse has required an extended period of closure beyond the COVID-19 restrictions.

Fast facts

- Our Aged and Disability Support team provided 68,669 hours of domestic, personal and respite care support services to clients in their homes.
- Our Home Support Workers travelled over 200,000 kilometres to support community members requiring in direct care services.
- At least 50% of our aged and disability support direct care staff speak Mandarin and Cantonese.
- We continued to deliver an online Parenting Seminar Series to support families and young people. Over 2,150 people attended 10 sessions with a focus on practical support and resources for positive health and wellbeing during the COVID-19 pandemic.
- We piloted a Parenting Seminar Series focussed on teens with autism and four sessions for Maternal and Child Health families using an interpreter to cater for either the Persian or Chinese families.
- We received 1,012 birth notifications
- Our Maternal and Child Health nurses completed 9,427 Key Ages and Stages consultations.
- There were 424 first time mothers as compared to 427 in 2019/20.
- 73.53% of our Aboriginal and Torres Strait Islander children attended our Maternal and Child Health services. We are looking at ways to increase this further.
- Our City Compliance team reviewed more than 11,978 cases.
- We awarded 43 Community Grants totalling \$233,000 (annual and small).
- A further 11 Community Partnership grants totalling \$554,000.
- We awarded 33 Community relief grants totalling \$426,534 in response to COVID-19.
- We supported business to adapt to COVID-19 through a business grant totalling \$140,000.

Our performance – Council Plan

The following shows our 2020/21 performance in the healthy community theme against the goals of our Council Plan 2017–2021.

Goal: Healthy, resilient and safe community

2017-2021 Actions	Measure	Result	Outcomes
Healthy community			
In partnership, support family and young people to build connections and resilience	Maintain or increase opportunities <i>Source: YMCA/Council data</i>	Achieved	<p>We worked with our partners to increase opportunities to strengthen community connections and resilience through:</p> <ul style="list-style-type: none"> • Ongoing delivery of School Focused Youth Service Program including a Martial Arts Therapy Program at Andersons Creek Primary School and Student Leadership Program at St Charles Borromeo Primary School. Two additional projects secured for funding in mid-2021 include the Animal Adventures Wellbeing Program at Warrandyte Secondary and the Cultural Immersion Program for five secondary schools. • A new multi-year plan for our Youth Services to provide community-inclusive youth services to improve the health and wellbeing of all young people who live, work, study or are connected to the Manningham community. • Ongoing advice from our Advisory Committees, including the Healthy City Advisory Committee.

2017-2021 Actions	Measure	Result	Outcomes
Strengthen youth participation to advise Council on the needs of young people	Maintain or increase opportunities <i>Source: YMCA/ Council data</i>	Achieved	We increased opportunities to strengthen youth participation to advise Council on the needs of young people engaging through: <ul style="list-style-type: none"> • Consultation on options for establishing a Youth Advisory Committee with school groups and others. We are now drafting terms of reference for our new Youth Advisory Committee.
Deliver local initiatives to support healthy lifestyles through life-long learning, volunteering, recreation and safe choices	Maintain or increase number of adults reporting good health status <i>Source: Victorian Population Health Survey</i>	In Progress* <i>*2020/21 data not yet available</i>	We worked on the following local initiatives to support healthy lifestyles: <ul style="list-style-type: none"> • Manningham Youth Services provided enhanced online counselling and personal support. • Eastern Volunteers provided a Volunteering Community of Practice during COVID-19, which has helped bring local agencies and supports together as part of the Community Activation and Social Isolation (CASI) initiative which we are funded to provide. • The CASI initiative was facilitated by our staff to support our community during COVID-19 with advice, emergency relief, social connection advice and personal support referrals. • Delivery of the Healthy City Strategy. • Volunteers continue to support the community through the Manningham Volunteer Resource Centre, Eastern Volunteers have also continued its Community of Practice. Safe choices were supported by assisting the community with COVIDSafe planning and through initiatives and campaigns such as 16 Days, RUOK Day, Dementia Week and implementation of Together for Equality Action Plan.

2017-2021 Actions	Measure	Result	Outcomes
Review of the Active for Life Recreation Strategy	Review completed	Achieved	We adopted a new <i>Active for Life Recreation Strategy</i> and Action Plan in 2020 and the Action Plan is now being delivered.
Partner with key stakeholders to strengthen perceptions of safety in Manningham	Maintain or increase perception of safety at night in Manningham <i>Source: VicHealth</i>	In progress* <i>*2020/21 data not yet available</i>	To strengthen the perception of safety in Manningham, we partnered with stakeholders to deliver: <ul style="list-style-type: none"> • A range of local safety matters including a response to 100 Acres, Donvale sports club and car park, and Stiggants Reserve. • Schoolies week information and distribution of a Wellbeing Support Card with key social support contacts through the Victorian Police, Manningham Youth Services and Red Frog. • New Health and Wellbeing Strategy actions identified and progressed.
Strengthen community confidence to report family violence and link to support services	Maintain or increase confidence in reporting <i>Source: Community Panel</i>	In progress* <i>*2020/21 data not available</i>	We worked with our partners on initiatives to address family violence and link to support services including: <ul style="list-style-type: none"> • Promotion of community information and resources via our social media and Council's Be Kind Campaign - a community Prevention of Violence campaign. • Supporting gender equity including advice on Wellbeing Support Cards (and 16 Days of Activism Campaign 2020); and the Manningham Safe, Respectful and Inclusive Real Estate Agents Project which has engaged five agents to attend training in August 2021.

2017-2021 Actions	Measure	Result	Outcomes
Liveable places and spaces			
Deliver placemaking approaches and activities to encourage participation in community life and liveable neighbourhoods	Maintain or increase local club memberships or activity. <i>Source: Manningham Community Panel</i>	Achieved	We worked to deliver placemaking approaches and activities to encourage participation in community life and liveable neighbourhoods. These activated several areas in Manningham, providing small grants for a project or event that helps people connect and enjoy their local neighbourhood. We have employed a Placemaking Coordinator to deliver more activities in the future.
Promote Crime Prevention through Environmental Design	Guidelines implemented in Council facilities <i>Source: Council data</i>	Achieved	We implemented environmental design principles in all major Council projects, buildings, roads, paths and recreation needs.
Resilient environment			
Ensure effective preparation, response and recovery for emergency events through the delivery of an Emergency Management Prevention and Preparedness Program	Maintain or increase number of households with emergency plan <i>Source: Fire Services</i>	Achieved	We progressed our emergency preparedness, response and recovery through: <ul style="list-style-type: none"> Updating plans of all five Emergency Relief Centres and resources following an audit, including a review of accessibility and facility maps for people with a disability, youth and vulnerable people. Updating emergency management processes for animal management. Engaging with agencies on developing standard operating procedures for Emergency Relief Centres during a COVID-19 pandemic.

2017-2021 Actions	Measure	Result	Outcomes
			<ul style="list-style-type: none"> • A review of existing and new designation sites for additional Neighbourhood Safer Places – Bushfire Places of Last Resort to endorse with the Country Fire Authority (CFA) seven Manningham sites in for the 2020/21 Fire Danger Period. • Working with the CFA to raise community awareness leading into the fire season. • Refurbishment and replacement of the pre-existing 39 Emergency Services Telecommunications Authority (ESTA) Emergency Markers installed in open spaces to assist 000 call takers in dispatching messages to first responders during an emergency incident.
Vibrant and prosperous economy			
Facilitate a coordinated foodbank to increase access to healthy food	Maintain or increase opportunities to secure healthy food <i>Source: Council data</i>	Achieved	<p>We progressed opportunities to secure healthy food by:</p> <ul style="list-style-type: none"> • Submitting two external funding applications for a food transport vehicle for donated food. • Forming the Food Relief Network which met regularly from March 2020 with eight agencies to discuss food and emergency relief issues during COVID-19. • Providing additional funding to food relief agencies to assist with increased demand. • We received a \$10K grant as part of the Community Activation and Social Isolation Initiative (CASI), funded by the Victorian Government. The grant is being distributed to food agencies via supermarket vouchers in two instalments.

2017-2021 Actions	Measure	Result	Outcomes
Well governed council			
Support local services to deliver a healthy, safe and resilient community	Maintain or increase service partners engaged in community partnerships <i>Source: Council data</i>	Achieved	We have provided support through: <ul style="list-style-type: none"> • Staff capacity building, including LGBTIQ+ 101 with Transgender Victoria, participation in the Midsumma Pride March, and a flag-raising event for IDAHOBIT Day. • Manningham Community Services Forum to manage the Youth Providers Network between Manningham Youth Services and School Focused Youth Services being explored. • Reconciliation Action Plan working group meetings were held and cultural consultations with the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation were undertaken to inform Council services and programs. • Regular meetings with our Advisory Committees to progress heritage, learning innovation and technology. • Ongoing partnership with Doncare for the delivery of the Social Support Services contract. • Participation in several social support networks which contribute to the health and wellbeing of the community including: Action on Alcohol Flagship Group, Together for Equality and Respect Strategy, Eastern Affordable Housing Alliance, Manningham Youth Providers Network, Inner East Local Aboriginal Network and Victorian Local Government Disability Planners Network.

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>	*impacted by COVID-19	<p>The Manningham Art Gallery and Manningham Art Studios closed for much of the year due to COVID-19 restrictions. However our Arts & Culture Program included:</p> <ul style="list-style-type: none"> • Outdoor temporary public art initiatives at Jackson Court that attracted a high level of direct and incidental participation. • The re-opening of the gallery that celebrated a belated Reconciliation Week alongside NAIDOC Week with a bespoke exhibition by Wurundjeri Woi-wurrung artist, Ash Firebrace together with the commissioning of artwork for Civic Centre foyer. • 19,000 online and face to face participants, with 83% of participants expressing appreciation for diverse arts and cultural expression, 73% stating they experienced a sense of belonging, 86% experienced a sense of feeling valued and 95% experienced professional development as an artist and support to the creative industries.

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>	Achieved	We led or supported initiatives including: <ul style="list-style-type: none"> • Continued participation in the Regional Local Government Charter on Social Housing and Homelessness Governance and Working Group. • Meeting with the Building Equitable Employment Network. • Gender Impact Assessment to inform the review of Council's Gambling Policy. • Participation in the Regional Local Government Charter on Social Housing and Homelessness Governance and Working Group. • Commencement of the Manningham Disability Advisory Committee. • Internal training including disability awareness and Introduction to Access Legislation and Universal Design in the Built Environment. • Midsumma Pride March and Transgender Victoria training. • Development of a draft Inclusive Language Guide and development of Draft Accessibility Audits - Stage 2 Project Brief. • Scheduled disability awareness training for up to 20 staff through a professional provider. • Creating the Manningham Inclusive e-newsletter, which reaches approximately 200 people within Manningham. • Research and engagement project to map disability and inclusion across Manningham.

2017-2021 Actions	Measure	Result	Outcomes
Investigate us becoming part of the 'Welcoming Cities' initiative to foster a sense of belonging and participation for all members of our community	Maintain or increase implementation of initiatives <i>Source: Council data</i>	Achieved	We have submitted our application for Welcoming Cities accreditation and we are now awaiting approval from Welcoming Cities.
Build our commitment to gender equity practices across the community	Maintain or increase total organisations committed <i>Source: Council data</i>	*impacted by COVID-19	<p>Due to COVID-19, several sporting organisations ceased operations during the season. However, we have strengthened gender equity practices across the community through:</p> <ul style="list-style-type: none"> • Completion of Gender Equality Pilot Implementation Project in September 2020, Gender Impact Analysis Toolkit - Recruitment Policy, and Workplace Gender Audit Pilot Report submitted to the Commission for Gender Equality in the Public Sector. • Commencing a Gender Impact Assessment on all Council's policies, programs and services. • Completion of Our Watch training for over 100 staff across the workplace, both face to face and online • Using unexpended funds to progress work/momentum with the delivery of four initiatives in 2021 which include LGBTIQ+ training, consultant engaged to review Gambling Policy (gender lens/gender Impact analysis toolkit). • Consultant engaged to support preparations for our inaugural workplace gender audit.

2017-2021 Actions	Measure	Result	Outcomes
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>	Achieved	<p>We are advocating and planning for options for short and long-term housing diversity through:</p> <ul style="list-style-type: none"> • The Draft 2040 Liveable City Strategy as well as in the Doncaster Hill Strategy review to provide the basis for the Residential Zones review in 2020/21. • Developing a new Affordable Housing policy. • Continued work with Eastern Affordable Housing Alliance to advocate to peak federal and state bodies for better housing choice for all age groups and income ranges to meet the community's diverse needs. • Continued negotiation for affordable housing to be incorporated into major residential developments and planning scheme amendments, where appropriate.
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>	Maintained	<p>We promoted our local facilities and activities to improve wellbeing, including:</p> <ul style="list-style-type: none"> • Promoting the Victorian Government initiative, Kids Active voucher program, to help eligible families cover the cost of getting their kids involved in organised sport and recreation. • Successfully receiving a grant from VicHealth to run a Go Soccer Mums program for Muslim women in Manningham. The program aims to break down cultural and cost barriers to participating in sport. Working closely with Football Vic and Macedon United FC.


2017-2021 Actions	Measure	Result	Outcomes
Resilient environment continued			
<ul style="list-style-type: none"> • The Come and Try event that ran in June and included 20 mums. • The Doncaster Bowls Club ran the first Bowling with Babies program in Manningham. The program is for new and expecting parents. The club provides a safe place for the parents to come with their babies, socialize, enjoy a coffee and learn to play lawn bowls. 			
Vibrant and prosperous economy			
<p>Deliver initiatives to advocate and promote local employment</p>	<p>Maintain or increase proportion of people with a disability engaged in education and/or work</p> <p><i>Source: Council data</i></p>	<p>Achieved</p>	<p>We delivered initiatives to promote local employment (particularly for people with a disability) including:</p> <ul style="list-style-type: none"> • Facilitating the Building Equitable Employment Network meetings quarterly and exploring opportunities to provide meaningful employment for people with a disability within Manningham. • Supporting Box Hill TAFE's application to the Victorian Government Job Advocate program to assist Manningham residents looking for work. The Advocate will work with agencies, businesses and training organisations to create pathways to employment and training. • Delivering our Youth Employment Action Plan to promote employment opportunities for young people at Manningham Council and in the community.

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

Our performance – major initiatives and initiatives

The following statement reviews our progress on the major initiatives and initiatives identified in our Annual Budget 2020/21 and Strategic Resource Plan 2017–2021.

■ Measure achieved ■ Deferred ■ Not on target

Major initiative	Progress	Comment
<p>(Major) Plan for the health and wellbeing of the municipality with the Delivery of activities in the Healthy City Action Plan 2019-2021</p> <p>Delivery of at least 3 activities by 30 June 2021 including endorsement and commencement of Council's new Reconciliation Action Plan.</p>		<ul style="list-style-type: none"> • Key annual highlights from the Healthy City Action Plan include an extensive research project to review the impacts of COVID-19 on our community and identify areas of need for future service delivery. The research has generated rich data and numerous findings to support teams around Council in the space of resilience and recovery. • Manningham Art Gallery and Manningham Art Studios were re-opened early in the third quarter. Melbourne's fourth lockdown saw Manningham Art Gallery and Manningham Art Studios close again. Outdoor temporary public art initiatives at Jackson Court attracted a high level of direct and incidental participation. • The re-opening of the gallery celebrated a belated Reconciliation Week alongside NAIDOC week with a bespoke exhibition by Wurundjeri Woi-wurrung artist, Ash Firebrace, together with the commissioning of artwork for Civic Centre foyer. • Arts & Culture as a whole attracted over 19,000 participants, and measuring cultural value, 83% of participants expressed appreciation for diverse arts and cultural expression, 73% experienced a sense of belonging, 86% experienced a sense of feeling valued and 95% experienced professional development as an artist and support to the creative industries. • A full review of the Healthy City Strategy 2017-2021 has been completed and is available on the Manningham website.

<p>(Major) Promote a connected and inclusive community</p>	<ul style="list-style-type: none"> • The Draft Reconciliation Action Plan has been developed incorporating and responding to Reconciliation Australia and was submitted to Wurundjeri Woi-wurrung Corporation (WWC) for Endorsement in February.
<p>Review the Community Local Law to provide a safe and healthy environment for community with the community consultation and prepare draft Local Law by 30 June 2021.</p>	<p>Officers have undertaken a review of the local law and have identified that enhancements are required to the existing Local Law to better address the objectives of the Community Plan.</p> <p>These enhancements will:</p> <ul style="list-style-type: none"> • Broaden regulations and definitions to improve the ability to respond to issues in the community. • Increase the amount of performance-based regulations. • Redraft local laws to reduce the administrative burden for Council officers. • Make necessary adjustments to respond to changes in Victorian Government Legislation. • Increase penalties for certain offences to act as a greater deterrent. <p>The next step is to report the findings of the review of the Local Law to Council and prepare the drafting of the new Local Law and regulatory impact statement.</p>
<p>Prepare and implement activities to support healthy lifestyles for young people with Manningham's Youth Services Provider, EACH.</p>	<ul style="list-style-type: none"> • Manningham Youth Services provided an additional resource during COVID-19 for enhanced online counselling and personal support. Eastern Volunteers have provided a Volunteering Community of Practice during COVID-19, which has helped bring together local agencies and supports the CASI (Community Activation and Social Isolation) initiative, which Council is funded to provide. • The CASI initiative was provided by several Council staff to support our community during COVID-19 with advice, emergency relief, social connection advice and personal support referrals. Additional funding has been received to support the CASI initiative until 30 June 2021. • Consultation is underway to form a Youth Advisory Committee. The consultation is working with focus groups of young people to scope the committee.

Services funded in our Annual Budget

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

Activity	Description	Budget \$'000	Actual \$'000	Variance \$'000
Arts and Cultural services	Management, coordination and delivery of arts and cultural development program including an Art Gallery, Art Studios and Playhouse.	332	328	4
Social Planning and Community Development Services	This service supports the community through activities in community inclusion, community safety, metro access, and social planning and community development.	747	682	65
Library services	This service provides public library service for visitors and residents. The Whitehorse Manningham Regional Library Corporation manages the service with branches at Bulleen, Doncaster, The Pines and Warrandyte.	4,497	4,347	150
Community Programs	This service provides children and community services, including Maternal and Children's Services (Universal and Enhanced), Child Health, Manningham Early Years@MC ² , Preschool Field Officer Program and Parenting Assessment and Skill Development Service. It also includes Youth and Volunteering and Emergency Counselling grants.	3,565	3,973	(408)
Aged and Disability Services	In partnership with Federal and Victorian Governments, these services and activities support Manningham residents to stay active, independent and living at home for as long as possible. Services including positive ageing events and activities, assisted transport, home and personal care.	3,039	1,944	1,095
Approvals and Compliance Services	This service protects the community's health and wellbeing by coordinating food safety programs, immunisation, animal management, litter, building services, public health, parking and administration and enforcement of local laws.	3,243	3,471	(228)

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]	2017/18	2018/19	2019/20	2020/21	Material variations and comments
Animal Management					
Timelines <i>Time taken to action animal management requests</i> [Number of days between receipt and first response action for all animal management requests / Number of animal management requests]	1	1	1	1	We place a high priority on animal management matters and all requests are triaged and acted upon in a timely manner to protect the safety of the community.
Service standard <i>Animals reclaimed</i> [Number of animals reclaimed / number of animals collected] x 100	68%	66%	28%	36%	We continue to focus on having a high number of suitable animals reclaimed. The figure of animals reclaimed is skewed by the number of unowned and feral cats impounded and therefore not able to be returned to an owner. Cats made up 143 of the 225 animals collected, with the vast majority of cats being rehomed.
Service standard <i>Animals rehomed</i> [Number of animals rehomed / Number of animals collected] x100	New in 2020	New in 2020	29%	49%	We are pleased to see that a higher percentage of animals were able to be rehoused through our partners this year, possibly due to the increase demand for pets during COVID-19 lockdown periods in Victoria.

Service / indicator [measure]	2017/18	2018/19	2019/20	2020/21	Material variations and comments
Service cost <i>Cost of animal management service</i> [Direct cost of the animal management service / Population]	New in 2020	New in 2020	\$3.27	\$3.03	We understand the importance of animal management and provide appropriate resources to ensure the safety of the community. A number of proactive programs were not run in the year due to COVID-19 impacting on resourcing.
Health and safety <i>Animal management prosecutions</i> [Number of successful animal management prosecutions]	New in 2020	New in 2020	100%	100%	We pursue prosecutions to ensure responsible pet ownership and community safety, impacts of COVID-19 have impacted on the number of prosecutions through 2020.
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]	1.40 days	1.31 days	1.65 days	1.95 days	We are committed to responding to food safety related complaints and continue to follow up these requests in a timely manner. There has been a slight increase in the average number of days to provide a first response to a complaint in relation to food safety due to COVID-19 restrictions including premises closures, stay at home directions and rollout of the new Customer Relationship Management platform.

Service / indicator [measure]	2017/18	2018/19	2019/20	2020/21	Material variations and comments
<p>Service standard</p> <p><i>Food safety assessments</i></p> <p>[Number of registered class 1 and class 2 food premises that receive annual food safety assessments in accordance with the <i>Food Act 1984</i> / number of these premises that require an annual food safety assessment in accordance with the <i>Food Act 1984</i>] x 100</p>	100%	99%	97%	74%	We continue to provide food safety assessments to keep the community safe. This result has been impacted by the large number of registered premises closed due to COVID-19 restrictions. This resulted in only 74% of class 1 and 2 premises receiving an assessment in 2020 (calendar year). Following Chief Health Officer directives, staff responded as a priority to urgent public health concerns such as complaints/outbreaks.
<p>Service cost</p> <p><i>Cost of food safety service</i></p> <p>[Direct cost of our food safety service / number of food premises registered or notified as per the <i>Food Act 1984</i>]</p>	\$583.8	\$493.8	\$437.6	\$417.83	We work to provide an efficient service to protect the health of the community. This year the cost of providing the service per premises was down, despite a reduction in the number of registered premises due to business closures as a result of the impact of COVID-19 stage 4 lockdowns in Victoria. This was due to a vacant position which was not able to be filled during stage 4 lockdowns.
<p>Health and safety</p> <p><i>Critical and major non-compliance outcome notifications</i></p> <p>[Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up / number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] x 100</p>	99%	98%	97%	93%	We prioritise the health and wellbeing of the community and respond to critical and major non-compliance notifications. All follow-up inspections were not able to be performed due to premises closures as a result of COVID-19 restrictions.

Service / indicator [measure]	2017/18	2018/19	2019/20	2020/21	Material variations and comments
Maternal and Child Health (MCH)					
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	102%	102%	103%	102%	We saw a small variance from last financial year with a reduction of 70 birth notices received by the Maternal and Child Health Service. The result of greater than 100% occurs where the birth and enrolment in the service occur in different financial years.
Service cost <i>Cost of the MCH service</i> [Cost of the MCH service / hours worked by MCH nurses]	\$82.23	\$67.93	\$74.47	\$70.11	Our Maternal and Child Health Service had lower costs this year due to COVID-19 lockdowns. The service offered more tele-health appointments and home visits were conducted at the centres, reducing car related and material costs. There were also fewer training expenses.
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	74%	80%	76%	77%	We have seen an increase in participation rates this year in our highly valued Material Child Health service, despite the significant challenges for attending families and nurses, as the service operated under with the Victorian Government's COVID-19 restrictions to protect community safety.
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	85.11%	70.97%	82.14%	73.53%	We have seen a small increase in the number of Aboriginal and Torres Strait Islander families attending our service, however the number of children enrolled is slightly greater at 17 from 14 resulting in a 10% decrease on the result from last year. This community is transient and we are working to engage them with Manningham's Enhanced Maternal and Child Health service.

Service / indicator [measure]	2017/18	2018/19	2019/20	2020/21	Material variations and comments
<p>Participation</p> <p><i>Participation in 4-week Key Age and Stage visit</i></p> <p>[Number of 4-week key age and stage visits / Number of birth notifications received] x100</p>	New in 2020	New in 2020	98%	97%	We continue to deliver the highly valued Maternal Child Health service with high participation by families attending at 4 week visit. The small percentage of non-attendance may be due to transfers out of the area, stillbirths or neonatal deaths.
Libraries					
<p>Utilisation</p> <p><i>Library collection usage</i></p> <p>[Number of library collection item loans / number of library collection items]</p>	7.61	7.34	5.32	4.08	The physical collection usage has been significantly impacted by COVID-19 restrictions. Manningham libraries complied with Victorian Government advice and there were closures or some form of restrictions for the majority of the year leading members to rely on our digital services.
<p>Resource standard</p> <p><i>Recently purchased library collection</i></p> <p>[Number of library collection items purchased in the last 5 years / number of library collection items] x 100</p>	80.55%	77.58%	74.48%	72.79%	The library collection at branches in Manningham continue to be maintained to a high standard, comparing favourably with state benchmarks for Victoria. COVID-19 has presented stock supply issues and prevented normal collection maintenance processes from happening.

Service / indicator [measure]	2017/18	2018/19	2019/20	2020/21	Material variations and comments
<p>Service cost</p> <p><i>Cost of library service</i></p> <p>[Direct cost of the library service / Population]</p>	New in 2020	New in 2020	\$25.65	\$24.23	We have seen the cost of providing the library service increase this year.
<p>Participation</p> <p><i>Active library borrowers in municipality</i></p> <p>[Number of active library borrowers in the last three years / The sum of the population for the last three years] x 100</p>	14.89%	14.74%	14.30%	10.99%	We operated our libraries under the Victorian Government's COVID-19 restrictions to keep the community safe. As a result of closures and restrictions that were in place for the majority of the year, we have seen a decrease in library participation compared to the previous years.

Our year ahead

Major Initiatives

We will undertake evidence-based planning for equitable, inclusive and accessible services and infrastructure improvements for prominent issues including:

- Commencing gender equality impact assessments on significant Council policies, services and programs.
 - Improving the range of accessible supports and services available to young people within Manningham, exploring a youth hub, advocating for improved mental health resources and working collaboratively with youth agencies.
 - Developing a collaborative forum to engage with businesses, community leaders, community groups and residents from culturally diverse backgrounds.
 - Investigating extended use of community facilities, including libraries, to address social isolation.
-

We will partner with service providers, community groups, local organisations and networks to improve and profile community outcomes through forums and connections.

We will educate and support connected, healthy communities including people of all ages, abilities, cultures, religions and gender identification through:

- Environmental education and waste programs.
 - Implementing the Reconciliation Action Plan to enhance recognition of Aboriginal and Torres Strait Islander communities.
 - Resources and information that link our community to the understanding of and responses to family violence.
-

Other Initiatives

We will pursue strategies to reduce the impact of gambling on the community, considering areas such as poker machines and advertising on Council buildings.

Healthy Community case study: Supporting our community to stay active through COVID-19

The COVID-19 pandemic continues to put immense pressure on the health and wellbeing of our residents.

Throughout the pandemic, in conjunction with Council partners, we helped community members stay fit and healthy at home by running fitness, health and wellbeing classes online.

Once restrictions eased, we promoted Sunday Sessions, a program run by Access Health, to encourage regular physical activity and reduced weekend alcohol consumption to help residents start the week positively.

When gyms were closed and exercise classes on hold, we promoted our parks around Manningham as well as promoted opportunities for people to remain fit and active during this time.

We have continued to actively seek external funding opportunities and grants and have been successful in receiving funding which has supported the upgrades of various sport and recreation facilities. This recognises the invaluable contribution sports and recreation has to our wellbeing.

To further support our community get back into the swing of local sports, we provided a number of programs and initiatives to help sport and recreation clubs including fee relief and utility reimbursements.



Liveable places and spaces



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

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

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

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

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

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

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

Snapshot

564

**new dwellings
approved**



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

1,507km

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



only 4%



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

69%

**travel by
car to work**

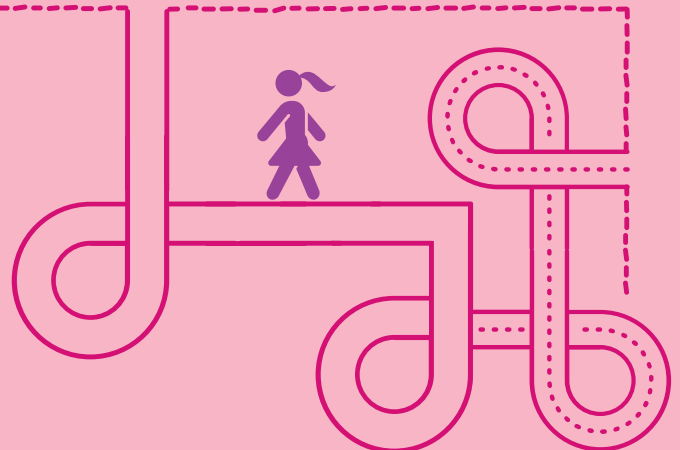


**20.35 km² open space
330 parks and reserves
158 playspaces**



Manningham provides

615km roads
835km footpaths
72km off-road shared paths
835km 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

Construction of Boronia Grove Sporting Pavilion.

Refurbishment of Manningham Function centre.

Ongoing construction of Pettys Reserve Sporting precinct.

Commencement of Knees Road Reconstruction Project Park Orchards.

Commencement of Rieschieks Reserve modular construction project.

Commencement of Domeney Reserve pavilion refurbishment.

Successful negotiation of an outcome to the North East Link Judicial Review resulting in:

- A new safer \$5.8 million pedestrian and cyclist shared user path bridge across the Yarra River that will facilitate walking and cycling to connect Banksia Park to the Main Yarra Trail and Heidelberg Station.
- Detailed planning work and a business case worth around \$3 million for the future duplication and upgrade of Templestowe Road with shared pedestrian and bike paths.
- Multi-million dollar sporting upgrades.
- More active engagement opportunities to review and comments on the impacts of the project.

We delivered additional projects to our planned program like Riechiecks Reserve car park surfacing works which was not on the original program.

After residents identified drainage concerns, we reprioritised projects and designed and constructed significant drains in McGowans Road, Donvale & Hillingdon Crescent, Doncaster, costing around \$220,000.

Our Traffic Engineers led Council's response to major projects including the Victorian Government's upgrade of Fitzsimmons Lane.

We successfully fulfilled our statutory obligations via delegation to the Municipal Building Surveyor in accordance with governing building legislation

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

We installed an electronic sign at Jackson Court to show drivers the number of car parks available. This was the final project component of our Smart Cities - Reinventing Neighbourhoods project.

We established a placemaking team and framework to support community-led place activations and responsive urban design projects.

After retendering our asphalt supply contract, we achieved significant cost savings and have been able to undertake greater areas of road renewal works.

We delivered services such as street sweeping, fleet, drainage and footpath maintenance despite the challenges including record rainfall in large parts of 2020.

Challenges

A higher than expected expenditure in 2019/20 on our asset management and capital works program resulted in a significant reduction to what was budgeted in 2020. This resulted in changes to our capital works program, which affected the management and execution of the program early in the financial year.

Our resources were stretched as we implemented the new Victorian Government swimming pool compliance program.

We experienced continued demand on resourcing to support the Victorian Building Authority in addressing the state-wide combustible cladding issues.

We experienced continued demand on resourcing in responding promptly to illegal building works and building complaints.

Increasing customer requests and expectations stretched our resources and our capacity to deliver our city amenity services.

Fast facts

- Our capital works program included 14 sub-programs containing 265 individual projects.
- 31% of our 2020/21 capital works budget was allocated to developing new assets and facilities, and 69% was allocated to the renewal, expansion and upgrade of existing assets.
- 7.5% of our capital works budget was funded from Victorian and Australian Government grants, 65% came from rates, and the remainder was funded from carry forwards, Council reserves and assets sales.
- 100% of our 2020/21 capital works program was delivered.
- We processed 1,304 building permits.
- We processed 87% of all planning applications within required statutory time frames.
- We processed 88% of standard stream planning applications within 60 statutory days.
- We processed 98% of VicSmart planning applications within 10 business days.
- We resurfaced 5.7km of semi-rural gravel roads.
- We resurfaced 31.5km of asphalt roads with a new asphalt.
- We replaced over 8km of concrete footpaths.
- We installed over 2km of new paths.
- We approved 564 new dwellings and apartments.
- Total value of buildings works approved was \$423,244,640
- We registered 6,829 swimming pools and spas to 12 July 2021.

Our performance – Council Plan

The following shows our 2020/21 performance in the liveable places and spaces theme against the goals of our Council Plan 2017-2021.

Goal: Inviting places and spaces

2017-2021 Actions	Measure	Result	Outcomes
Healthy community			
Place-based initiatives that create inviting places and spaces that support people to engage in community life	Maintain or increase place based initiatives to community satisfaction <i>Source: Council data</i>	Achieved	We created four temporary pop-up parks, extended outdoor dining and launched community activations as part of our new Placemaking program to help people engage in community life.
Liveable places and spaces			
Ensure urban design and maintenance retains a high level of amenity for Council owned and managed spaces	Urban design and maintenance complete <i>Source: Council data</i>	Achieved	We completed our annual maintenance schedules on time for programmed tree pruning, programmed mowing program, landscaping schedules, playspace auditing program and programmed oval mowing.
Managing impact of growth on amenity	Two-thirds of growth into activity centres and main roads <i>Source: Council data</i>	Achieved	We continue to assess planning applications along main roads and activity centres in accordance with the Manningham Planning Scheme to meet increased densities and housing objectives.
Resilient environment			
Ensure local planning and development is responsive to community need and aligned with local planning laws	Maintain or increase number of VCAT decisions upheld <i>Source: PPARS / Victorian Government</i>	Achieved	We have seen an increase in the number of decisions upheld at the Victorian Civil and Administrative Tribunal which is a positive outcome.

2017-2021 Actions	Measure	Result	Outcomes
Vibrant and prosperous economy			
Deliver initiatives to optimise the return on Council owned land and building holdings	Revenue secured <i>Source: Council data</i>	Achieved	Initiatives to optimise the return on Council owned land holdings and buildings has increased the revenue secured to \$2 million for the period.
Well governed council			
Ensure planning decisions are timely and appropriate	Maintain or increase planning decisions made within time <i>Source: PPARS / Victorian Government</i>	Not achieved	While we have made significant progress over the four years with planning decisions made within statutory time frames, there has been a slight decrease compared to last year.
Work together with the region for better outcomes for Manningham	Maintain or increase number of regional partnership initiatives <i>Source: Council data</i>	Achieved	<p>We work with the Victorian Government, community groups, health, business and not for profit organisations towards better outcomes for Manningham. This year, key partnership projects were:</p> <ul style="list-style-type: none"> • Advocating for affordable housing (neighbouring Councils). • Improvements to the environment (Northern Alliance for Greenhouse Action). • Resilient Melbourne (metro Councils). • Working for Victoria (Victorian Government). • North East Link (North East Link Authority and Victorian Government). • Melbourne Urban Forest Partnership. • Regional Local Government Charter on Social Housing and Homelessness Governance and Working Group.

Goal: Enhanced parks, open space and streetscapes

2017-2021 Actions	Measure	Result	Outcomes
Healthy community			
Optimise community enjoyment and participation in our parks, open space and streetscapes through sound design, programs and connectivity	Maintain or improve community satisfaction/ utilisation <i>Source: Council data</i>	In Progress* <i>*2020/21 data not available due to COVID-19</i>	Several key projects have been designed to promote the use of our public spaces including: <ul style="list-style-type: none"> • Completed construction works for Aintree Reserve, Dorney Reserve, Woodlea Reserve, Dudley Reserve playspace upgrades. • Completed concept plans for Montgomery Reserve and Swilk Reserve. • Consulted on the proposed streetscape upgrade works at Macedon Square streetscape upgrade and revision of proposed concept plan. • Upgraded works at Swanston and Morris Williams Reserve in Bulleen and prepared draft concept plans. • Delivery of a pop-up parklet for Jackson Court to help the centre through COVID-19 recovery. • Installed pop-up outdoor dining spaces at Tunstall Square, Templestowe Village and Macedon Square. • Completed construction works on Lions Park stage 1, and consultation completed on designs for Stage 2.
Improve seating particularly for older people along our linear parks	More seating in linear parks	Achieved	We have installed new street furniture and benches in areas across Manningham including with 9 new across the Mullum Trail and improved seating improvements in Ruffey Lake Park.

2017-2021 Actions	Measure	Result	Outcomes
Liveable places and spaces			
Improvement and maintenance programs implemented to ensure parks, open space and streetscapes are clean and well maintained	Maintain or improve Community Satisfaction Rating (median) <i>Source: Regional Park Assessment</i>	In Progress* <i>*2020/21 data not available due to COVID-19</i>	Our parks received the second-highest resident satisfaction score out of 18 Councils in the region in the last Regional Park Survey. Our maintenance programs are complete.
Resilient environment			
Deliver management and maintenance programs to improve balance between bushfire prevention and protection of biodiversity	Maintain or improve assessment of weed reduction and roadside vegetation completed <i>Source: Council data</i>	Achieved	Our maintenance and assessment schedules and fire management action plans are current. In addition, we have: <ul style="list-style-type: none"> • Held at least monthly Fire Mitigation Group meetings to discuss and monitor fire focused actions. • Been awarded \$50,000 as part of a Safer Together Grant to complete a high-level assessment of the bushfire risk posed at over 50 Council managed reserves.
Vibrant and prosperous economy			
Development of open space that contributes to the value of the area	Maintain or increase projects completed <i>Source: Council data</i>	Achieved	We increased the projects completed on upgrading our parks, open space and neighbourhood activity centres including: <ul style="list-style-type: none"> • Warrandyte River Reserve • Tikalara Park Development • Koonung Park Management Plan • Domeney Reserve Playspace • Woodlea Reserve Playspace • Lawford Reserve.
Well governed council			
Council ensures sustainable funding and good practice to upgrade and manage parks, reserves and streetscapes	Maintain or increase funding for open space <i>Source: Council data</i>	Achieved	We secured \$7.5 million from developers for strategic land use, open space, and recreation planning for the future.

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>	In Progress* <i>*2020/21 data not available due to COVID-19 restrictions</i>	57.2% of our residents use public and active transport. Our strategic projects included: implementing the Bus Action Plan, ongoing collaboration and negotiation with key transport projects including the North East Link Authority.
Liveable places and spaces			
Deliver parking needs assessment and implement transport infrastructure to address changing demands	Maintain or improve assessment implementation	Deferred	As the North East Link Project (NELP) will significantly impact our parking needs, we have deferred this action until further information is available.
Continue to improve the road network through the delivery of a targeted pavement resealing and rehabilitation program	Maintain or reduce total sealed roads below intervention level. Maintain or improve community satisfaction with roads. <i>Source: Council data and Community Satisfaction Survey</i>	Achieved	99.6% of Manningham roads are in good condition and do not require work.

2017-2021 Actions	Measure	Result	Outcomes
Resilient environment			
Support alternative modes of transport and ensure that pedestrians and bicycle routes are well integrated with connections to public transport and activity centres	Maintain or increase total people using sustainable transport options <i>Source: Council data /ABS</i>	In progress	40.3% of our residents use sustainable transport options. We are implementing safe pedestrian crossings works, a new Bus Strategy and Transport Action Plan as well as advocating for sustainable transport options and maintaining bike trails.
Vibrant and prosperous economy			
Advocate for improved transport investment into the local network	Maintain or increase funding secured for transport initiatives <i>Source: Council data</i>	Achieved	We continue to strongly advocate for improved transport including: <ul style="list-style-type: none"> • Bus Rapid Transit along Doncaster Road corridor. • Development of Bulleen Park and Ride Facility.
Well governed council			
Work with regional and state partners to deliver a strategic transport plan for private and public transport in the region	Maintain or improve plan implementation <i>Source: Council data</i>	Achieved	We continue to deliver our Transport Action Plan to improve private and public transport in the region including: <ul style="list-style-type: none"> • Working with the North East Link Project on the new park and ride facilities to be provided as part of the project. • Establishing a working group with the Eastern Transport Coalition to advocate for bus service improvements in the region.

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>	Not available	This measure was not achieved due to COVID-19 restrictions.
Liveable places and spaces			
Ensure building and building maintenance of Council's building assets are delivered to a high standard that promotes safe and optimum use	Maintain or increase total Council buildings in good condition	Achieved	We have ensured assets are well maintained and kept in good condition. There has been a significant reduction in requests during the period with facility closures during COVID-19 lockdowns.
Investigate the possibility of universal design in construction projects	Maintain or improve design standards explored in major projects <i>Source: Council data</i>	Achieved	Our Better Building Guide is in place and has been implemented into standardised briefs and documents of construction projects.
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>	Achieved	Our work to support environmentally sustainable design (ESD) and use of buildings, facilities and infrastructure included: <ul style="list-style-type: none"> Continuing the installation of solar and battery systems at the Pines and Ajani centres. Continuing to assess the feasibility of more Council rooftop solar and ESD improvements Increasing electric vehicle charge points at our Civic Centre and Depot buildings.

2017-2021 Actions	Measure	Result	Outcomes
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 <i>Source: Council data</i>	Achieved	We have secured state and federal grants, developers and community club contributions in external funding for infrastructure projects including: <ul style="list-style-type: none"> • \$3.6m capital grants • \$7.5m Developer Contribution (for open space) • \$0.5m Community Clubs contribution.
Well-governed Council			
Deliver the annual Capital Works Program to maintain, upgrade and develop Council's assets to address existing and future needs	Completion of Capital Works Program <i>Source: Council data</i>	Not achieved	We completed 90.3% of our Capital Work Program. The 2020/21 carry forward is \$3.92 million which is scheduled for delivery in the 2021/22 financial year.

Our performance – major initiatives and initiatives

■ On target
 ■ Some progress
 ■ Not on target

Major initiative	Progress	Comment
<p>(Major) Ensure local planning is responsive to community need and aligned with local planning laws. Facilitate planning scheme amendments that are considered high priority of the 2018 Planning Scheme Review recommendations. Progress 2 additional major recommendations by June 2021.</p>		<p>We had progressed two major recommendations from the planning scheme review recommendations:</p> <ul style="list-style-type: none"> • The policy-neutral translation of the local policies into the new Planning Policy Framework (PPF) was endorsed by Council at the 27 April 2021 Council meeting and a request was made to the Minister for Planning for an amendment to the Manningham Planning Scheme under section 20(4) of the <i>Planning and Environment Act 1987</i> to introduce these changes into the Manningham Planning Scheme. • Officers participated in a six-week Panel and Advisory Committee Hearing which commenced in January 2021 in relation to the Bulleen Precinct Land use Framework Plan and Amendment C125 (Yarra Valley Country Club). Council is still awaiting the release of the panel report from the Minister for Planning, who decides when it will become publicly available.
<p>(Major) Implementation of Parks Improvement Program works as scheduled:</p> <p>Petty's Reserve, design of Hepburn Road Park and completion of the design for Main Yarra River Trail to Warrandyte by 30 June 2021.</p>		<p>New open space on Hepburn Road</p> <ul style="list-style-type: none"> • Detailed design works on the new open space on Hepburn Road and tender documentation calling for an expression of interest process for the art commission are underway. Some slippage in project timelines was experienced due to delay in the works associated with the Hepburn Road extension and the resulting change in site levels, but this is within an acceptable tolerance. In preparation for park construction works we will be shortlisting for the art commission and planning for the demolition of the dwellings. <p>Main Yarra Trail</p> <ul style="list-style-type: none"> • Approximately 0.8 km of the shared path between Alexander Road (Warrandyte High School) and Pound Road has been constructed. The final design and permits for the 760m of off-road path from Alexander Road to Beasleys Nursery will be completed soon. • Scoping is continuing for the final 1.4 kilometres, which has particularly complex issues relating to land tenure, topography, environmental values, bus stop connections and arterial road requirements and is likely to take several years to complete.

	<ul style="list-style-type: none"> • Concept design work is now underway to seek Department of Transport approval for the preferred alignment. <p>Pettys Reserve</p> <ul style="list-style-type: none"> • Design is in progress for the playground and surrounding landscape. The anticipated completion is November 2021.
<p>(Major) North East Link Planning. Continue to advocate for positive community outcomes.</p>	<p>We continue to successfully liaise with North East Link Project (NELP) on various aspects of the new link road. We have provided feedback and continue to work with NELP on the new Bulleen Park and Ride facility. The Minister has approved the Urban Design and Landscape Plan and Community and engagement report. We are now working through various construction traffic impact assessment and urban design outcomes of the facility.</p>
<p>(Major) Improve connectivity through delivery of the Road Improvement Program. Complete Program as scheduled including:</p> <ul style="list-style-type: none"> • Design for Jumping Creek Road reconstruction from Ringwood-Warrandyte Road to Homestead Road. • Improve safety through installation of traffic signals on Tram Road and Merlin Street. • Design and construction of the new Hepburn Road extension to provide new road and pedestrian connections. 	<p>Road Improvement Program delivered as scheduled:</p> <ul style="list-style-type: none"> • Jumping Creek Stage 1 complete. • Tram Road design approval from the Department of Transport received. • Knees Road, multi-year project progressing well.
<p>(Major) An Integrated Transport approach to private and public transport in the region. Deliver short term actions in the Transport Action Plan and the Bus Action Plan including contributing to planning of the Suburban Rail Loop and Doncaster Busway.</p>	<p>We are continuing to deliver short term action in the Transport Action Plan and Bus Action Plan including:</p> <ul style="list-style-type: none"> • Providing transport input into the Doncaster Hill Framework and Liveable City Strategies. • Continued advocacy for Bus Rapid Transport along Doncaster Road corridor. • Working with NELP on the new Park and Ride facilities to be provided as part of the project. • Establishing a working group with the Eastern Transport Coalition to advocate for bus service improvements in the region.
<p>(Major) Develop a long term Community Infrastructure Plan</p>	<p>Community Infrastructure Needs Analysis is complete and draft is complete. The next step is to develop a more refined list of priorities to inform future planning.</p>

Services funded in our Annual Budget

We funded the below services in the Annual Budget 2020/21 to support our liveable places and spaces goals.

Activity	Description	Budget \$'000	Actual \$'000	Variance \$'000
City Amenity, Parks and Recreation Services	This service provides the management, administration and maintenance activities for parks and recreation; sports reserves, aquatic facilities, reserves, sportsground maintenance, landscaping, tree maintenance, grass cutting, bushland management, open space, parks and playground maintenance and supervision of capital works projects.	11,739	13,080	(1,341)
Roads and Infrastructure Services	This service provides the day to day maintenance of Council roads, bridges, footpaths including both sealed and unsealed road maintenance such as repairs to potholes, line marking, patching, resheeting and minor works.	4,621	4,114	507
Integrated Planning and Urban Design	These services include city planning, landscape architecture, strategic land use and development planning and urban design, recreation planning and open space planning.	(2,306)	(3,329)	1,023
Building Maintenance Services	Keeping Council-owned buildings and community facilities (including public toilets, heritage buildings, libraries, and sporting facilities) clean and well maintained.	2,986	3,083	(97)
Civil Project Services	This area provides the capital works program, construction and design of civil projects and strategic projects relating to Council buildings, community facilities, recreation facilities and sustainability projects.	1,635	1,043	592
Traffic and Development Services	This service provides the day to day maintenance to support the road network including driver safety education programs, street lighting, traffic management, traffic engineering, bus shelters and road safety.	1,671	2,188	(517)

Activity	Description	Budget \$'000	Actual \$'000	Variance \$'000
Statutory Planning Services	This service is responsible for the administration and enforcement of the Manningham Planning Scheme and coordination of statutory planning permits, including pre-application and application services.	1,816	1,511	305
Maintenance services for signs and street furniture	This service maintains and repairs all traffic signals and roadside signs and furniture including guard rails on Council roads.	455	406	49

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]	2017/18	2018/19	2019/20	2020/21	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]	4	4	2	2	We undertake health inspections of our aquatic facility, Aquarena, in accordance with the Public Health and Wellbeing Act 2008. Over the year the facility was closed periodically under the Victorian Government's restrictions in response to COVID-19, with two inspections needed as facility opening periods allowed.
Service cost <i>Cost of indoor aquatic facilities per visit</i> [Direct cost of aquatic facilities less income received / Number of visits to aquatic facilities]	New in 2020	New in 2020	\$0.25	\$3.6	We uphold community safety at our aquatic facility Aquarena and only opened when safe to do so under the Victorian Government's COVID-19 restrictions. We have seen an increase in the cost per visit due to low visitor numbers and income impacted by a number of closures, patron caps and density quotients. Aquarena provides great value with a variety of programs and activities and work continues to encourage participation when it is safe to do so.

Service / indicator [measure]	2017/18	2018/19	2019/20	2020/21	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>	5.68	5.27	3.97	1.66	<p>We uphold community safety at our aquatic facility Aquarena and only opened when safe to do so under the Victorian Government's COVID-19 restrictions. We have seen visits fall significantly, impacted by a number of closures, patron caps and density quotients. The facility was fully closed for 100 days, open with limited density and patron caps for 202 days, and 63 days where the outdoor 50m pool was the only area of the facility open. Aquarena provides great value with a variety of programs and activities and work continues to encourage participation when it is safe to do so.</p>
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>	77 days	74 days	53 days	58 days	<p>We have continued to process planning applications in a timely manner. Due to COVID-19, there has been a marginal increase in the median days from 53 median days in 2019/20 to 58 median days in 2020/21.</p>

Service / indicator [measure]	2017/18	2018/19	2019/20	2020/21	Material variations and comments
<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>	71.05%	81.08%	96%	87%	We have continued to process a high percentage of all applications within statutory time frames however, due to COVID-19, there has been a slight decrease in the overall processing timeframes from the previous financial year.
<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>	\$2,237.63	\$2,007.09	\$2,733.30	\$2,787.18	There has been a marginal increase in the cost of the statutory planning service by \$53.88, from \$2733.30 in 2019/20 to \$2787.18 in 2020/21 as a result of a slight reduction in planning applications received.
<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>	64.71%	52.46%	51.35%	63.33%	We have seen an increase in the overall percentage of decisions upheld at the tribunal from 51% in 2019/20 to 63% in 2020/21. In 2020/21, 5 of 11 decisions set aside were successfully negotiated at compulsory conference or through outside negotiations with the permit applicant.

Service / indicator [measure]	2017/18	2018/19	2019/20	2020/21	Material variations and comments
Roads					
Satisfaction of use <i>Sealed local road requests</i> [Number of sealed local road requests / kilometres of sealed local roads] x 100	63.3	56.4	80.6	74	We continue to work to improve the community's satisfaction with local roads. We have seen a slight decline in the result for this year from the sample of residents participating in the annual Community Satisfaction Survey. This survey is conducted by an independent research company on behalf of the Victorian Government.
Condition <i>Sealed local roads below the intervention level</i> [Number of kilometres of sealed local roads below the renewal intervention level set by Manningham / kilometres of sealed local roads] x 100	99.3%	99.4%	99.7%	99.6%	We maintain our roads according to our Road Management Plan. The intervention level is the condition standard set to determine whether a sealed local road requires renewal. The high standard remains consistent with previous results. A number of roads were sealed this financial year, increasing the total kilometres of sealed roads.
Service cost <i>Cost of sealed local road reconstruction per m²</i> [Direct cost of sealed local road reconstruction / m ² of sealed local roads reconstructed]	\$130.79	\$91.63	\$55.20	\$28.13	We have achieved a significant cost reduction this year. This is due to simplified and lower complexity projects, innovative and cost-effective construction methods, and efficiencies gained through a continued increase in usage of recycled materials and products.

Service / indicator [measure]	2017/18	2018/19	2019/20	2020/21	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>	\$23.07	\$23.00	\$23.72	\$19.35	We have achieved a decrease in cost for resealing due largely to the inclusion of a lower cost spray sealing program and a different combination of roads requiring resealing. We also increased innovative methods for the road resealing program with the type of asphalt used dependant on the individual road.
<p>Satisfaction</p> <p><i>Satisfaction with sealed local roads</i></p> <p>[Community satisfaction rating out of 100 with how we have performed on the condition of sealed local roads]</p>	64	66	66	64	We continue to work to improve the community's satisfaction with local roads. We have seen a slight decline in the result for this year from the sample of residents participating in the annual Community Satisfaction Survey. This survey is conducted by an independent research company on behalf of the Victorian Government.

Our year ahead

Major Initiatives

We will strengthen our principles to guide responsible planning for new developments by:

- Adopting of key strategic documents including the Liveable City Strategy 2040 by December 2021 and the Environmental Strategy and review of the Manningham Planning Scheme by June 2022.
- Investigating planning controls to enhance the protection of the environment.

We will provide ways for people to connect by:

- Prioritising grant funding to support community inclusion and connections in a way that responds to community needs.
- Developing new linkages to improve people's ability to walk or wheel safely and easily to local shops, community facilities and schools.
- Delivering actions in the Transport Action Plan and Bus Network Review 2017 including contributing to the planning of the Suburban Rail Loop, Doncaster Busway, Bus Rapid Transit, bus network and service improvements.

We will investigate and review the use of our facilities and find opportunities to develop or repurpose existing facilities and use of Council land for multi-use purposes and to meet changing community needs through:

- Finalising the Community Infrastructure Plan by 31 December 2021 and implementing the 20-year Action Plan.
- Strengthening utilisation and performance of stadiums in conjunction with stadium managers, and
- Improving community access to sport and recreation facilities and spaces for broad community use and benefit.

We will continue to advocate, influence, and respond to the North East Link Project (NELP) Authority for improved mitigation measures and environmental outcomes, particularly around urban design outcomes and reducing the project's construction impact on the community.

We will continue to work to maintain to a high standard our roads, footpaths and drains.

Other Initiatives

We will deliver our Road Improvement Program as scheduled including Jumping Creek Road, Tuckers Road, Knees Road and Templestowe Village connecting roads.

We will deliver our Parks and Recreation facilities upgrades as scheduled including Petty's Reserve Sporting Development (Stage 2), Rieschiecks Reserve Pavilion Redevelopment, Deep Creek Reserve Pavilion and Mullum Mullum Bowls.

We will deliver the Parks Improvement Program including Ruffey Lake Masterplan, new open space on Hepburn Road, Ruffey Creek Linear Park and Lions Park.

Liveable places and spaces case study: Deliberative Panel process – critical to developing liveable places

We are committed to understanding the many different views, experiences and expertise of our diverse community.

Strengthening relationships and listening to our community helps us make better, more informed decisions and deliver value to the community in all aspects of our work.

In early 2021, we sought out community members to take part in a new community panel to help guide the direction of our plans for the future.

The panel represents a broad range of people who live, study, work and/or play in Manningham. The panel discussed and considered feedback from our community surveys and made recommendations to Council for consideration into our strategic documents.

As part of the community engagement process we undertook for our 2021/25 Council Plan, the community panel came together to listen, learn, share their views.

The panel made recommendations on where Council should focus and take action on over the next four years, which formed our 2021-2025 Council Plan framework.

We know how important it is for us to understand and respect our community's role in forming connections and creating a sense of place in our many villages and neighbourhoods.

Facilitating meaningful relationships within our community strengthens the connection between people. It helps contribute to thriving, resilient neighbourhoods and reduce feelings of loneliness and isolation.

We are committed to working with our community towards creating inviting and enhanced parks, open spaces and streetscapes; well connected, safe and accessible travel; and well utilised and maintained community infrastructure.



Liveable places and spaces case study: Advocating for our community

In July 2020, we successfully reached an agreement with the Victorian Government's North East Link Project. The agreement provided a range of benefits and further opportunities for our community to have their say.

The agreement was reached after a long negotiation period where Council advocated on behalf of our community, environment, sporting clubs and local businesses.

In our role representing our community, we successfully negotiated:

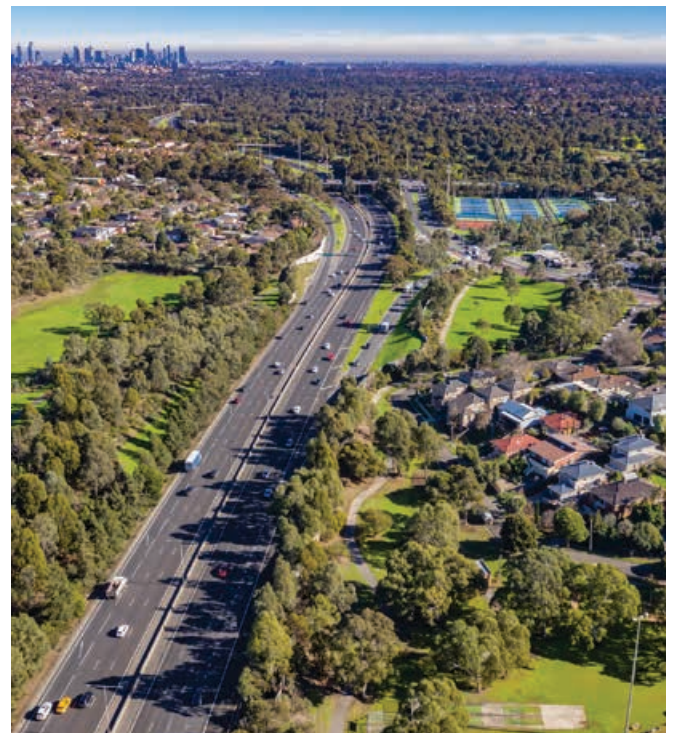
- Input into the design of the Templestowe Road soccer facility that will include three new soccer pitches.
- Funding for the design and approval of a new shared user bridge over the Yarra River at Banksia Park.
- Approval to commence works on the new Bulleen Park and Ride facility.
- A commitment to consult with Council in the detail design of the road project and all ancillary outcomes such as community infrastructure and open space.
- Protection and facility upgrades at Bulleen Park with retention of facilities for the aero-modelers and archery club, and no extension of the Freeway Golf Course into Manningham's recreation space.
- Preservation of Yarra River frontage and open space.
- Planning for future parkland along the Yarra River to offset the net loss of open space.
- Commitment to progress the redevelopment of land at Websters Road in Templestowe as a future employment site.
- Commitment to investigate the duplication and upgrade of Templestowe Road with shared pedestrian and bike paths.

- Commitment to directly notify any impacted residents if the Eastern Freeway is widened.

We know that the North East Link project will still have significant impacts on our community with seven years of construction and the widening of the Eastern Freeway.

We are committed to continuing our work with the North East Link Project (NELP) authority to raise awareness of our community's concerns and minimise the project's impacts on our local residents and environment.

For more information on the North East Link Project see manningham.vic.gov.au/NEP



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 and reduce our environmental impact and adapt to climate change.

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

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

Snapshot



330

parks and reserves



158

playspaces

including destination parks and playgrounds



we mow, maintain and water

714ha



4,322ha
green wedge



18%

of Manningham

classified as open space
(20 km²)



51

endangered animal and plant species



53km
off-road paths

What you asked for

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

Achievements: what we delivered

We developed our Draft Environment Strategy.

We developed a draft directions paper on Climate Emergency.

We signed up to the VECCO Power Purchase Agreement.

We developed our Sportsground Allocation Policy.

We resourced storm response and recovery to support our community following the effects of significant storm events.

We reviewed the way we manage our parks to improve amenity for our community.

As part of our asphalt works, we used 1,600 tonnes of Reconophalt asphalt (over 2km in length), which effectively diverted over 200,000 glass bottles or 1,200,000 plastic bags from landfill.

We continue to make our vehicle fleet greener with three electric vehicles, two hybrid trucks and 32 hybrid vehicles purchased within the last three years.

We responded to new Environment Protection Authority Victoria (EPA) legislation relating to onsite wastewater systems.

We participated in the Victorian Government's 'Onsite Wastewater Management Steering Committee' to feed into Environment Protection Authority Victoria (EPA) reforms.

Challenges

The significant work we undertook to manage tree hazards impacted our resourcing and budgets.

The work we undertook to manage tree hazards impacted our resourcing and budgets.

COVID-19 impacted social, environmental and economic aspects of our recreation facility operations and management.

We experienced increased customer requests and expectations, which had flow on effects on our resourcing and capacity for service delivery.

Fast facts

- We achieved a 25% reduction in greenhouse emissions.
- 56% of Manningham's waste was diverted from landfill.
- We planted 19,000 plants, including 2,000 advanced trees.
- 30 hybrids replaced petrol-only vehicles in our fleet.
- 40% of Council electricity was sourced from wind power through VECO.
- 550 kilowatts worth of solar systems were upgraded on Council buildings.
- We maintained 40 Council bushland reserves.
- 900 people participated in 36 environmental community engagement online webinars and events.

Our performance – Council Plan

The following shows our 2020/21 performance in the resilient environment theme, against the goals of our Council Plan 2017-2021.

Goal: Protect and enhance our environment and biodiversity

2017-2021 Actions	Measure	Result	Outcomes
Healthy community			
Support the community to deliver programs and activities to protect and enhance biodiversity values across land in Manningham	Maintain or increase total volunteer hours <i>Source: Council data</i>	Achieved	We continue to incentivise and encourage private landholder weed and pest animal control with Local Environment Assistance Fund (LEAF) grants and advice. Pest deer control and monitoring of deer numbers are ongoing with landholders in the Jumping Creek Landcare group and other landholders. We are working with the Department of Environment, Land, Water and Planning (DELWP) and other Councils to draft a Deer Management Plan with \$1 million of funding for our region.
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>	In progress	Our bushland maintenance work is ongoing and the current bushland maintenance contract has been extended a further six months till December 2021. We are developing a new work program to guide the next bushland maintenance contract.

2017-2021 Actions	Measure	Result	Outcomes
Resilient environment			
Initiatives to advocate and protect Manningham's natural spaces, rivers, creeks and Green Wedge	Plan implementation <i>Source: Council data</i>	Achieved	<p>We continue initiatives to advocate and protect Manningham's natural spaces, rivers, creeks and Green Wedge by:</p> <ul style="list-style-type: none"> • Advocating to the Victorian Government regarding pest deer management. The Victorian Government has committed over \$19 million to pest deer control across the state in response to our past advocacy. \$1 million of this will be to manage pest deer in Melbourne's peri-urban north east suburbs, including Manningham. A Deer Management Plan is being drafted by the Department of Environment, Land, Water and Planning (DELWP) in collaboration with Manningham and other Green Wedge Councils. • Providing advice and advocacy continues for other projects that impact on Manningham's natural spaces. • Development of the Climate Action Plan and an Environmental Strategy. Adoption of the Yarra River Corridor Concept Plan that outlines our vision for the future use of passive and organised recreational open space along the river corridor from the Eastern Freeway in Bulleen to Finns Reserve in Templestowe Lower.

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>	Not achieved	The most significantly affected industry in our local government area impacted by the pandemic is retail. Local advocacy has been our main focus to assist with recovery. At year-end, the local GDP is \$4.74 billion, which is less than last year, mainly due to the pandemic's impact on our local retail sector.
Well-governed Council			
Lead and educate the community in environmental services and programs	Maintain or increase community initiatives <i>Source: Council data</i>	Achieved	<p>Programs included:</p> <ul style="list-style-type: none"> • Community environmental education and engagement programs and events including the Middle Yarra Landcare Network Rabbit Action Day, the City Nature Challenge and Nature Walks, Smarter Living recycling & compost, worm farm and other webinars. • A 'Prepare your home for winter' energy-saving webinar (by the Australian Energy Foundation). • Doncaster Hill community garden working bees, Friends of Yarra Valley Parklands activities, Equiculture horse information sessions. • Melbourne Water webinars. • Queensland Fruit Fly information session. • Opportunity to contribute the BBC 'Planet Earth 3' documentary. <p>We promoted all our programs and initiatives through our monthly 'Environment Events - What's On' email newsletter.</p>

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>	*impacted by COVID-19	<p>We delivered programs to educate, empower and engage the community including:</p> <ul style="list-style-type: none"> • Middle Yarra Landcare Network Rabbit Action Day. • The City Nature Challenge and Nature Walks. • Smarter Living recycling & compost, worm farm and other webinars. • Prepare your home for winter' energy saving webinar (by the Australian Energy Foundation). • Doncaster Hill community garden working bees. • Friends of Yarra Valley Parklands activities. • Equiculture horse information sessions. • Melbourne Water webinars. • Queensland Fruit Fly information session. • Opportunity to contribute the BBC 'Planet Earth 3' documentary <p>We all promoted all our programs through our monthly 'Environment Events - What's On' email newsletter.</p>

2017-2021 Actions	Measure	Result	Outcomes
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	<p>We have delivered initiatives that support the sustainable use of energy, waste and water including:</p> <ul style="list-style-type: none"> • Ongoing regional partnerships to support sustainability, new environmental strategy and climate action plan being developed. Energy education with Australian Energy Foundation and installation of solar panels on Council owned buildings and collaborating in regional partnerships to switch some of Council's energy supply to renewables. • Waste community education programs, contributing and participate in the Metropolitan Waste and Resource Recovery Group and other sector collaborations to minimise waste and maximise resource recovery. Council officers are currently involved in an advanced waste process project, landfill procurement project, recycling procurement project as well as part of a collaborative of Councils completing the Victorian Government's Kerbside Waste Services Reform Transition Plan. Water saving and management webinars with Melbourne Water, reviewing irrigation systems throughout our sportsground assets in order to improve water usage with modern conservation techniques.

2017-2021 Actions	Measure	Result	Outcomes
Improved litter collection and disposal programs along roadsides	<i>LGPRF Data</i> <i>Source: Council data</i>	Not achieved	Manningham has seen a rise in missed bins directly resulting from COVID-19 lockdown due to increased parked cars on streets, causing access issues to bins. We have worked with our waste collection contractor to improve route efficiencies across the municipality.
Resilient environment			
Ensure plans are responsive to protect and prepare our environment for emergency, bushfire disaster	Plans completed on time <i>Source: Council data</i>	Achieved	All our emergency management plans are in place and reviewed regularly.
Vibrant and prosperous economy			
Support local business to improve environmental and sustainable outcomes through inclusion in regional programs	Maintain or increase businesses in programs supported by Northern Alliance for Greenhouse Action <i>Source: Council Data</i>	Deferred	This initiative is deferred until a suitable activity can be identified.
Well-governed council			
Sustainable waste collection	Maintain or improve LGPRF waste indicators <i>Source: Council data</i>	Not achieved	<ul style="list-style-type: none"> We have seen a 2.11% decrease in tonnages diverted from landfill compared to last year. Our overall waste diversion percentage rate was impacted by significant weather events contributing to increased garden waste tonnages and the COVID-19 lockdown contributing to increased garbage tonnage.

Our performance – major initiatives and initiatives

■ On target
 ■ Some progress
 ■ Not on target

Major initiative	Progress	Comment
<p>(Major) Deliver 50 education and awareness program / initiatives on environmental sustainability, biodiversity protection and smarter living</p>		<p>Community engagement programs have included Middle Yarra Landcare Network Rabbit Action Day, the City Nature Challenge and Nature Walks, Smarter Living recycling and compost, worm farm and other webinars, a 'Prepare your home for winter' energy saving webinar (by the Australian Energy Foundation), Doncaster Hill community garden working bees, Friends of Yarra Valley Parklands activities, Equiculture horse information sessions, Melbourne Water webinars, Queensland Fruit Fly information session and an opportunity to contribute the BBC 'Planet Earth 3' documentary. We have promoted these through our monthly 'Environment Events - What's On' email newsletter.</p>
<p>(Major) Continue to upgrade Council drainage infrastructure to protect habitable floor levels and improve community safety</p>		<p>Improvements in drainage infrastructure to protect habitable rooms from stormwater flows generated during major storm events continue with major capital improvements completed in the Lilian Street and Rose Avenue, Bulleen and David Street, Warrandyte areas. The works in the Hamal Street area, Donvale, were completed in June 2021. The completed works will protect several properties that previously flooded during major storms events.</p> <p>The flood mapping data continues to be used to assess new developments and assists in the preparation of business cases.</p>
<p>(Major) Demonstrate leadership in sustainable and innovative environmental practices in waste management and climate change. Develop and commence implementation of a Council Environment Strategy and a Climate Emergency Response Plan</p>		<p>An expression of Interest process for a consultant to develop a Climate Emergency Plan and Environmental Strategy has been completed.</p> <p>Our Strategy and Climate Emergency Plan is being developed for public consultation</p>

Initiative	Progress	Comment
Deliver biodiversity protection programs for Council and private land		Community engagement programs have included Middle Yarra Landcare Network Rabbit Action Day, the City Nature Challenge and Nature Walks, Smarter Living recycling and compost, worm farm and other webinars, a 'Prepare your home for winter' energy saving webinar (by the Australian Energy Foundation), Doncaster Hill community garden working bees, Friends of Yarra Valley Parklands activities, Equiculture horse information sessions, Melbourne Water webinars, Queensland Fruit Fly information session and an opportunity to contribute the BBC 'Planet Earth 3' documentary. We have promoted these through our monthly 'Environment Events - What's On' email newsletter.
Improve energy and carbon efficiency in council owned assets		<p>We are delivering on our new Climate Emergency Plan to inform these actions in future.</p> <p>We are looking at an Environmental Sustainable Design and Solar program project at the Pines.</p>
Foster partnerships to enable the delivery of climate action / smart city initiatives for Manningham		Partnerships continue to be maintained and established via involvement in learning innovation and technology (LIT) Committee and other environmental education initiatives via delivery of the annual awareness program.

Services funded in our Annual Budget

We funded the below services in the Annual Budget 2020/21 to support our resilient environment goals.

Activity	Description	Budget \$'000	Actual \$'000	Variance \$'000
Waste Services	Providing kerbside rubbish collections of garbage, hard waste and green waste from all households and some commercial properties in Manningham. Services also include a waste call centre, education services and the strategic planning of waste services.	(822)	(1,764)	942
Assets and Environment	Services designed to protect the environment including underground drain and pit maintenance, street cleaning and sweeping, roadside litter pickup and tipping costs.	3,574	3,599	(25)
Environmental	This service provides environmental education, public land management, stewardship and fosters biodiversity as well as protecting the land through pest control.	1,578	1,607	(29)
Drains and Technical Services	This service performs the inspection, maintenance and cleaning of underground drains to ensure correct operation.	511	396	115

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]	2017/18	2018/19	2019/20	2020/21	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	82.92 requests	94.02 requests	100.52 requests	118.14 requests	We continue to monitor the kerbside bin collection services and improve practices and systems with contractors where possible. The increase in requests is directly related to the increase of additional bins being ordered during COVID-19 lockdown. Residents needed to order additional bins due to being at home for extended periods of time and generating more waste. We also saw an increase in additional garden bins orders due to storm events that affected the municipality.
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	4.22	3.67	2.76	4.45	We have seen a rise in missed bins directly resulting from COVID-19 lockdown and increased parked cars on streets, causing access issues to bins. We are working with our waste collection contractor to improve route efficiencies across the municipality.

Service / indicator [measure]	2017/18	2018/19	2019/20	2020/21	Material variations and comments
<p>Service cost</p> <p><i>Cost of kerbside garbage bin collection service</i></p> <p>[Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins]</p>	\$104.47	\$105.96	\$108.38	\$109.37	We have seen a very slight increase of costs for the kerbside garbage bin collection service compared to last year. This reflects the direct cost to Council of providing the kerbside bin collection service.
<p>Service cost</p> <p><i>Cost of kerbside recyclables collection service</i></p> <p>[Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins]</p>	\$12.11	\$45.47	\$42.10	\$45.97	We have seen a slight increase in the cost of the kerbside bin collection compared to last year. This reflects the direct cost to Council of the kerbside recycling collection service.
<p>Waste diversion</p> <p><i>Kerbside collection waste diverted from landfill</i></p> <p>[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x 100</p>	54.12%	53.24%	56.40%	55.21%	We have seen a 2.11% decrease in tonnages diverted from landfill compared to last year. Significant weather events contributed to an increase in garden waste tonnages and due to COVID-19 lockdown an increase in garbage tonnages which has impacted the overall waste diversion percentage rate.

Our year ahead

Major Initiatives

We will deliver our Environmental Strategy and strengthen principles to protect the environment, biodiversity and wildlife by:

- Advocating to government and business on environmental issues.
 - Improving management practices of bushland maintenance, pest animal and environmental weed control.
 - Improving our monitoring, evaluating and improvement mechanisms.
 - Exploring biodiversity improvement or environmental community engagement programs for local public areas in collaboration with the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation, Melbourne Water and Parks Victoria.
 - Exploring protection measures in the new Community Local Law by 30 June 2022, and Improving the sustainability of Council's environmental practices.
-

Other Initiatives

We will deliver our drainage program as scheduled including the Melbourne Hill Road Drainage Upgrade.

Resilient environment case study: Supporting our community deal with the impacts of climate change

We recognise that climate change is a defining issue of our time that is already impacting our environment, liveability, health and local economy.

We support our community through severe weather events and bushfire preparedness to reduce the impacts and mitigate the risks associated with climate change.

We are proactive in supporting our residents in our Bushfire Prone Area in the Eastern part of our municipality to prepare their properties for the bushfire season each year.

To build our community's bushfire preparedness, we run information sessions, garden waste disposal days, a fire prevention inspection program, community forums and keep our residents informed about Neighbourhood Safer Places.

We also support our community prepare for and recover from significant storm events.

Over 4,000 Manningham homes were left without power in June 2021 after a severe storm swept across the state. Strong winds brought down trees and damaged powerlines, roads, vehicles and homes.

We set up community hubs that provided residents without electricity the chance to charge their devices and have a warm shower. We received over 300 requests for assistance and performed four weeks of ongoing clean-up around Manningham.

To support our community with the clean-up, we provided free green waste skip bins in Warrandyte and Doncaster, extended hours at our Garden Waste Centre and additional garden waste kerbside collections.

We also supported neighbouring municipalities affected by the storm and deployed our staff to assist these Councils in their clean ups.

We were proud to partner with 46 other Victorian Councils for the Victorian Energy Collaboration (VECO), the largest ever emission reduction project by local government in Australia. Council recognises the climate emergency that we are in and that together, we must take action.

VECO will result in a 25% emissions reduction for Council. In the future, consideration will be given to rolling more of Council's electricity use into VECO so that it covers more of our facilities and our emissions are reduced further.



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 by enabling a strong visitor economy and vibrant local business and activity centres.

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

Snapshot

OVER
30,572
local jobs



52,819
residents are
employed

58%
are in the labour force



36.5%
working
part-time



9

neighbourhood
activity centres



29

local
centres



\$4.74b
Gross Regional
Product

1



major
activity centre



1

principal
activity centre



80%

of all businesses
are based at home



OVER
14,500



local businesses
are registered



Largest
trades are

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

What you asked for

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

Achievements: what we delivered

We delivered the Manningham Business Excellence Awards in recognition of our business communities' excellence throughout 2020.

Council adopted the new Art Collection Policy and Public Art Policy.

We launched a new Arts Manningham FAIR (Fellowship & Artist in Residence) program.

We commenced the refurbishment of our Civic Centre Function Centre to provide extensive function facilities that will suit a diverse range of event requirements.

We responded to an increase in new home business applications.

The Business Excellence Awards launched a program to celebrate business excellence throughout the pandemic with customer-nominated businesses. All nominated businesses were promoted through dedicated social media channels.

The Buy Local Support Local campaign was established late in 2020 to help promote local business. This included a video series on key locations and highlighted local business champions.

Challenges

We adapted the way we work to support local businesses through uncertainty and changing restrictions that have come with the COVID-19 pandemic.

COVID-19 restrictions changed the way people engaged with local businesses. A pop-up park program was established in key shopping centres to promote safe outdoor dining locations. This was accompanied by an activation program that support local entertainers.

Our Business Liaison Officers have worked in a challenging environment to continue to engage directly with businesses, to assist their understanding of requirements and with permit applications

Fast facts

- 50,000 people participated in 75 arts programs.
- We featured 52 artists, supporting the local creative industries.
- We paid over \$31,000 in artists' fees paid to support the local creative industries.
- We engaged directly with 578 businesses.

Our performance – Council Plan

The following shows our 2020/21 performance in the vibrant and prosperous economy theme, against the goals of our Council Plan 2017-2021.

Goal: Grow our local business, tourism and economy

2017-2021 Actions	Measure	Result	Outcomes
Healthy community			
Foster knowledge and innovation in the business community through the delivery of Business Development Program	Maintain or increase participants at events Maintain or improve participant satisfaction <i>Source: Council data</i>	Achieved	<p>We continued to deliver a comprehensive business development program. While some changes were made due to COVID-19, the program is still being delivered across a number of areas including:</p> <ul style="list-style-type: none"> • We have continued to support businesses through our Business Development Program. The shift to hands-on and one-on-one mentoring was well received by participating businesses. • Our inaugural business grants launched in March 2021, with a second-round open in May 2021 to support businesses through two streams: <ul style="list-style-type: none"> • Digital Business Support • Business Coaching and Development. • The grants have seen a good uptake from Chinese-speaking businesses through a simplified Chinese application form.

2017–2021 Actions	Measure	Result	Outcomes
Strengthen creative industries and partnerships to harness new opportunities for cultural tourism	Maintain or improve local cultural tourism <i>Source: ABS / GDP data</i>	Achieved	Our Community Grants aim to support creative outcomes through a new Arts Grant category that encourages the engagement of local creatives and artists to add value to our community through art. We have engaged artists to create engaging activations in our pop-up spaces to encourage cultural tourism and community participation and create short-term art and cultural improvements to brighten the spaces.
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>	Achieved	We funded improvements to local activity centres including: <ul style="list-style-type: none"> • Jackson Court Parklet \$120,709
Vibrant and prosperous economy			
Develop tourism investment opportunities	Maintain or increase key destination visitor numbers <i>Source: Destination Melbourne and Remplan</i>	Not achieved	This action has been significantly impacted by COVID-19 lockdowns. As a result, no tourism developments are underway. <ul style="list-style-type: none"> • Our work to support our tourism industry has continued through our relationship with Yarra Ranges Tourism. • It is expected that in early 2021 more activities will recommence and we will reactivate support to new and improved tourism developments.

2017-2021 Actions	Measure	Result	Outcomes
			<ul style="list-style-type: none"> Work is in progress to reactivate Manningham tourist attractions include Riverlea winery, Olivigna winery accommodation and improvements at the Grand Hotel Warrandyte
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>	Not achieved	We had a slight increase from 78.9% to 80.12% reliance of revenue from rates.

Our performance – major initiatives and initiatives

■ On target
 ■ Some progress
 ■ Not on target

Major initiative	Progress	Comment
<p>(Major) Grow the visitor economy and create opportunities for visitor destinations and events within Manningham that engage both residents and external visitors. Partner with regional tourism on events and activities to promote Manningham as a visitor destination</p>		<ul style="list-style-type: none"> • Tourism and related industries were supported as they recommenced. • We continued to work closely with partner Yarra Ranges Tourism to ensure information and advice was provided to all operators in a timely fashion. We worked with operators to obtain all necessary permits and approvals. • We continued to work with businesses, local artists and performers to create a series of activations that enhanced key locations within Manningham. While these attract some additional visitation, marketing and promotions were careful to not exceed COVID-19 restrictions.
Initiative	Progress	Comment
<p>Smart Cities: Reinventing Neighbourhoods Program. Develop comprehensive, data driven approach to planning future development of Manningham</p>		<ul style="list-style-type: none"> • Smart Cities Opportunities Paper was completed and Council worked on identifying opportunities to integrate the smart city approach to improve community outcomes. • The initial project is the installation of parking sensors with all sensor devices installed. Data was collected for analysis and learnings. Parking availability sign installed.
<p>Support local vibrant activity centres and local employment through the 'Buy Local' campaign</p>		<ul style="list-style-type: none"> • Established and delivered a promotional campaign to support local business and encourage residents to rediscover their local and intra-municipal areas through the #ExploreBuyLocal social media campaign. • The Campaign consisted of videos exploring three activity centres from different demographics and encouraged local to visit participating shops to find clues and enter a draw to win a shop local voucher. • We received 47 entries across the program term with 21 participating businesses.

Services funded in our Annual Budget

We funded the below services in the Annual Budget 2020/21 to support our vibrant and prosperous economy goals.

Activity	Description	Budget \$'000	Actual \$'000	Variance \$'000
Business, Events and Grants	This service develops programs, events and support services to support the local economy in relation to business, sponsorship, commercial investment, business support, employment and tourism.	1,955	1,595	360
Community Venues and Functions	This service provides for the management and hire of the Manningham Function Centre and hire of halls and other venues to community and commercial hirers.	889	1,483	(594)

Our year ahead

Major Initiatives

We will support local businesses by:

- Demonstrating leadership to increase procurement with Social Enterprises, Aboriginal Enterprises and Australian Disability Enterprises (collectively known as Social Benefit Suppliers) and Local Businesses.
- Capacity building and support through the Business Development Program.
- Explore local opportunities to support local businesses to collaborate via a Hub / co-working space.
- Implementing the Doncaster Hill Strategy and Economic Development Strategy recommendations to encourage and support tourism and employment opportunities.

Vibrant and prosperous economy case study: Supporting businesses and the community through COVID-19

To support local hospitality businesses through COVID-19 restrictions and on the road to recovery, we made it easier for traders to expand their outdoor dining footprint.

Our work was supported by two Victorian Government grants from the Department of Jobs, Precincts and Regions, which we applied to Placemaking: Local Councils Outdoor Eating and Entertainment Package (\$500K) and Neighbourhood Activity Centre Renewal Fund (\$100K which Council matched with \$100K).

This facilitated some of the following examples of business resilience:

- Down the Rabbit Hole (Templestowe) – we assisted this café to expand their outdoor dining area by turning 6 car spaces into a seating area, surrounded by attractive planter boxes.
- Hops and Vine (Warrandyte) – we helped them turn four car spaces into an outdoor dining area and the grant funded picnic table and chairs.
- Zero 95 (Jackson Court) – participated in several activations in the Jackson Court temporary pop-up park and sponsored the famous “Bearded Bakers” for a series of fun nights of singing and dancing.
- Neighbourhood centre activations included Chinese New Year Lion Dances and workshops, visiting entertainment, local choirs performing, wellbeing and exercise classes and several community arts projects led by professional artists.
- An Expression of Interest placemaking program was run where community events and activities received up to \$1000 each for community-led activations that supported outdoor dining and entertainment in local areas.

We created 4 pop-up parks and several new outdoor public seating and dining spaces in shopping centres and open spaces around Manningham for the community to enjoy in

a COVIDSafe environment while supporting local business.

We have facilitated a Buy Local digital marketing campaign to spread the “buy local” message among young people, young families and empty nesters. We supported 92 local businesses connect with customers with our “Google my Business” workshop and mentoring.

In February 2021, we announced a new dedicated \$140,000 Business Grant program to support the financial recovery of a wide range of local businesses impacted by COVID-19. The funding, for example, assisted MC Square Café in creating a suite of digital images for online marketing.

The Business Grant program was in addition to a 50% discount on annual registration fees for footpath trading and food premises permits and a 50% discount on trader parking permits.

We have made doing business with Council easier for businesses with our two dedicated Business Liaison Officers visiting traders to help navigate funding and site plans for permit applications, preparing COVIDSafe plans, providing signage and floor decals, and facilitating outdoor dining.

\$100,000 was allocated to provide business development programs including:

- business advisory services and mentoring
- one-on-one technical support and transition for businesses
- marketing support and business planning
- activation support post lockdown
- support in adapting to the new business environment.

Find out more on business support at manninghambusiness.com.au

Well governed council



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

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

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

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

What you asked for

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

Achievements: what we delivered

We prepared a life cycle review of Council's building infrastructure.

We successfully completed and adopted the 2021 General Valuation of the municipality.

We developed a strategy to optimise the returns from Council's building assets.

We have adopted a process to consider how to achieve the desired community and financial sustainable outcomes before implementing our property services projects.

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

With the implementation of the Access to Information Policy, we have been able to release information promptly and inexpensively through other access methods outside of the Freedom of Information process.

We welcomed visitors to our newly refurbished Manningham Council front counter for the first time on 9 July 2020. This new space is compliant with the *Disability Discrimination Act 1992* and removes the need for customers to change counters when making a payment.

We launched a new system to help us better manage our relationships with our customers and improve how we respond to their requests.

We developed Customer Contact Standards which outline the way we interact with our customers. We embedded these standards into our new customer relationship management system to help us communicate consistently and in the way our customers prefer.

We have continued to drive improvements in providing proactive, easy, and consistent services for our customers that celebrate choice.

We have rolled out Customer Experience reporting across our organisation to help us better understand our customers' experiences. This will help deliver meaningful change for our customers and place our customers at the heart of all that we do.

We have developed new data-driven customer personas which represent our customers' needs and expectations. These personas will help guide our initiatives and service improvements, ensuring we meet our Customer Promise more often.

We introduced new quality assurance measures in our customer contact centre. This program allows us to review how we can provide a better experience to our customers who contact us by phone or live chat.

We developed and rolled out a new complaints toolkit to support our new Complaints Policy. This helps us provide a consistent, fair and easy complaints process for our customers.

We ran complaints handling training for our staff and added new templates in our customer relationships management system to help us respond to complaints clearly and timely.

We have provided leaders in our organisation with new complaints reporting and dashboards to identify improvements in how we deliver our services to the community and respond proactively to our customers.

Our reporting has provided a better understanding of customers' needs, allowing us to forecast when we need to scale up our phone support.

We were rated slightly higher than the statewide average in the 2021 Community Satisfaction Survey. Among the residents who contacted Council, 68% provided a customer service rating of 'very good' or 'good'.

We conducted human resource audits and reviews to improve our process, increase compliance and generate efficiency. As a result, we implemented:

- Updated documents, forms and templates across the entire employee lifecycle; including our establishment, recruitment (including Position Descriptions and job advertisements), on-boarding, probation, and exit process.
- More emphasis placed on improving Conflict of Interest recording and reporting through the recruitment process.
- Compliance improvements using systems to monitor Working with Children checks and police checks.

We ran employee wellbeing initiatives to support the care of self and others during challenging times, including RUOK Day activities, workplace wellness webinars, family violence awareness for leaders, and employee assistance.

We introduced a new employee survey platform for a more comprehensive measurement and understanding of our employees' engagement and experience.

We ran targeted safety training for our staff, audits and site assessments after pandemic-related lockdowns further strengthened our proactive approach to safety and building a safety culture. Our employees listed safety reporting as the highest performing employee engagement driver in our 2021 Employee Survey.

We improved our staff's awareness and understanding of diversity and inclusion through targeted education sessions on diversity and inclusion, disability awareness and engagement, and LGBTQIA+. We acted to support the implementation of our obligations under the Gender Equality Act 2020.

We delivered refreshed compliance learning content to our staff to reinforce our integrity-based approach to governance and legislative requirements.

We launched our public value approach to help us prioritise outcomes that benefit the wellbeing of our community now and into the future. This approach helps us measure outcomes and align our priorities with our resources to deliver optimal economic, social, environmental, and financial benefit for the community.

We developed our new Service Management Framework to help us better target our services, giving a clear view of Manningham's service provision and strategic challenges. The Framework helps our understanding of the way our services relates to each other and how we can improve service delivery.

We implemented new regulations for our corporate planning and reporting to align with the new Local Government Act 2020.

We received broad support for our 2040 Community Vision.

We coordinated clear and timely Manningham Quarterly Reports to demonstrate progress on our Major Initiatives.

We worked with our newly elected Councillors to understand and reflect their priorities in our new Council Plan.

We adapted our business planning to align our work with our organisational values and achieve the best value for our community.

We reviewed the assessment criteria for new budget business cases to streamline our business planning, resourcing and development of our budget and capital works program. This work helps us to achieve the best value for our community.

We completed the development of our electronic swimming pool registration system that allows property owners

We upgraded our electronic record management system and migrated our server and storage to a cloud-based infrastructure, providing additional reliability and security for the organisation.

We introduced field-based access and updates to our geographic information system to improve access to asset and location information from mobile devices.

We launched our new customer relationship management (CRM) solution, involving years of preparation and careful, gathering of thousands of requirements, testing hundreds of cases, and training 394 staff, including 30 Super Users. The new CRM is a user-friendly platform that improves our ability to process and track requests, keep our customers up to date and close the loop on requests.

We Implemented key governance deliverables under the new *Local Government Act 2020*, including Council's Governance Rules, Public Transparency Policy, Council Expenses Policy, Councillor Gift Policy and Councillor Code of Conduct.

We conducted the 2020 Council elections and delivered a mandatory induction program for our Councillors.

Working remotely and conducting Council meetings virtually enabled Council to continue their role as decision makers openly and with transparency.

We developed a safety induction e-learning for new employees and as refresher training for existing staff.

We developed an organisation-wide safety system that will provide a central system for workplace incident reporting, risk assessments, hazard reporting, and injury management.

We held monthly and bi-monthly safety meetings with active participation from our employee Health and Safety Representatives (HSR). Our Workplace Health and Safety team has been renewed this year after the retirement and departure of long-term team members.

We introduced a Safety Culture Award for depot workers to support our safety culture.

We improved our Fire Prevention Inspection Program with the development of a new system process that resulted in more accurate and timely property inspections in the field.

Despite the transition to working from home arrangements, we improved our stakeholder engagement related to our capital works program.

We improved the quality and way we report our data related to our assets and capital works program through enhanced reporting and stakeholder engagement.

We improved the way we handle funding for our assets and capital works program through improved processes.

We completed a review of our standard planning permit conditions.

We introduced new electronic workflows to internal departments for processing applications that have been referred to VCAT.

We achieved our capital works expenditure target on projects including road resurfacing, footpath replacements and new path works.

Challenges

Our contact centre has experienced increased numbers of customer requests, which have resulted in increased wait times for customers during peak times.

We experienced limitations with some of our human resource systems. We plan to start a project to transform these systems in 2021/22.

Engaging with the community and staff to develop actions for our 2021/25 Council Plan was challenging in the context of the pandemic and uncertain future.

The timing of implementing the Local Government Act 2020 and the 2020 Manningham Council elections combined with the global pandemic was challenging.

The redirection of our risk and assurance staff to our business continuity crisis response to COVID-19 caused delays in the review process of policy frameworks that were due to be completed in 2020/21.

A volatile insurance market created 10-year high premiums and demanded increased risk control mitigation plans, higher excess levels and extensive negotiation to achieve optimal renewal terms.

Maintaining safe work practices and the psychological health of our employees has been challenging as employees have moved between working in the office and mandatory working from home.

Our usual face-to-face safety monitoring and safety training could not be conducted in 2020.

Fast facts

- The 2021 General Valuation of our municipality's 52,336 rateable properties was returned by the Valuer-General Victoria and administered by Council officers into the rating database.
- 1,062 property assessments were added as supplementary valuations.
- 75% of community members surveyed as part of the 2020 Community Satisfaction Survey scored our customer service as 'good' or 'very good'.
- Our Citizen Connect team received 124,206 calls.
- Our Citizen Connect team transferred 22,464 calls.
- The average customer wait time when placing a call to our Citizen Connect team was 1 minute 41 seconds.
- 58.24% of calls to our Citizen Connect team were answered within 30 seconds.
- 2,291 live chats were held.
- 605,834 visitors to manningham.vic.gov.au
- 34,200 visitors to our Your Say Manningham engagement platform, yoursay.manningham.vic.gov.au

Our performance – Council Plan

The following shows our 2020/21 performance in the well governed Council theme against the goals of our Council Plan 2017–2021.

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

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

2017-2021 Actions	Measure	Result	Outcomes
Vibrant and prosperous economy			
Establish and implement a Developer Contribution Plan (DCP) for future growth and provision of amenities	Maintain or increase savings achieved. Maintain or implement standards improvements <i>Source: Council data</i>	Carried over	Our work on the preparation of a DCP for the whole municipality is dependent on the completion of a Community Infrastructure Plan to assist long-term planning for the municipality. The DCP will identify municipal benefits, identify charge areas and charge rates for the contributions.
Well-governed council			
Deliver a financially sustainable position in the short and long term	Financial Indicators within expected range <i>Source: VAGO / LGPRF</i>	Achieved	We are in a sound financial position. We adopted a 10-year financial plan in line with a best practice approach for short and long-term sustainability.

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

2017-2021 Actions	Measure	Result	Outcomes
Healthy community			
Communication and engagement that encourages community participation in decision making	Maintain or increase engagement opportunities <i>Source: Council data</i>	Achieved	Our community was involved in Council decision-making through the Community Panel and targeted conversations, online forums, on plans and projects that might affect them.
Liveable places and spaces			
Protect and promote community safety, the environment and the amenity of the municipality	Maintain or improve standards of LGPRF – Food Safety Animal Management Waste Management <i>Source: Council data</i>	Achieved	There has been sound performance across all indicator sets, particularly in light of the impact of COVID-19 lockdowns.

2017-2021 Actions	Measure	Result	Outcomes
Resilient environment			
Delivering an all-hazards, consequence focussed and collaborative approach to emergency management with regional partners	Maintain or increase partnerships engaged <i>Source: Council data</i>	Achieved	In collaboration with regional and state-level partnerships with government bodies, we continued to deliver an all-hazard approach to planning, training and raising awareness in relation to the risks and consequences inherent in emergency management.
Vibrant and prosperous economy			
Deliver a quality service system that delivers valued, consistent and improved service	Maintain or improve total KPI and actions met <i>Source: Council data</i>	Achieved	Almost all actions were completed and key performance indicators met (noting the impact of COVID-19 on the delivery of services).
Well-governed council			
Deliver valued, consistent and improved service experiences for our citizens	Maintain or improve community satisfaction with engagement and communications <i>Source: Council data</i>	In progress	Our Council continues to work to improve community satisfaction with engagement and consultation. This result remains on trend from the sample of residents participating in the annual Community Satisfaction Survey. This survey is conducted by an independent research company on behalf of the Victorian Government.
Deliver sound governance and leadership in transparency, accountability and decision making	Maintain or increase on Governance indicators <i>Source: Council data LGPRF</i>	Achieved	Out of 168 decisions made in Council meetings, only three were made in meetings closed to the public (as they related to matters required by law to remain confidential). This result demonstrates our continued commitment to open and transparent decision making.

Our performance – major initiatives and initiatives

■ On target
 ■ Some progress
 ■ Not on target

Major initiative	Progress	Comment
<p>(Major) Prepare a 10 Year Long Term Financial Plan incorporating key strategies to address the long term sustainability of Council</p>		<p>A financially sustainable 10-year Long Term Financial Plan has been developed as part of the development of the 2021/22 Budget. This was in line with key budget principles to maintain long-term financial sustainability and strategies to address rate capping, the financial impact of Victorian Government restrictions associated with COVID-19 on Council services and the community and other financial challenges.</p>
<p>(Major) Through our Citizen Connect program, we will make it easy for citizens to interact with us, find out information, request a service, provide feedback or report an issue</p> <p>Implement a suite of customer focused improvements to increase Contact Centre First Contact Resolution (FCR) and improve Customer Satisfaction by 30 June 2021</p>		<p>Our customer focussed improvements included:</p> <ul style="list-style-type: none"> • Customer pulse surveys seeking customer feedback have been completed and analysed to identify key actions. • Customer personas and voice of customer have been developed to better understand a typical customer's needs. • Personas and voice of customer from the 2020 pulse surveys were used for the intranet and website redevelopment project. • We are involved with bringing the voice of customer to our processes such as swimming pool registrations and a revised Disability Parking Permit Process, making it easier for customers to apply for a permit. • Multilingual chat is underway to ensure our channels celebrate choice and customers can engage with us in the top languages. • Our Complaints Policy was updated to help us deliver a clear, transparent and fair complaints process to our customers. • We implemented on-hold messaging to promote alternative channel choices and queue placement, so customers are kept informed during peak times. <p>As a result of our initiatives and improvements, our Customer Satisfaction Survey results show a 71 customer rating, which is slightly higher than the state average.</p>

Initiative	Progress	Comment
Pursue excellence in customer experience and digital capability Deliver increased online capacity for residents and business to manage their Council activity online (including planning, parking, environmental health services, building)	■	<ul style="list-style-type: none"> • Progressed our corporate website and our customer relationship management system expansions and enhancement. • Implemented live chat in early November 2020 and customers are readily using the channel for service enquiries with an average of 80% satisfaction rating.
Community informed long-term vision for Manningham (Community Vision 2040, Liveable City Strategy 2040 including Doncaster Hill)	■	<ul style="list-style-type: none"> • The Community Vision was prepared by our Community Panel and supported by Council in March 2021. The Liveable City Strategy is being prepared for consultation and the Doncaster Hill Strategy is being prepared.

Services funded in our Annual Budget

We funded the below services in the Annual Budget 2020/21 to support our Well governed Council goals.

Activity	Description	Budget \$'000	Actual \$'000	Variance \$'000
Governance, legal and risk	This service supports the organisation to meet its regulatory requirements through strong governance and risk management.	2,760	2,872	(112)
Councillors and Executives	This area includes the Mayor, Councillors, Executive Management Team and associated support.	2,841	2,646	195
Communications	This service leads the delivery of clear, consistent and inclusive communication and engagement with the community.	2,141	1,966	175
Citizen Connect	This service leads as the primary customer interface to create and maintain systems and processes to connect with our citizens.	1,934	2,022	(88)
Transformation and Information Technology	This service includes maintaining information systems as well as advancing new solutions for the organisation and community interaction.	7,677	8,259	(582)
Emergency Management	Services to support the preparedness, response and recovery in an emergency.	772	1,473	(701)
Organisational Development	Provides organisation development and human resource management services including staff recruitment, corporate training and development, employee and industrial relations and workplace health and safety. Also includes business planning services.	1,762	1,506	256
Property Services	This service manages Council properties and conducts supplementary property valuations.	675	135	540
Finance and Corporate Performance	This service strategically manages Council's financial management, payroll, procurement tendering and contract administration and Council's corporate planning, performance and continuous improvement functions.	4,711	4,711	-

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]	2017/18	2018/19	2019/20	2020/21	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%	9%	8%	2%	Our Council have demonstrated its commitment to transparency with the low number of resolutions made at closed Council meetings. A contributing factor was a decrease in the overall number of items presented to Council compared to last year. The confidential items related predominantly to personnel, legal and contractual matters.
<p>Consultation and engagement</p> <p><i>Satisfaction with community consultation and engagement</i></p> <p>[Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement]</p>	57	59	56	56	Our Council continues to work to improve community satisfaction with engagement and consultation. This result remains on trend from the sample of residents participating in the annual Community Satisfaction Survey. This survey is conducted by an independent research company on behalf of the Victorian Government.

Service / indicator [measure]	2017/18	2018/19	2019/20	2020/21	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>	98.41%	95.06%	94.81%	99.26%	Our Councillors' attendance at Ordinary and Special Council meetings remained high with almost 100% attendance for the period.
<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>	\$ 40,447.00	\$ 42,612.22	\$ 40,436.11	\$ 47,890.78	The direct cost of governance has increased per Councillor in 2020/21 as a result of costs associated with the mandatory Councillor induction and IT expenses following municipal elections in October 2020. These are one-off costs that occur at the commencement of the four year Council term.
<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>	57	57	57	58	Our Council continues to work to improve community satisfaction with council decisions. We have seen a positive increase in the result for this year from the annual Community Satisfaction Survey. This survey is conducted by an independent research company on behalf of the Victorian Government.

Our year ahead

Major Initiatives

We will explore different ways to improve community satisfaction with Council's communications on local community issues, services and activities.

We will explore ways to enhance performance reporting across social, environment and economic outcomes against community need.

We will improve our Customer Experience to better understand and meet specific customer needs.

We will ensure the long-term financial sustainability of Council through preparing the Budget and 10-year Financial Plan, incorporating key strategies to Council by 30 June 2022.

We will maximise public value through the systematic planning and review of Council's services and effective, early and broad engagement on projects.

We will take a proactive and motivated approach to be an open and transparent Council.

Well-governed Council case study: Celebrating achievements of the last Council term and looking ahead

This year marks the final year of our Council Plan 2017-2021, which has guided our priorities, projects and initiatives over the last four years.

To develop the Council Plan 2017-2021, more than 2,500 community members participated in our community consultation, answering the question 'what is important to you?' The answers to this question helped us develop our Council Plan with a strong focus on getting back to basics and delivering quality services to our community.

At the end of this four-year Council Plan period, we look back on our achievements to assess how we delivered what we set out to do.

Our achievements delivered with our partners over the four years include:

- A Climate Emergency Declaration prompting the development of a Climate Action Plan.
- A new Mullum Mullum Stadium 5 indoor sports court stadium.
- Bolin Bolin Integrated Water Management Facility in partnership with the City of Boroondara and Carey Baptist Grammar School and support from Melbourne Water, the Department of Environment, Land Water and Planning and the Australian Government, to sustainably capture and treat storm water for reuse for the irrigation of several sports grounds.
- Road improvements including Kings Street and Jumping Creek Road.
- Parks improvements including Lawford Reserve and Petty's Reserve.
- Refurbished customer contact centre and customer promise.
- New waste bins to meet Australian Standards.
- Inclusive refurbishments to over 12 Manningham sporting ground facilities.
- Best result recorded for waste diverted to landfill.
- Financial sustainability with no significant increase in service costs.
- MAV Award for 'Customer Experience Achievement of the Year (2018).
- Improvements in Statutory Planning applications from 51.5% decisions made within time in 2017 -18 to 95.7% in 2020-21.
- Support for community inclusion and safety including the Annual 16 Days of Activism against gender based violence, NAIDOC week, Chinese and Persian New Year's, Neighbour Day, National Youth and Cultural Diversity Week and International Women's Day.

Well-governed Council case study: Nine Councillors elected for 2021 – 24

In October 2020, the Victorian Electoral Commission (VEC) conducted our Council elections. Nine Councillors were elected to represent nine wards for the 2020-2024 Council term.

These elections were historic in many ways for Manningham, the VEC and candidates. The elections were held in the midst of a global pandemic which had a significant impact on how the elections were conducted and on how candidates were able to campaign. In addition, a new Local Government Act came into effect for the conduct of these elections which introduced changes to voting entitlements and compulsory training for both candidates and Councillors.

To run the elections safely Victoria's Chief Health Officer worked closely with the VEC to make sure appropriate physical distancing, cleaning, hygiene and workforce planning were considered and integrated into the VEC's COVID Safe plans. Candidates were also provided with additional guidance to ensure they campaigned safely and in accordance with Chief Health Officer's directions.

In addition to the above challenges, a new electoral map was put in place for Manningham by the Minister for Local Government. Manningham's new electoral structure, with nine wards represented by one Councillor in each ward, came into effect for these elections.

To support maximum participation in this complex environment, we proactively engaged with our community to raise awareness of the elections, Manningham's new electoral structure, who was entitled to vote and how to register to vote.

A multilingual pamphlet translated into our top five community languages was delivered to every household in Manningham in advance of the elections.

Our efforts were well rewarded with Manningham voters demonstrating their commitment to the democratic process with a significant increase in voter participation. The elections saw a significant increase in voter turnout from 77% at the last election in 2016 to 86% at the 2020 elections.

The successful candidates were sworn in as Councillors at the Annual Meeting of Council held on 10 November. At that meeting Councillors spoke to their aspirations for the Council term and thanked the previous Council for their commitment and contribution to our community.

Currawong Ward Councillor Andrew Conlon was elected as Mayor and Waldau Ward Councillor Anna Chen was elected as Deputy Mayor for the first year of Council's four-year term.

For more information on our Councillors see manningham.vic.gov.au/councillors

Our governance system





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How we govern

Manningham Council is a public statutory body constituted under *Local Government Act 2020* (the Act). Our purpose is to provide leadership for the municipal district and our local community. The elected Council is the formal decision-making body and consists of nine Councillors. Our CEO heads the administration of the organisation.

As an organisation, we have several roles:

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

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

Governance framework

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

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

There are two types of governance in our operations:

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

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

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

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

Find out more:

yoursaymanningham.com.au

Democratic governance

Decisions

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

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

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

We have a CEO whose role includes:

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

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

Council meetings

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

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

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

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

■ Table 12: Council meetings held 1 July 2020 – 24 October 2020

Councillor	Ordinary	Special
Cr Anna Chen	4 out of 4	1 out of 1
Cr Andrew Conlon	4 out of 4	1 out of 1
Cr Sophy Galbally	4 out of 4	1 out of 1
Cr Geoff Gough	4 out of 4	1 out of 1
Cr Dot Haynes	4 out of 4	1 out of 1
Cr Michelle Kleinert	4 out of 4	1 out of 1
Cr Paul McLeish (Mayor until 24 October 2020)	4 out of 4	1 out of 1
Cr Paula Piccinini	4 out of 4	1 out of 1
Cr Mike Zafiroopoulos AM (Deputy Mayor until 24 October 2020)	4 out of 4	1 out of 1

■ Table 13: Council meetings held 10 November 2020 – 30 June 2021

Councillor	Ordinary	Special
Cr Anna Chen (Deputy Mayor from 10 November 2020)	9 out of 9	1 out of 1
Cr Andrew Conlon (Mayor from 10 November 2020)	9 out of 9	1 out of 1
Cr Geoff Gough	9 out of 9	1 out of 1
Cr Michelle Kleinert	9 out of 9	1 out of 1
Cr Carli Lange	9 out of 9	1 out of 1
Cr Deirdre Diamante	9 out of 9	1 out of 1
Cr Laura Mayne	9 out of 9	1 out of 1
Cr Stephen Mayne	9 out of 9	1 out of 1
Cr Tomas Lightbody	9 out of 9	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 have a particular interest in.

The table below shows the Committee appointments that were made by the Council on 24 November 2020. These appointments are reviewed on an annual basis.

■ Table 14: 2020/21 Councillor Internal Committee Appointees

Committee	Appointees 1 Jul - 24 Oct 2020	Appointees 24 Nov 20 - 30 Jun 21
Access and Equity Advisory Committee	Cr Galbally	Cr Lightbody
Audit and Risk Committee	Cr Gough Cr Piccinini	Cr Chen Cr Gough
CEO Performance Review Committee	All Councillors	All Councillors
Disability Advisory Committee		Cr Kleinert
Healthy City Advisory Committee	Mayor	Mayor
Heritage Advisory Committee	Cr Zafiropoulos AM	Cr Diamante
Liveability, Innovation and Technology Committee	Cr Zafiropoulos AM Cr Conlon Cr Kleinert	Cr Diamante
Manningham Arts Advisory Committee	Cr Piccinini	Cr L Mayne
Manningham Charitable Fund Grants Assessment Panel	Mayor Cr Chen	Mayor Cr L Mayne
Municipal Emergency Management Planning Committee	Cr McLeish	Cr Lange
Municipal Fire Management Planning Committee	Cr McLeish	Cr Lange
Open Space and Streetscape Advisory Committee	Cr Chen Cr Gough Cr Conlon	Cr Chen Cr Gough Cr Lange
Sustainable Design Taskforce (Committee sunset January 2020)	Cr Haynes Cr McLeish Cr Piccinini	NA

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

■ Table 15: 2020/21 Councillor External Committee Appointees

External Committee	Appointees 1 Jul – 24 Oct 2020	Appointees 24 Nov 20 – 30 Jun 21
Australian Local Government Women's Association (ALGWA -	Cr Kleinert	Cr Chen
Eastern Affordable Housing Alliance	Cr Piccinini	Cr L Mayne
Eastern Region Group of Councils (ERG)	Mayor Deputy Mayor	Mayor Cr Chen
Eastern Transport Coalition	Cr McLeish	Cr Chen
Metropolitan Transport Forum	Cr Chen	Cr Chen
Metropolitan Waste and Resource Recovery Group	Cr Haynes	Cr Kleinert
Municipal Association of Victoria	Cr Zafiropoulos AM Cr McLeish – Substitute	Cr S Mayne Cr Diamante – Substitute
Northern Alliance for Greenhouse Action Executive Committee	Cr Zafiropoulos AM	Cr Lightbody
Victorian Local Governance Association	Cr Galbally Cr Zafiropoulos AM – Substitute	All Councillors
Whitehorse Manningham Regional Library Corporation	Cr Haynes Cr Galbally	Cr Kleinert Cr S Mayne

Code of conduct

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

The *Local Government Act 2020* requires that a person elected to be a Councillor must declare that they will abide by the

Councillor Code of Conduct and uphold the standards of conduct set out in the Code when they are sworn into office. Following the Council elections held in October 2020, 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

Our residents and ratepayers elect Councillors 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 in 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 2020/21, four conflicts of interest were declared at Council meetings. These are listed below.

- **28 January 2021:** Cr Diamante declared a general conflict of interest for Item 8 and Item 15 regarding the Commonwealth Bank of Australia branch closure at Macedon Square due to her role as a non-executive Director of Manningham Community Enterprises Ltd.
- **23 March 2021:** Cr Conlon declared a general conflict of interest for Item 10.1 regarding Council's submission to the Yarra River – Bulleen Precinct Advisory Committee due to his membership at the Yarra Valley Country Club.
- **23 March 2021:** Cr Gough declared a general conflict of interest for Item 10.1 regarding Council's submission to the Yarra River – Bulleen Precinct Advisory Committee due to his relationship with a former Councillor colleague who has been involved in doing work on the project.

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 3 Council. Following the Council elections, Manningham undertook a statutory review of Mayoral and Councillor allowances.

Current allowances for Mayors and Councillors across Victoria have remained unchanged since 1 December 2019.

In 2020/21, the allowances, were set at:

- Mayor, \$100,434 plus a \$9,541 equivalent superannuation contribution.
- Councillors, \$31,444 plus a \$2,987 equivalent superannuation contribution.

Councillor expenses

There is an annual Councillor expenses budget of \$12,898 per Councillor and \$14,650 for the Mayor.

New Councillors were sworn in on 10 November 2020. Expenses for the remaining financial year is on a pro-rata basis of \$9,994 for the Mayor and \$8,799 per Councillor. This budget is all-inclusive and covers conferences, training, travel, carer responsibilities and telephones.

Councillors are expected to operate within their individual budget. Council may also reimburse Councillors for any necessary out of pocket expenses they incur while performing their duties as a Councillor in accordance with the Councillor Expenses Policy endorsed by Council.

Table 16 shows the actual expenses for 2020/21. Council also publishes its travel register on its website in July each year, showing interstate and overseas travel by Councillors and Council officers.

■ Table 16: 2020/21 Councillor Expenses

Cr	Travel	Car mileage	Childcare	Information and communication	Conferences and training	Formal attendance	Meeting expenses	Other	Total
Cr Anna Chen	\$1,233.39	\$659.68	\$0	\$0	\$1058.18	\$213.80	\$0	\$657.23	\$3,822.28
Cr Andrew Conlon	\$840.58	\$0	\$0	\$504.23	\$1058.18	\$595	\$533.18	\$0	\$3,531.17
Cr Deirdre Diamante	\$1767.76	\$0	\$0	\$0	\$1512.73	\$185.85	\$0	\$2,670	\$6136.34
Cr Geoff Gough	\$1,717.42	\$894.25	\$0	735.20	\$1,058.18	\$45.45	\$0	\$0	\$4,450.50
Cr Michelle Kleinert	\$298.87	\$0	\$0	\$267.98	\$454.55	\$379.54	\$75.45	\$363.51	\$1,839.90
Cr Carli Lange	\$248.13	\$1760.03	\$0	\$618.18	\$454.55	\$152.81	\$0	\$0	\$3233.70
Cr Tomas Lightbody	\$1090.39	\$698.01	\$0	\$0	\$1058.18	\$0	\$0	\$39.95	\$2886.53
Cr Laura Mayne	\$1,333.62	\$0	\$0	\$451.60	\$1512.73	\$45.46	\$0	\$0	\$3343.41
Cr Stephen Mayne	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Former Cr Sophy Galbally	\$0	\$482.72	\$0	\$649.88	\$0	\$0	\$0	\$0	\$1,132.60
Former Cr Dot Haynes	\$0	\$0	\$0	\$0	\$0	-\$163.64	\$0	\$0	-\$163.64
Former Cr Paul McLeish	\$0	\$0	\$0	\$72.72	\$0	\$0	\$0	\$0	\$72.72
Former Cr Paula Piccinini	\$0	\$0	\$0	\$39.33	\$0	\$0	\$0	\$0	\$39.33
Former Cr Mike Zafiro-poulos AM	\$0	\$0	\$0	\$363.64	\$0	\$0	\$0	\$160	\$523.64

CEO expenditure 2020/21

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

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

■ Table 17: CEO expenditure

Travel	Food and Beverage	Conferences and seminars	Gifts declared*	Miscellaneous	Total Expenses 2020/21
\$880.05	\$492.36	\$1,408.18	\$0	\$0	\$2,780.59

Note: All costs are GST exclusive

Expense categories

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

Corporate governance

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

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

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

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

Executive Management Team

Our Executive Management Team, the CEO and officers with management responsibilities that report directly to the CEO, are our most senior employees:

In May 2012, Council resolved to disclose in our Annual Report the total remuneration of our five highest remunerated employees.

This disclosure includes contract duration, salary and benefits entitlements.

■ Table 18: Executive Management Team Total Annual Remuneration

Name and Position	Date commenced position	Current contract expires	Total remuneration
Andrew Day	17 September 2018	16 September 2023	\$324,423
Angelo Kourambas	19 February 2018	19 February 2023	\$285,930
Philip Lee	16 December 2013	16 December 2023	\$276,382
Rachelle Quattrocchi	30 March 2020	29 March 2025	\$270,000
Andrew McMaster	25 February 2019	10 June 2022	\$215,250
Kerryn Paterson	25 February 2019	15 August 2026	\$215,250

Employee code of conduct

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

Our employee Code of Conduct contains 31 elements structured around our values and aligned to the requirements of section 49 of the *Local Government Act 2020*.

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

Management

We have put statutory and better practice elements into action to strengthen our management framework and foster better decision-making.

The *Local Government (Planning and Reporting) Regulations 2020* require us to assess our performance against the prescribed governance and management checklist. Our report against this checklist for this year is on page 181.

Essential components of our management framework are our Audit and Risk Committee, risk and fraud policies, internal audit and strategic risk management. Details on these components are provided below.

Audit and Risk Committee

The Audit and Risk Committee is an independent Advisory Committee that was established in accordance with section 53 of the new *Local Government Act 2020* and operates under a Charter.

The Committee assists the Council to fulfil its responsibilities by overseeing operational elements including; financial and performance reporting, risk management, systems of internal controls, regulatory compliance and monitoring application of

specific governance and policy elements of the Local Government Act 2020.

The principal assurance activities of external and internal audits are overseen and evaluated by the Committee. In 2020/21, the Committee also monitored the implementation of the Business Continuity Crisis Response to COVID-19.

The Committee operates under the Audit and Risk Committee Charter and the Chairperson reports to Council twice per year. Committee membership consists of five people, three external members and two Councillors. The office of Chairperson is held by an independent member who is elected annually by the Committee members. In November 2020, Council welcomed a new independent member, Ms Evy Papadopoulos, to provide a complement of professional skills and knowledge across the Committee.

The Committee meets five times a year to cover all elements within the Charter, with the fifth meeting dedicated to review the annual financial and performance statements. The Victorian Auditor-General's agent attends several meetings to report on any matters of significance in relation to the financial and performance statements, progress and observations of external audits and accounting standard changes. The internal auditors attend every meeting and regular management attendees include; the CEO, Corporate Counsel and Group Manager Governance and Risk, Director Shared Services, CFO and Strategic Risk and Assurance Advisor.

A comprehensive compliance attestation process involving a series of questions being directed to the CEO, Internal and External Auditors is recorded at every meeting.

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

■ Table 19: Audit and Risk Committee members

Independent	Councillors
Mr Andrew Dix (Chair)	Cr Anna Chen
Ms Theresa Glab	Cr Geoff Gough
Ms Evy Papadopoulos (new appointment)	

Internal audit

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

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

The plan must reflect our strategic and operational risk exposure and reference the compliance audits we undertake throughout the year.

The Executive Risk Committee works with our Audit and Risk Committee and internal auditor to develop and review the three-year rolling audit plan. The plan must reflect our strategic and operational risk exposure and reference the compliance audits we undertake throughout the year.

The audits' recommendations are monitored routinely to ensure management's timely and full completion of the committed actions.

In 2020/21, the program of six audits was maintained through the COVID-19 operating environment:

1. cybersecurity
2. payroll and time capture
3. identifying and managing conflicts of interest
4. procurement compliance
5. child safe standards
6. Aquarena contract management.

External audit

Each year we are externally audited by the Victorian Auditor-General's Office (VAGO). For the 2020/21 financial year, our financial and performance statements were audited by a VAGO representative as required by the *Audit Act 1994*. These statements are provided in this Annual Report from page 193.

Fraud and corruption control

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

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

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

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

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

Business Continuity Management - COVID-19 crisis response and recovery

Activation of the Crisis Management Team (CMT) continued into the 2020/21 year under the authority of the CEO. Forty-three meetings were held in response to the ongoing disruption to Council operations impacted by COVID-19 and the necessary alignment of services to the changing government health directions.

Council's crisis response followed the established Business Management Plan - Crisis Response and Recovery Plan, which had been practiced with scenario incidents and training as part of our annual readiness program.

The purpose of CMT is to maintain our delivery of critical services and oversee the implementation of operational sub plans in response to the disruption.

CMT operates under a formal protocol for response and recovery, including agendas and minutes, the definition of objectives, coordination of internal and external communication and regular analysis of situational assessments. The Committee also oversees the delivery of the Manningham Pandemic Plan and Regional Pandemic Plan.

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

The CEO and CMT leader regularly report to Councillors and the Audit and Risk Committee to keep them informed of our operational crisis response and provide the opportunity for continuous improvement to community communication and awareness of particular needs.

The continuous review of the business continuity response was assisted by an internal audit in 2020, employee wellbeing compliance review and CMT member survey in 2021.

Risk management

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

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

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

- Risk Management Strategy
- Risk Management Policy

- second line of defence compliance procedure and annual program
- Risk Management Assessment Tool
- Risk Register (strategic and operational)
- risk reporting (Risk Management Committee, independent Audit and Risk Committee and Council)
- risk management incident and near-miss procedure
- Fraud and Corruption Control Plan
- Executive Risk Committee
- Audit and Risk Committee
- Assurance Map - strategic risks.

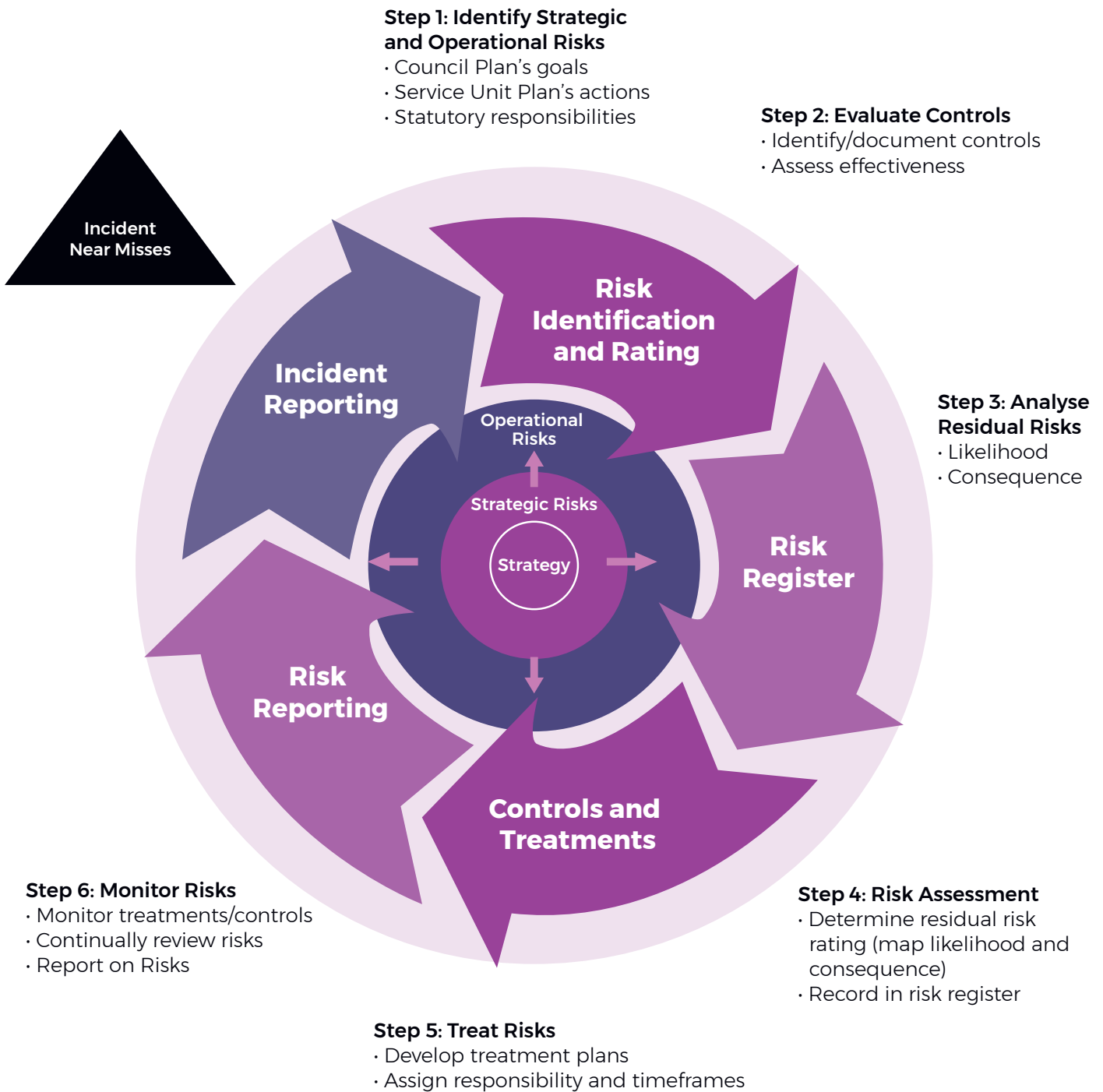
The role of the Executive Risk Committee is vital to advance our cultural maturity to reach a risk organisation. The CEO chairs this executive committee with discussion and outcomes of the committee are minuted and formally included in the Audit and Risk Committee agenda as a standing item.

Some of the activities of the Executive Risk Committee this year include:

- workshopping and review of the strategic risk register referencing the emerging megatrends tool
- monitoring internal audit reports
- analysing incident reports and treatment plans
- overseeing the annual compliance program and operational risks register
- receiving management reports on high risk treatment controls, VAGO sector reports insurance and claims management reports.

The risk management process is being reviewed and made consistent with AS/NZS ISO 31000:2018 and is illustrated in Figure 10.

■ Figure 10: Manningham’s risk management process



Compliance and assurance

Our compliance program tests and continuously improves Manningham’s system controls. In 2020/21, six reviews were conducted and addressed normal operating business risks as well as unique risks operating in a remote environment in response to the extended COVID-19 lockdown.

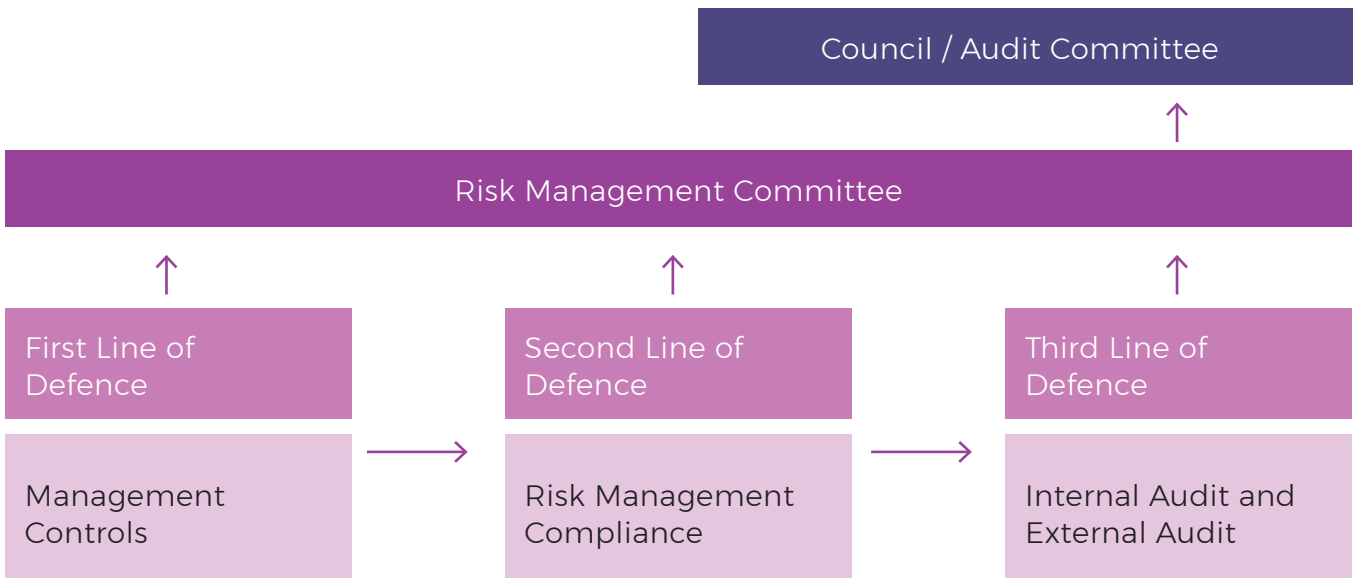
In addition to monitoring the plan and outstanding actions from compliance reviews, the Executive Risk Committee now receives submissions of each report.

The compliance program is a fundamental element of our three lines of defence assurance model for risk management:

- management controls
- risk management and compliance
- internal audit and external audits.

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

■ Figure 11: Assurance: Three Lines of Defence



Workplace health and safety

Our four-year plan has been completed. The following table shows the achievements of year four against the key three strategic elements. Future workplace health and safety planning will form part of the People, Culture and Safety annual business plan.

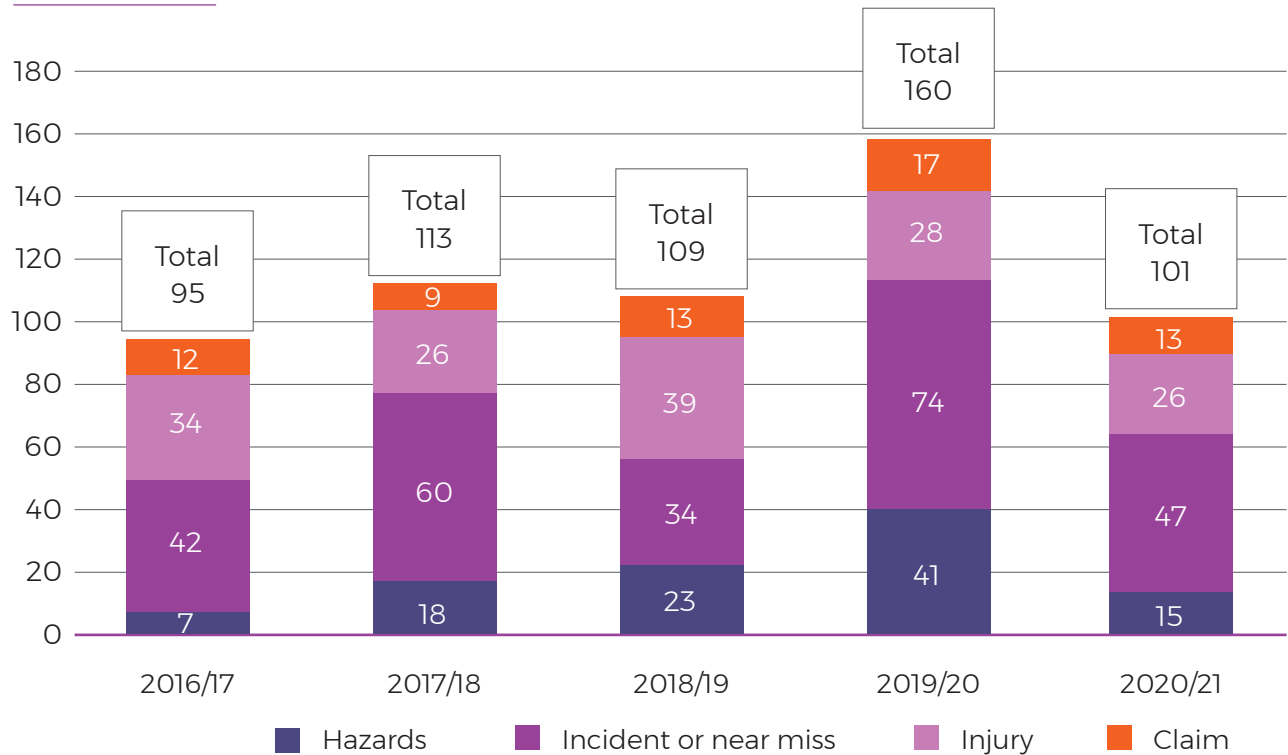
■ [Table 20: Workplace health and safety achievements](#)

Strategy element 1	<p>Skilled leaders and teams</p> <p>We provided regular communications via Talking Safety newsletters and Safety Alerts to all staff throughout the year covering key safety topics such as safe driving, sun protection, awareness of snake and insect bites and manual handling.</p> <p>Each employee completed ergonomic assessments to ensure safe work practices at home due to working from home directives.</p>
Strategy element 2	<p>A contemporary & embedded workplace health and safety management system</p> <p>Our new workplace health and safety management system is still in the implantation phase and is expected to be ready in early 2022. The system will better support our staff to report hazards and incidents and access policy, procedures and performance data. Further implementation of recommendations from an internal audit have been ongoing.</p>
Strategy element 3	<p>Workplace health and safety indicators – driving continuous improvement</p> <p>Our strategic and operational Workplace Health and Safety Committees meet bi-monthly and monthly at the Depot to review current safety practices, incident reports and investigation outcomes, corrective actions and workplace safety inspections.</p> <p>Improvements have been made to injury management and return to work practices.</p>

WHS performance

Upon a diligent review, we have simplified our reporting on workers' compensation data. Figure 12 shows our proactive reporting of incidents and hazards over the past five years.

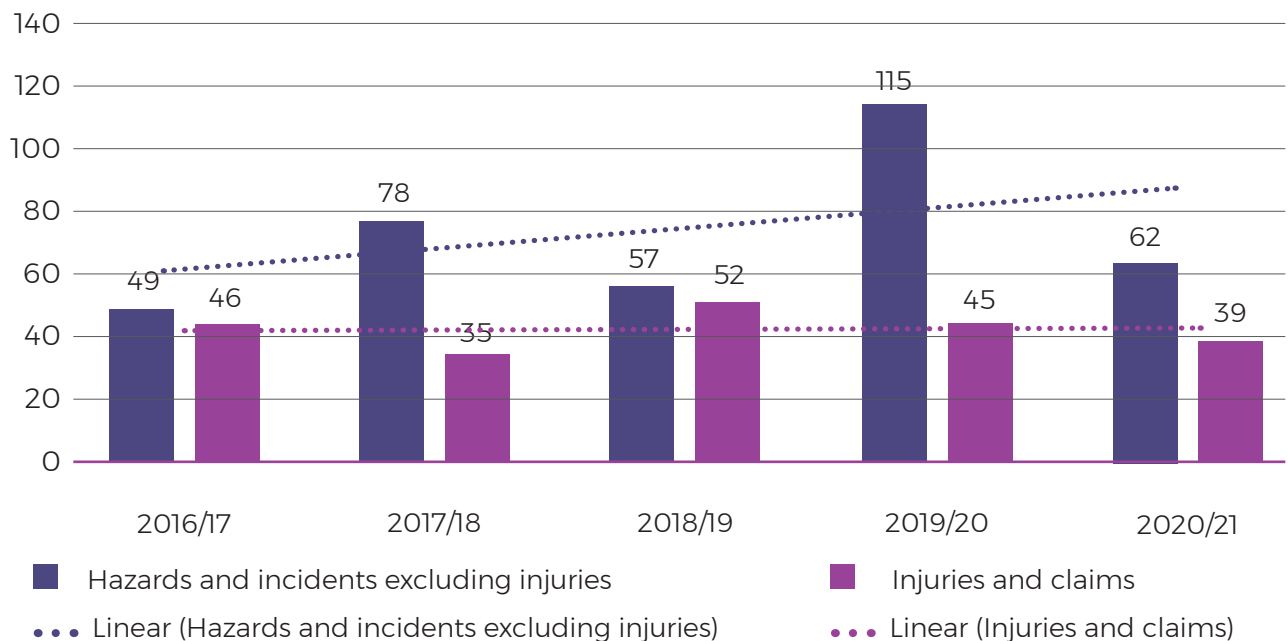
■ **Figure 12: Total Reports of Hazard, Incidents, Injuries and Lost Time Injuries in the last five years**



The total number of injuries and claims has reduced by 13%, and the reported incidents have reduced by approximately 36%.

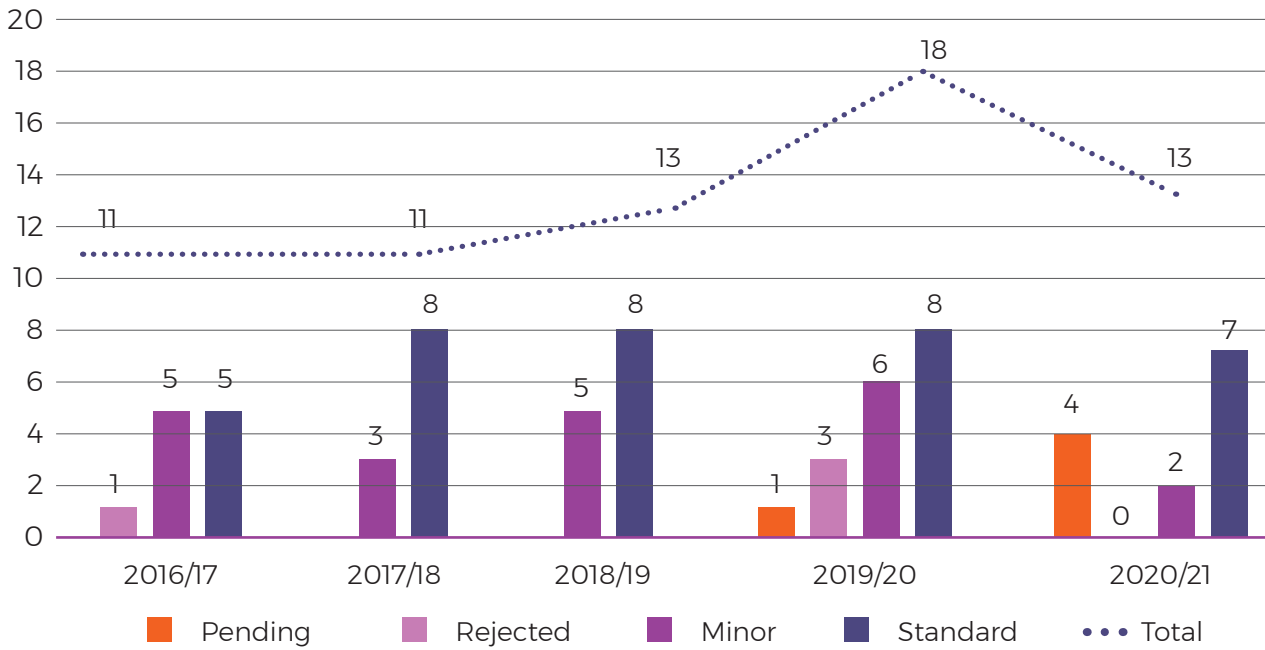
The reduction of the total reported incidents, injuries, and hazards in 2020/21 may be a reflection of the direct impact of the COVID-19 pandemic, with less employees working at our worksites and working safely at home, as well as a positive indication of the improved emphasis on our safety culture.

■ **Figure 13: Incidents and hazards vs injuries and claims (with trends)**



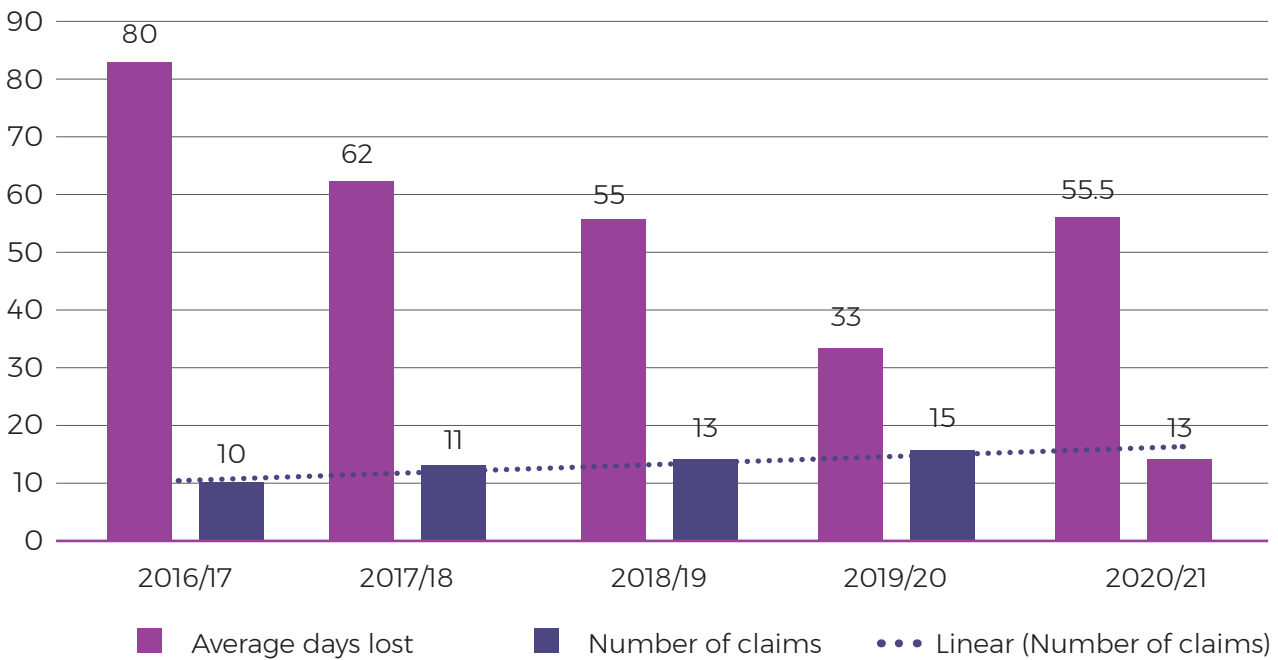
The graph displays a cumulative decrease in injuries and claims, hazards and incidents. The records indicate that approximately 4.5 out of 10 incidents resulted in an injury in 2020/21, which is slightly higher than the rate in the previous financial year.

■ Figure 14 Number of WorkCover claims over the last five years



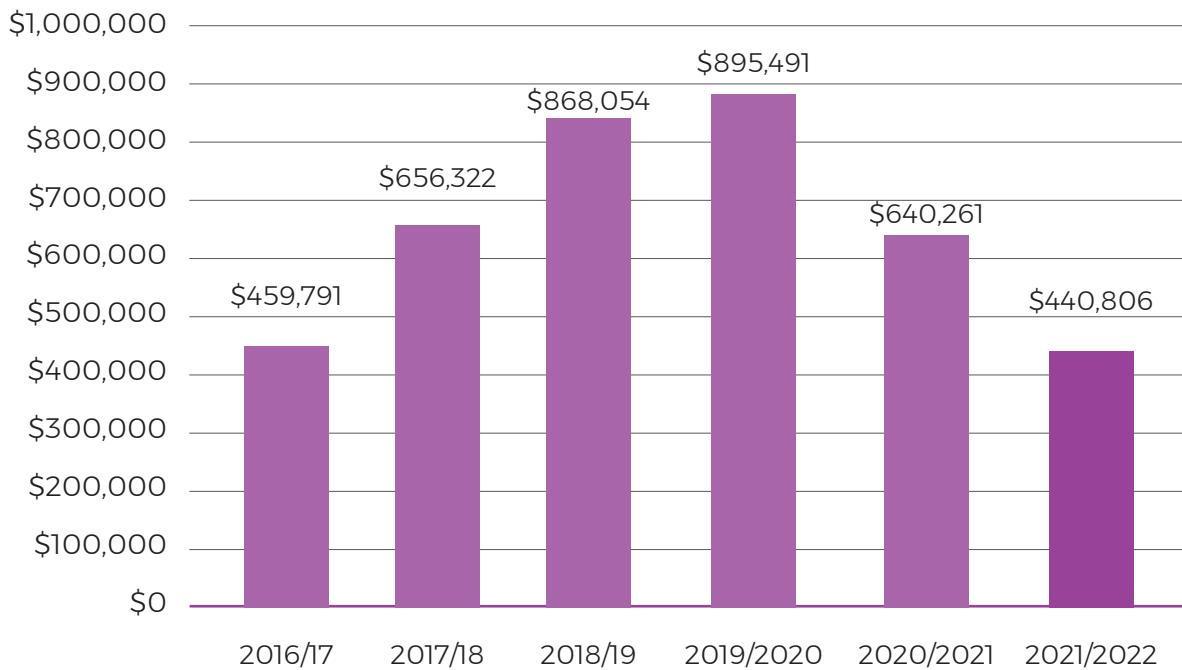
There was a reduction in the total number of WorkCover claims for this financial year.

■ Figure 15 - Average days lost versus the number of claims



This chart shows the average number of days lost per claim. Though the number of claims has reduced, the number of lost days has increased due to the complexity of these cases. Four of the thirteen claims contributed significantly to the lost days of work.

■ Figure 16: WorkCover Premium trend in the past six financial years



Our WorkCover premium cost is showing a decreasing trend for the financial year. The graph displays the premium performance over the past five years, as well as for the next financial year. The premium calculations are based on various factors including, previous claims over the last three years and their financial value, the number of employees at each work location and our injury and claims management performance against the industry average.

Asset Management

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

The replacement value of these assets (including land and fixed assets) is estimated at just over \$2.1 billion, \$1.4 billion of which is associated with infrastructure assets. We spend, on average, around \$24 million per year on refurbishing and renewing infrastructure assets.

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

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

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

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

Grants and funding

We thank the Victorian and Australian Government for supporting us to deliver services that ensure our residents experience a safe, vibrant, healthy liveable community.

For a breakdown our major grants received please refer to our Financial Report.

Governance and management checklist

Below are the results of Manningham's assessment against the governance and management checklist as prescribed in the *Local Government Act 2020* and Planning and Reporting Regulations 2020.

Governance and Management Checklist	Assessment
1. Community engagement policy (policy under section 55 of the Act outlining Council's commitment to engaging with the community on matters of public interest)	Adopted in accordance with section 55 of the Act Date of adoption: 26 February 2021
2. Community engagement guidelines (guidelines to assist staff to determine when and how to engage with the community)	Guidelines Date of adoption: 26 February 2021
3. Financial Plan (plan under section 91 of the Act outlining the financial and non-financial resources required for at least the next 10 financial years)	Adopted in accordance with section 91 of the Act Date of adoption: 24 August 2021
4. Asset Plan (plan under section 92 of the Act setting out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)	Council is preparing our new Asset Plan, in accordance with Section 92, for the deadline of 30 June 2022. In the meantime our operational Asset Plans are: Drainage Asset Management Plan 31/07/2007, Roads Asset Management 28/08/2012, Building Asset Management Plan 28/08/2012, Parks Asset Management Plan 28/08/2012
5. Revenue and Rating Plan (plan under section 93 of the Act setting out the rating structure of Council to levy rates and charges)	Adopted in accordance with section 93 of the Act Date of adoption: 29 June 2021
6. Annual budget (plan under section 94 of the Act setting out the services to be provided and initiatives to be undertaken during the budget year and the funding and other resources required)	Adopted in accordance with section 94 of the Act Date of adoption: 29 June 2021

<p>7. Risk policy (policy outlining council's commitment and approach to minimising the risks to council's operations)</p>	<p>Policy Date of commencement: 25 July 2017</p>
<p>8. Fraud policy (policy outlining council's commitment and approach to minimising the risk of fraud)</p>	<p>Policy Date of commencement: 10 December 2019</p>
<p>9. Municipal emergency management plan (plan under section 20 of the Emergency Management Act 1986 for emergency mitigation, response and recovery)</p>	<p>Prepared and maintained in accordance with section 20 of the Emergency Management Act 1986 Date of preparation: 1 July 2019</p>
<p>10. Procurement policy (policy under section 108 of the Act outlining the principles, processes and procedures that will apply to the purchase of goods and services by the Council)</p>	<p>Adopted in accordance with section 108 of the Act Date of adoption: 28 July 2020</p>
<p>11. Business continuity plan (plan setting out the actions that will be undertaken to ensure that key services continue to operate in the event of a disaster)</p>	<p>Plan Date of adoption: 13 March 2020</p>
<p>12. 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>Plan Date of adoption: 14 December 2020</p>
<p>13. Risk management framework (framework outlining Council's approach to managing risks to the Council's operations)</p>	<p>Framework Date of commencement: 25 July 2017</p>
<p>14. Audit and Risk Committee (see sections 53 and 54 of the Act)</p>	<p>Established in accordance with section 53 of the Act Date of establishment: 13 January 1998</p>
<p>15. Internal audit (independent accounting professionals engaged by the council to provide analysis and recommendations aimed at improving council's governance, risk and management controls)</p>	<p>Engaged Date of engagement: 20 September 2019</p>

<p>16. Performance reporting framework (a set of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 131 of the <i>Local Government Act 1989</i>)</p>	<p>Date of adoption: 27 June 2017</p>
<p>17. Council Plan report (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>Report Date of Report: 15 January 2021</p>
<p>18. Financial reporting (quarterly statements to the Council under section 138(1) of the <i>Local Government Act 1989</i>, comparing actual and budgeted results and an explanation of any material variations)</p>	<p>Reports presented to the Council in accordance with section 138(1) of the <i>Local Government Act 1989</i> Date reports presented: 25 July 2020, 15 December 2020, 23 February 2021 and 25 May 2021</p>
<p>19. Risk reporting (six-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies)</p>	<p>Reports Date of reports: 17 July 2020 and 12 March 2021</p>
<p>20. Performance reporting (six-monthly reports of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 131 of the <i>Local Government Act 1989</i>)</p>	<p>Reports Date of reports: 13 March 2021 and 3 September 2021</p>
<p>21. Annual Report (Annual Report under sections 131, 132 and 133 of the <i>Local Government Act 1989</i> containing a report of operations and audited financial and performance statements)</p>	<p>Presented at a meeting of the Council in accordance with section 134 of the Act Date statements presented: 28 September 2021</p>
<p>22. Councillor Code of Conduct (Code under section 139 of the Act setting out the standards of conduct to be followed by Councillors and other matters)</p>	<p>Reviewed and adopted in accordance with section 139 of the Act Date reviewed: 23 April 2020</p>

<p>23. Delegations (documents setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff, in accordance with sections 11 and 47 of the Act)</p>	<p>Reviewed in accordance with section 11(7) of the Act and a register kept in accordance with sections 11(8) and 47(7) of the Act</p> <p>Date of review: 8 June 2021</p>
<p>24. Meeting procedures (Governance Rules under section 60 of the Act governing the conduct of meetings of Council and delegated committees)</p>	<p>Governance Rules adopted in accordance with section 60 of the Act</p> <p>Date Governance Rules adopted: 24 August 2020</p>

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



Andrew Day

Chief Executive Officer

Dated: 24 August 2021



Cr Andrew Conlon

Mayor

Dated: 24 August 2021

Statutory information

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

Documents available for public inspection

Below is a list of the documents that you can request to inspect at the Manningham Civic Centre at 699 Doncaster Road, Doncaster, from 8am to 5pm, Monday to Friday.

- Details of overseas or interstate travel (with the exception of interstate travel by land for less than three days) undertaken in an official capacity by Councillors or any member of our staff in the previous 12 months.
- Agendas for and minutes of meetings of Ordinary and Special Council Meetings held in the previous 12 months, excluding confidential information considered at a meeting closed to the public.
- Minutes of meetings of any Special Committees established under section 66 of the *Local Government Act 2020*, excluding confidential information considered at a meeting closed to the public.
- Register of delegations kept in accordance with the *Local Government Act 2020*.
- 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 summary of election campaign donation returns received following the most recent Manningham elections.

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

Best value

In line with the *Local Government Act 2020*, Manningham Council operates under the principles of best value which are:

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

We have a multi-pronged approach to capturing best value across our activities.

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

Secondly, we continue to implement a comprehensive transformation program to make it easier for our customers to interact with Council. Projects completed as part of this program in 2020/21 include:

- We rolled out Microsoft Teams as a collaborative working tool across the organisation in July 2020. This application enables staff at Manningham to connect, communicate and work effectively, particularly in a remote working environment.
- As part of the Smart Cities Reinventing Neighbourhoods project, we implemented pedestrian sensors at Jackson Court in August 2020. The precinct sensors will monitor people's movement across the activity centre to provide insightful data to make better future decisions for the precinct.
- Our CRM Connect solution was launched in October 2020. This customer relationship management system replaces Council's existing and outdated CFS product with the advanced Microsoft Dynamics 365 CRM offering.
- Our Citizen Connect team launched Live Chat in November 2020 as an interactive and communications offering to our customers via our corporate website.
- Pool registration online compliance verification was launched in September 2020. Our community can now register their pool or spa online, through our corporate website.
- The final phase of the Smart Cities Reinventing Neighbourhoods project involved the implementation of the double-sided electronic directional signage at Jackson Court, which was completed in January 2021. This signage allows our customers to visibly see how many parking bays are available upon entering the car park.

- The upgrade of our Electronic Document and Records Management System, TRIM, to the latest compliant version (9.4.2) was completed in February 2021 to ensure we have the latest updated features and that our product is well supported.
- In April 2021, Council successfully migrated all its on-premise infrastructure and servers to the Azure Cloud. Moving to an Infrastructure as a Service (IAAS) cloud computing

The above improvement initiatives complement the previous projects delivered in the program, and align with Transformation's 10-year roadmap.

Public Interest Disclosures (formerly Protected Disclosure Procedures)

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

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

In 2020/21, Manningham did not refer any public interest disclosures to the Independent Broad-Based Anti-Corruption Commission (IBAC).

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

Carers recognition

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

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

- Displaying posters in our customer service reception at our Aged and Disability Support Services unit at Manningham Civic Centre.
- Providing information on our website for carers, including information about support groups for carers manningham.vic.gov.au/ageing-well-carers
- Recognising carers in our Community Care Program guidelines for Commonwealth Home Support Programme.
- Providing respite care support, including in-home and community based, regular and occasional.
- Providing free attendance for carers accompanying care recipients to selected seniors' events.
- Including carer's leave in the current Manningham City Council Enterprise Agreement 7, 2017.
- Ensuring carers' representation and engagement with Council is now stronger, as four people on the Manningham Disability Advisory Committee are carers of people with disability.
- Supporting carers in the community through the provision of informal contact and forums on related issues.

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

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

Contracts

During 2020/21 there were no contracts issued in contravention of section 109 of the *Local Government Act 2020*.

Disability Action Plan

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

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

- In March 2021, the Manningham Disability Advisory Committee (MDAC) had its first meeting. This Committee is made up of people with lived experience of disability and carers. The Committee's purpose is to provide advice to Council on how to understand and respond to the needs of people with disability in Manningham. By providing advice pertaining to Council policies and practices, MDAC will strengthen the voice of people with disability, build their capacity, and support the community to be accessible and inclusive for all Manningham residents.

- We held bi-monthly Access and Equity Advisory Committee meetings. The Committee provides advice on local issues, service delivery, and planning for improved access, equity and inclusion within Council and the wider community. This Committee is currently concluding. After our Advisory Committee Review and consultation with the community we will initiate new advisory structures to ensure all members of our community have access to Council.
- The Building Equitable Employment (BEE) Network continues to meet regularly, bringing together individuals and organisations working towards inclusive employment for people with disability. Accessibility audits of Aquarena and Donvale Indoor Sports Centre (DISC) are in the process of being conducted (August 2021) after having been slightly delayed by the lockdowns.
- Accessibility and inclusion tools were applied to several Council activities including the development of the new website, an Autism support forum with Early Years, and an accessibility appraisal for a Place Making event in Warrandyte.
- The Manningham Inclusive disability inclusion e-newsletter linking community with disability news and opportunities.
- The development of the Manningham Inclusive Language Guide began in July 2020. This guide has been developed to support staff to confidently use respectful and contemporary inclusive language when referring to, or speaking with members of our diverse communities, both within Council and in the community.

Freedom of Information

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

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

In 2020/21, we received 26 valid FOI requests, as well as three requests carrying over from 2019/20. The outcomes for those requests were as follows:

- full access was granted for eight requests
- partial access was granted for nine requests
- no documents were found or did not exist for one request
- documents were provided outside the FOI Act for five requests
- one request was withdrawn by the applicant.
- two requests were not yet finalised as of 30 June 2020.

An additional 17 FOI applications were received in 2020/21, but were not processed as valid requests as they did not comply with the requirements outlined under section 17 of the FOI Act or were resolved outside the FOI Act prior to becoming valid.

Reasons include non-payment of the application fee or no response from applicants after seeking clarification, or the applicant was provided with the requested information outside the FOI Act.

There were two requests to the Office of the Victorian Information Commissioner ('OVIC') for external review of access decisions in 2020/21. OVIC confirmed Council's access decision for both requests.

There was one application for review lodged with VCAT relating to requests we processed in 2020/21, which was settled prior to a formal hearing.

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

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

Information privacy

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

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

The complaints we received under these Acts in 2020/21 are outlined below.

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

The one privacy complaint received in 2020/21 was referred to the Office of Victorian Information for external review and was resolved by agreement between all parties involved.

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

Our Healthy City Strategy 2017-2021

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

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

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

- Community Spirit videos developed to showcase how individuals from multicultural communities in Manningham were dealing with COVID-19.
- Integrated Youth Services Hub Options Paper developed prepared. Manningham Council is using this to inform the development of the youth hub (infrastructure planning).
- A first draft of the Environment Strategy was completed in 2020.
- Manningham Dementia Alliance Group discussed and completed the Action Plan with group members.
- The need for housing diversity, including affordable housing has been advocated to the Victorian Government via Council's submission to Amendment (C125) relating to the redevelopment of the Yarra Valley Country Club.

- The Building Equitable Employment Network is a partnership between Manningham Council and Knox City Council. The Network continues to meet on a regular basis and grows in strength with new members at each meeting and making strong partnerships between the National Disability Insurance Agency, Disability Employment Services and disability organisations.
- A letter of support was provided in August 2020 to Women’s Health East highlighting the sexual and reproductive issues broadly in Manningham and our in principle commitment to the Strategy directions.
- The Voices for Equality Project Report has been distributed to organisations and staff across our workplace to promote key learnings around experiences of young people who identify as LGBTIQ+.
- Preparation for the *Gender Equality Act 2020* is underway. Manningham participated in the Gender Equality Implementation Pilot Project that was completed October 2020. This included testing the Gender Impact Assessment (GIA) Toolkit on the Recruitment Policy and a Gender Equity Audit (partial).
- Targeted conversations were held from March - June 2021 with a number of key local organisations to understand the lived experience of loneliness for people within identified target cohorts.
- This information, combined with workshop outcomes, will be used to propose actions which will feed into the development of the Healthy City Action Plan 2021-22.
- The Draft Reconciliation Action Plan has been developed incorporating and responding to Reconciliation Australia and was submitted to Wurundjeri Woi-wurrung Corporation (WWC). There was broad support for the overall direction with view to going to public exhibition once WWC endorsement is received.

Domestic Animal Management Plan

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

The current Domestic Animal Management Plan 2017- 2021 expired this year and a review has been undertaken as part of the preparation for the new plan which will be finalised by the end of 2021.

Any actions not completed are being reviewed and will be assessed for inclusion in the Domestic Animal Management Plan 2021- 2025.

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 2020/21 year.

Infrastructure and development contributions

In accordance with section 46GM and 46QD of the *Planning and Environment Act 1987*, we must provide a report to the Minister for Planning on our infrastructure and development contributions, including levies and works in-kind during 2020/21.

Tables 21 - 23 outline infrastructure and development contributions for 2020/21.

Development Contributions Plan (DCP)

■ Table 21: Total DCP levies received in 2020/21

DCP name (year approved)	Levies received in 2020/21 financial year \$
Doncaster Hill Development Contributions Plan 2005	\$633,772.00
Total	\$633,772.00

■ Table 22: DCP land, works, services or facilities accepted in-kind in 2020/21

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

■ Table 23: Land, works, services or facilities delivered in 2020/21 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	-	2005	-	-	-	-	-	-

Financial report





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Guide to our Financial Report

This guide will help you to understand and analyse Manningham's Financial Report. Some terms required by Australian Accounting Standards are unfamiliar to most readers, and some of the generally recognised terms used in private sector company reports are rephrased to be more appropriate for a local government body's report. The Financial Report is one of Manningham's key reports as it shows how we performed financially this year and a snapshot of our financial position at 30 June 2021.

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

What is in the Financial Report?

Council's Financial Report has 2 main sections:

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

Comprehensive income statement

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

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

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

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

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

Balance sheet

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

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

The components of the Balance Sheet are:

Current and non-current assets

- Cash and cash equivalents includes cash and investments, i.e. cash held in the bank and in petty cash and the market value of Council's investments.
- Trade and other receivables are monies owed to Council by ratepayers and others.
- Other financial assets include term deposits with financial institutions over 90 days.
- Non-current assets held for sale contains land and buildings which have been approved for sale by Council.
- Other assets are pre-payments of next year's expenses and monies owed to Council, other than from trading, that are not yet received.
- Investment in associates refers to Council's equity share in the Whitehorse Manningham Regional Library Service.
- Property, infrastructure, plant and equipment is the largest component of Council's worth and represents the value of all the land, buildings, roads, vehicles, equipment, etc. which has been built up by Council over many years.
- Intangible assets are assets that have no physical form such as computer software and licences.

Current and non-current liabilities

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

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

Net assets

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

Total equity

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

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

Statement of changes in equity

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

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

Cash Flow Statement

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

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

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

Cash flows from operating activities

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

Cash flows from investing activities

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

Cash Flows from Financing Activities

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

Statement of Capital Works

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

There are 4 main classes of assets:

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

Notes to the Financial Statements

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

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

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

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

Statements by Principal Accounting Officer and Councillors

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

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

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

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

The Victorian Auditor-General is Council's auditor.

Manningham

Annual Financial Report

For the Year Ended 30 June 2021

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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.



Jon Gorst (BCom, CPA)
Principal Accounting Officer
14 September 2021
Doncaster

In our opinion, the accompanying financial statements present fairly the financial transactions of Manningham City Council for the year ended 30 June 2021 and the financial position of Council as at that date.

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

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



Andrew Conlon
Mayor
14 September 2021
Doncaster



Anna Chen
Deputy Mayor
14 September 2021
Doncaster



Andrew Day
Chief Executive Officer
14 September 2021
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 2021 • comprehensive income statement for the year then ended • statement of changes in equity for the year then ended • statement of cash flows for the year then ended • statement of capital works for the year then ended • notes to the financial statements, including significant accounting policies • certification of the financial statements. <p>In my opinion the financial report presents fairly, in all material respects, the financial position of the council as at 30 June 2021 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.

MELBOURNE
21 September 2021



Sanchu Chummar

as delegate for the Auditor-General of Victoria

Comprehensive Income Statement

For the year ended 30 June 2021

	Note	2021 \$'000	2020 \$'000
Income			
Rates and charges	3.1	109,683	105,953
Statutory fees and fines	3.2	3,055	3,389
User fees and charges	3.3	6,621	8,919
Grants - operating	3.4 (a)	13,641	12,257
Grants - capital	3.4 (b)	3,622	1,661
Contributions - monetary	3.5	8,161	10,152
Contributions - non-monetary	3.5	10,696	8,324
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	3.6	26	(1,595)
Other income	3.7	2,118	2,573
Share of surplus/(deficit) from investment in associate	6.2	300	221
Total income		157,923	151,854
Expenses			
Employee costs	4.1	56,221	54,120
Materials, services and contracts	4.2	27,853	28,469
Depreciation	4.3	23,557	22,175
Amortisation - Intangible assets	4.4	2,049	1,243
Amortisation - Right of use assets	4.5	422	528
Bad and doubtful debts	4.6	258	190
Borrowing costs	4.7	-	109
Finance costs - Leases	4.8	57	73
Other expenses	4.9	18,544	18,619
Total expenses		128,961	125,526
Surplus/(deficit) for the year		28,962	26,328
Other comprehensive income			
Item that will not be reclassified to surplus or deficit in future periods			
Net asset revaluation increment/(decrement)	9.1 (a)	90,694	(60,921)
Total comprehensive result		119,656	(34,593)

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

Balance Sheet

As at 30 June 2021

	Note	2021 \$'000	2020 \$'000
Assets			
Current assets			
Cash and cash equivalents	5.1 (a)	44,305	65,358
Trade and other receivables	5.1 (c)	16,079	13,463
Other financial assets	5.1 (b)	32,587	21,163
Other assets	5.2 (a)	2,035	1,410
Total current assets		95,006	101,394
Non-current assets			
Trade and other receivables	5.1 (c)	405	55
Other financial assets	5.1 (b)	11,031	-
Investments in associates	6.2	2,826	2,526
Property, infrastructure, plant, equipment and other fixed assets	6.1	2,193,571	2,078,289
Right-of-use assets	5.7	2,270	2,653
Intangible assets	5.2 (b)	7,443	4,947
Total non-current assets		2,217,546	2,088,470
Total assets		2,312,552	2,189,864
Liabilities			
Current liabilities			
Trade and other payables	5.3 (a)	17,249	21,997
Trust funds and deposits	5.3 (b)	13,545	13,385
Unearned income	5.3 (c)	9,519	2,361
Provisions	5.4	13,748	12,974
Lease liabilities	5.7	314	403
Total current liabilities		54,375	51,120
Non-current liabilities			
Provisions	5.4	1,454	1,402
Lease liabilities	5.7	2,008	2,283
Total non-current liabilities		3,462	3,685
Total liabilities		57,837	54,805
Net Assets		2,254,715	2,135,059
Equity			
Accumulated surplus		789,554	759,511
Reserves	9.1	1,465,161	1,375,548
Total Equity		2,254,715	2,135,059

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

Statement of Changes in Equity

For the year ended 30 June 2021

2021	Note	Accumulated surplus \$'000	Asset revaluation reserves \$'000	Other reserves \$'000	Total \$'000
Balance at beginning of the financial year		759,511	1,361,262	14,286	2,135,059
Surplus for the year		28,962	-	-	28,962
Net asset revaluation increment/(decrement)	9.1 (a)	-	90,694	-	90,694
Transfer to accumulated surplus on realisation of assets	9.1 (a)	(7)	7	-	-
Transfers from other reserves	9.1 (b)	8,636	-	(8,636)	-
Transfers to other reserves	9.1 (b)	(7,548)	-	7,548	-
Balance at end of the financial year		789,554	1,451,963	13,198	2,254,715

2020	Note	Accumulated surplus \$'000	Asset revaluation reserves \$'000	Other reserves \$'000	Total \$'000
Balance at beginning of the financial year		738,643	1,422,479	9,227	2,170,349
Impact of change in accounting policy - AASB 1058 Income of Not-for-Profit Entities		(697)	-	-	(697)
Adjusted opening balance		737,946	1,422,479	9,227	2,169,652
Surplus for the year		26,328	-	-	26,328
Net asset revaluation increment/(decrement)	9.1 (a)	-	(60,921)	-	(60,921)
Transfer to accumulated surplus on realisation of assets	9.1 (a)	296	(296)	-	-
Transfers from other reserves	9.1 (b)	4,511	-	(4,511)	-
Transfers to other reserves	9.1 (b)	(9,570)	-	9,570	-
Balance at end of the financial year		759,511	1,361,262	14,286	2,135,059

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 2021

	Note	2021 Inflows/(Outflows) \$'000	2020 Inflows/(Outflows) \$'000
Cash flows from operating activities			
Rates and waste charges		108,005	103,955
Statutory fees, fines and user charges		8,956	13,171
Grants - operating		12,877	12,614
Grants - capital		11,070	2,142
Contributions - monetary		8,161	10,152
Interest received		536	1,554
Net increase in trust funds and deposits		160	811
Other receipts		1,261	1,120
Net GST refund/(payment)		(168)	(357)
Materials, services and contracts		(60,069)	(45,748)
Short-term, low value and variable lease payments		(407)	(379)
Employee costs		(54,199)	(52,861)
Net cash provided by/(used in) operating activities	9.2	36,183	46,174
Cash flows from investing activities			
Payments for property, plant and equipment, infrastructure, and other fixed assets		(34,928)	(39,898)
Proceeds from disposal of property, infrastructure, plant, equipment and other fixed assets	3.6	607	655
Receipts/(payments) for other financial assets		(22,455)	2,537
Net cash provided by/(used in) investing activities		(56,776)	(36,706)
Cash flows from financing activities			
Finance costs		-	(109)
Repayment of borrowings		-	(7,279)
Interest paid - lease liability		(57)	(73)
Repayment of lease liabilities		(403)	(991)
Net cash provided by/(used in) financing activities		(460)	(8,452)
Net increase/(decrease) in cash and cash equivalents		(21,053)	1,016
Cash and cash equivalents at the beginning of the financial year		65,358	64,342
Cash and cash equivalents at the end of the financial year	5.1 (a)	44,305	65,358
Financing arrangements	5.6		
Restrictions on cash assets	5.1		

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

Statement of Capital Works

For the year ended 30 June 2021

	2021 \$'000	2020 \$'000
Property		
Land	2,473	-
Land under roads	8	212
Buildings	8,190	8,438
Total property	10,671	8,650
Plant, equipment and other assets		
Plant, machinery and equipment	943	2,078
Fixtures, fittings and furniture	135	153
Computers and telecommunications	86	237
Artworks	-	13
Total plant, equipment and other assets	1,164	2,481
Infrastructure		
Roads	9,416	15,641
Bridges	83	10
Footpaths and cycleways	3,019	5,506
Off street car parks	346	78
Drainage	3,608	4,652
Recreational, leisure and community facilities	7,177	3,360
Parks, open space and streetscapes	3,609	4,317
Total infrastructure	27,258	33,564
Intangible assets		
Software	3,537	3,748
Total intangible assets	3,537	3,748
Total capital works expenditure	42,630	48,443
Represented by:		
New asset expenditure	13,094	11,583
Asset renewal expenditure	21,103	31,502
Asset expansion expenditure	1,699	1,097
Asset upgrade expenditure	6,734	4,261
Total capital works expenditure	42,630	48,443

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

Overview

For the year ended 30 June 2021

Overview

Introduction

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

Statement of compliance

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

Significant accounting policies

(a) Basis of accounting

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

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

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

- the fair value of land, buildings, infrastructure, plant and equipment (refer to Note 6.1);
- the determination of depreciation for buildings, infrastructure, plant and equipment (refer to Note 6.1);
- the determination of employee provisions (refer to Note 5.4);
- the determination of whether performance obligations are sufficiently specific so as to determine whether an arrangement is within the scope of *AASB 15 Revenue from Contracts with Customers* or *AASB 1058 Income of Not-for-Profit Entities* (refer to Note 3)
- the determination, in accordance with *AASB 16 Leases*, of the lease term, the estimation of the discount rate when not implicit in the lease and whether an arrangement is in substance short-term or low value (refer to Note 5.7)
- whether or not AASB 1059 Service Concession Arrangements: Grantors is applicable (refer to Note 10)
- other areas requiring judgements.

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

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

On 16 March 2020 a state of emergency was declared in Victoria due to the global pandemic COVID-19 virus, known as coronavirus. A state of disaster was subsequently declared on 2 August 2020. While the impacts of the pandemic have abated somewhat through the 2020-21 year, Council has noted the following significant impacts on its financial operations:

COVID-19 lockdowns and restrictions had the following financial impacts on Council:

Government Grant revenue of \$2.6 million

* \$1.8 million of State Government grant funding was provided in 2020/21 to support critical community services as part of the Working for Victoria Program. The purpose of this funding was to provide employment opportunities for Victorian workers impacted by COVID-19. This grant funding was used to fund 42 FTEs for a period of 6 months across the organisation.

* \$0.4 million of COVID-19 Local Roads and Community Infrastructure Program Commonwealth Government grant funding from the Department of Infrastructure, Transport, Regional Development and Communications.

* \$0.3 million of Local Councils Outdoor Eating & Entertainment Package State Government grant funding was provided to assist in the implementation of swift and streamlined permit, enforcement and monitoring processes to support expanded outdoor dining and entertainment in the Third Step of Victoria's roadmap to reopening.

* \$0.1 million of Commonwealth Government grant funding for the COVID-19 Meals Program under the Commonwealth Home Support Program (CHSP).

Significant accounting policies (cont.)**(b) Impact of COVID-19 pandemic - significant accounting policies (cont.)****Additional costs of \$2.3 million (not offset by Government grant funding)**

- * \$1.4 million contract variation payments to support council facilities managed under contract during lockdowns and restrictions
- * \$0.6 million in cleaning to improve public hygiene, including providing sanitising stations, wall dispensers, service desk shields
- * \$0.3 million of Personal protective equipment purchases

Loss of income of \$2.7 million

- * \$1.4 million of Function Centre & Hall Hire income
- * \$0.7 million of Parking Infringement income
- * \$0.2 million of Art Studio income
- * \$0.2 million of income from council facilities managed under contract
- * \$0.1 million of food premises registration fees
- * \$0.1 million of City compliance fines

In addition, approximately \$1.4 million of community financial relief related measures were provided to our community over the year:

- * \$0.7 million as COVID Relief Fund
- * \$0.4 million to support Community Groups and Sporting Clubs as rent & outgoings relief
- * \$0.3 million to support commercial tenants

Asset valuations

Council's Valuers' observations are that the evolving economic impact from the COVID19 pandemic on Council's real property assets (Land and Buildings) is considered minimal in broad terms.

The majority of Council's properties are designated for community use which has limited exposure to the severely impacted commercial and retail properties market due to ongoing lockdowns and travel restrictions.

Note 1: Performance against budget

Note 1 Performance against budget

The performance against budget notes compare Council's financial plan, expressed through its annual budget, with actual performance. The *Local Government (Planning and Reporting) Regulations 2014* requires explanation of any material variances. Council has adopted a materiality threshold of lower of 10% or \$500,000 to budget on a line item basis, or where further explanation is warranted. Explanations have not been provided for variations below the materiality threshold unless the variance is considered to be material because of its nature.

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

1.1 Income and expenditure

	Budget 2021 \$'000	Actual 2021 \$'000	Variance 2021 \$'000	Variance 2021 %	Ref
Income					
Rates and charges	108,652	109,683	1,031	0.95	1
Statutory fees and fines	3,691	3,055	(636)	(17.23)	2
User fees and charges	8,861	6,621	(2,240)	(25.28)	3
Contributions - monetary	6,855	8,161	1,306	19.05	4
Contributions - non-monetary	1,000	10,696	9,696	969.60	5
Grants - operating	11,334	13,641	2,307	20.35	6
Grants - capital	2,759	3,622	863	31.28	7
Other income	1,526	2,118	592	38.79	8
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	36	26	(10)	(27.78)	
Share of surplus/(deficit) from investment in associate	-	300	300	100.00	9
Total income	144,714	157,923	13,209		
Expenses					
Employee costs	55,807	56,221	(414)	(0.74)	10
Materials, services and contracts	30,669	27,853	2,816	9.18	11
Depreciation	23,082	23,557	(475)	(2.06)	
Amortisation - Intangible assets	2,425	2,049	376	15.51	12
Amortisation - Right of use assets	419	422	(3)	(0.72)	13
Bad and Doubtful debts	-	258	(258)	(100.00)	
Finance costs - Leases	95	57	38	40.00	
Other expenses	19,583	18,544	1,039	5.31	14
Total expenses	132,080	128,961	3,119		
Surplus/(deficit) for the year	12,634	28,962	16,328	129.24	

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

Ref.	Item	Explanation
1	Rates and charges	Outcome: Greater than budget \$1,031,000 or 0.95 % Rates and charges were greater than budget by \$1.03 million due to greater than anticipated general supplementary rates and charges income.
2	Statutory fees and fines	Outcome: Less than budget \$636,000 or 17.23 % Statutory fees were lower than budget by \$0.64 million mainly due to decreased enforcement activity as a result of the COVID-19 lockdowns and restrictions. The main contributors are Parking Infringements \$0.47 million and Fines \$0.16 million lower than budget.
3	User fees and charges	Outcome: Less than budget \$2,240,000 or 25.28 % User fees and charges were lower than budget due to the impact of the COVID-19 pandemic on a number of Council's services. The major contributors were: * Hire income for Community Venues and the Function Centre were unfavourable by \$0.67 million due to the COVID-19 lockdowns and restrictions; * Catering income for hires and events was unfavourable by \$0.57 million due to the COVID-19 lockdowns and restrictions; * Recoveries and reimbursements were unfavourable by \$0.34 million due to Covid-19 community relief measures; and * The Art Studios and Child Care Services income were also affected by the COVID-19 pandemic by \$0.44 million.
4	Contributions - monetary	Outcome: Greater than budget \$1,306,000 or 19.05 % Developers' cash contributions in lieu of public open space and infrastructure requirements were \$0.69 million higher than budget and relate to the level of development in Manningham. These funds are placed into a cash backed reserve to be used to fund recreation and open space improvements for the community. Capital Contributions of \$0.53 million were also received for capital works projects during the year.
5	Contributions - non-monetary	Outcome: Greater than budget \$9,696,000 or 969.60 % The value of land under roads, land, building, drainage pipes and pits and other infrastructure assets transferred to Manningham by developers was \$9.67 million higher than originally budgeted.
6	Grants - operating	Outcome: Greater than budget \$2,307,000 or 20.35 % The favourable variance is mainly due to the unbudgeted receipt of the \$1.8 million Working for Victoria Program funding from the State Government and unbudgeted \$0.14 million Commonwealth Government support funding for COVID-19 Meals Program funding under the Commonwealth Home Support Program (CHSP). In addition, The Local Councils Outdoor Eating & Entertainment Package funding agreement has provided \$0.3 million of unbudgeted funding through Place Making Victoria.
7	Grants - capital	Outcome: Greater than budget \$863,000 or 31.28 % Capital grants from the State and Federal Government for the purpose of funding the Capital Works Program were greater than budgeted by \$0.86 million. This is largely due to \$0.39 million unbudgeted funding received from the Federal Government for the Local Roads and Community Infrastructure (LRCI) Program and \$1.1 million of grants in advance that were received last year were recognised in this financial year for the capital work programs.
8	Other income	Outcome: Greater than budget \$592,000 or 38.79 % Other income is favourable mainly due to Quarry Royalties being \$0.69 million greater than budget.

Note 1 Performance against budget (cont.)

1.1 Income and expenditure (cont.)

Explanation of material variations

Ref.	Item	Explanation
9	Share of surplus/(deficit) from investment in associate	Outcome: Greater than budget \$300,000 or 100.00 % Council has a 33.7 per cent equity interest in the Whitehorse Manningham Regional Library Corporation (WMRL). During the year Manningham's share of the WMRL increased in value by \$0.30 million.
10	Employee costs	Outcome: Greater than budget \$414,000 or 0.74 % Employee costs for 2020/21 were \$0.41 million or 0.74 per cent greater than budget. Unbudgeted Working for Victoria program employee costs were \$2.09 million (this was fully offset by equivalent unbudgeted State Government funding (refer above) over the period of employment (6 months). In addition, unbudgeted personal protective equipment to the value of \$0.39 million was purchased as part of the response to COVID-19.
11	Materials, services and contracts	Outcome: Less than budget \$2,816,000 or 9.18 % Materials, services and contracts were \$2.82 million or 9.18 per cent less than budget. This is mainly attributable to decreased activity due to COVID-19 lockdowns and restrictions.
12	Amortisation - Intangible assets	Outcome: Less than budget \$376,000 or 15.51 % Amortisation is an accounting measure which attempts to allocate the value of an asset over its useful life for Council's intangible assets (software). Amortisation was lower than budget predominately due to timing of projects.
13	Amortisation - Right of use assets	Outcome: Greater than budget \$3,000 or 0.72 % With the introduction of the new Accounting Standard (AASB 16 Leases) effective from July 2019, lease expense associated with IT equipment and buildings has now been classified as finance costs (leases) and amortisation expense.
14	Other expenses	Outcome: Less than budget \$1,039,000 or 5.31 % Other expenses include a wide range of costs incurred in delivering Council services and include utilities, software licences, legal expenses, consultancy, insurance, postage, telephone and general office expenses. The favourable variance is attributable to decreased in activity due to COVID-lockdowns and restrictions: * Utilities lower than budget due to closure of facilities as a result of COVID-19 lockdowns and restrictions. The MC ² community facility was also temporarily closed due to the State Government restrictions leading to reduced usage charges. * Lower than budgeted expenditure on a range of operational accounts (staff training, catering, printing, general office expenses) due to the impact of lockdown and restrictions. These favourable variances were partly offset by: * Increased Insurance premiums. * Software licensing fees as a result of new systems and changes from asset based to software as a service subscription based.

Note 1 Performance against budget (cont.)

1.2 Capital works

	Budget 2021 \$'000	Actual 2021 \$'000	Variance 2021 \$'000	Variance 2021 %	Ref
Property					
Land	2,000	2,473	(473)	(23.65)	15
Land under roads	-	8	(8)	(100.00)	
Buildings	6,944	8,190	(1,246)	(17.94)	16
Total property	8,944	10,671	(1,727)		
Plant, equipment and other assets					
Plant, machinery and equipment	1,157	943	214	18.50	17
Fixtures, fittings and furniture	25	135	(110)	(440.00)	18
Computers and telecommunications	1,097	86	1,011	92.16	19
Artworks	58	-	58		
Total plant, equipment and other assets	2,337	1,164	1,173		
Infrastructure					
Roads	12,454	9,416	3,038	24.39	20
Bridges	95	83	12	12.63	
Footpaths and cycleways	3,708	3,019	689	18.58	21
Off street car parks	75	346	(271)	(361.33)	
Drainage	3,455	3,608	(153)	(4.43)	22
Recreational, leisure and community facilities	11,373	7,177	4,196	36.89	23
Parks, open space and streetscapes	3,870	3,609	261	6.74	24
Waste management	302	-	302	(100.00)	25
Drainage	35,332	27,258	8,074		
Intangible assets					
Software	3,296	3,537	(241)	(7.31)	26
Total intangible assets	3,296	3,537	(241)		
Total capital works expenditure	49,909	42,630	7,279	14.58	
Represented by:					
New asset expenditure	13,627	13,094	533	3.91	
Asset renewal expenditure	23,784	21,103	2,681	11.27	
Asset expansion expenditure	2,200	1,699	501	22.77	
Asset upgrade expenditure	10,298	6,734	3,564	34.61	
Total capital works expenditure	49,909	42,630	7,279		

Note 1 Performance against budget (cont.)

1.2 Capital works (cont.)

(i) Explanation of material variations

Ref.	Item	Explanation
15	Land	Outcome: Greater than budget \$473,000 or 23.65 % Land is acquired if and when a suitable property comes to market. It is difficult to predict the timing of the availability of suitable land parcels.
16	Buildings	Outcome: Greater than budget \$1,246,000 or 17.94 % Additional expenditure was required for urgent building renewal works. Additional expenditure was also required for the Manningham Function Centre and the Boronia Reserve Pavilion.
17	Plant, machinery and equipment	Outcome: Less than budget \$214,000 or 18.50 % Overseas supply chain issues caused by the Covid-19 pandemic resulted in delays in vehicle availability.
18	Fixtures, fittings and furniture	Outcome: Greater than budget \$110,000 or 440.00 % A number of upgrades to fixtures and fittings were carried out to make office spaces more Covid-19 friendly.
19	Computers and telecommunications	Outcome: Less than budget \$1,011,000 or 92.16 % There were delays in the delivery of some computer and telecommunications projects. There were also some minor project savings which offset the greater than budgeted expenditure on software.
20	Roads	Outcome: Less than budget \$3,038,000 or 24.39 % A number of multi-year roads and footpath projects were delivered earlier than planned in 2019/20 rather than early in the 2020/21 financial year resulting in expenditure being lower than budgeted in 2020/21.
21	Footpaths and cycleways	Outcome: Less than budget \$689,000 or 18.58 % A number of multi-year roads and footpath projects were delivered earlier than planned in 2019/20 rather than early in the 2020/21 financial year resulting in expenditure being lower than budgeted in 2020/21.
22	Drainage	Outcome: Greater than budget \$153,000 or 4.43 % A small over expenditure on drainage projects.
23	Recreational, leisure and community facilities	Outcome: Less than budget \$4,196,000 or 36.89 % Some projects have been carried forward into 2021/22. This includes \$1.9 million associated with the Deep Creek Reserve Pavilion, \$0.7 million associated with Rieschiecks Reserve and \$0.45 million associated with Domeney Reserve.
24	Parks, open space and streetscapes	Outcome: Less than budget \$261,000 or 6.74 % There were a number of Parks and Open Space projects that had small savings.
25	Waste management	Outcome: Less than budget \$302,000 or 100.00 % Waste management projects did not proceed in 2020/21 leading to savings.
26	Software	Outcome: Greater than budget \$241,000 or 7.31 % Software costs were greater than budgeted due to the nature of the software acquisitions (offset by savings in computers and telecommunications).

Note 2: Analysis of Council results by program

Note 2 Analysis of Council results by program

Council delivers its functions and activities through the following programs.

(a) CEO Office

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

City Services

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

City Planning and Community

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

Shared Services

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

Corporate Activities

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

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

2021	Income \$'000	Expenses \$'000	Surplus/ (Deficit) \$'000	Grants included in income \$'000	Total capital expenses \$'000	Total assets \$'000
CEO Office	28	7,991	(7,963)	-	-	-
City Services	19,706	64,701	(44,995)	-	28,201	637,563
City Planning and Community	23,667	40,016	(16,349)	10,354	80	41,180
Shared Services	239	17,026	(16,787)	614	3,623	8,599
Corporate Activities	114,283	(773)	115,056	6,295	10,726	1,625,210
	157,923	128,961	28,962	17,263	42,630	2,312,552

2020	Income \$'000	Expenses \$'000	Surplus/ (Deficit) \$'000	Grants included in income \$'000	Total capital expenses \$'000	Total assets \$'000
CEO Office	11	7,072	(7,061)	-	-	-
City Services	19,574	65,980	(46,406)	228	35,642	635,666
City Planning and Community	26,559	39,459	(12,900)	9,195	174	52,480
Shared Services	519	15,647	(15,128)	389	3,985	6,419
Corporate Activities	105,191	(2,632)	107,823	4,106	8,642	1,495,299
	151,854	125,526	26,328	13,918	48,443	2,189,864

Note 3: Funding for the delivery of our services

	2021 \$'000	2020 \$'000
Note 3 Funding for the delivery of our services		
3.1 Rates and charges		
The Council uses Capital Improved Value (CIV) as the basis of valuation of all properties within the municipal district. The CIV of a property is its land value and the value of improvements such as buildings and other improvements.		
The CIV used to calculate general rates for 2020/21 was \$57,284 million (2019/20, \$52,492 million). The 2020/21 rate in the CIV dollar was 0.00164164 (2019/20, 0.00173238).		
General rates	93,909	90,826
Supplementary rates	1,019	842
Recreational land	30	29
Interest on rates and charges	809	519
	95,767	92,216
Waste charges	13,916	13,737
	13,916	13,737
Total rates and charges	109,683	105,953
The date of the latest general revaluation of land for rating purposes within the municipal district was 1 January 2021, and the valuation will be first applied in the rating year commencing 1 July 2021.		
Annual rates and charges are recognised as revenues when Council issues annual rates notices. Supplementary rates are recognised when a valuation and reassessment is completed and a supplementary rates notice issued.		
3.2 Statutory fees and fines		
Infringements and costs	609	1,081
Town planning fees	1,349	1,396
Land and property information certificates	428	403
Asset protection and other permits	669	509
Total statutory fees and fines	3,055	3,389
Statutory fees and fines (including parking fees and fines) are recognised as revenue when the service has been provided, the payment is received, or when the penalty has been applied, whichever first occurs.		

	2021 \$'000	2020 \$'000
Note 3 Funding for the delivery of our services (cont.)		
3.3 User fees and charges		
Hall hire and function centre charges	164	1,073
Social and community services charges	295	453
Town planning fees (non-statutory)	789	797
Aged services fees	677	798
Registration fees	1,069	1,310
Advertising fees	-	215
Culture and recreation fees	-	157
Chargeable works fees	745	1,044
Rent and lease charges	1,966	1,956
Other fees and charges	916	1,116
Total user fees and charges	6,621	8,919
User fees and charges by timing of revenue recognition		
User fees and charges recognised over time	-	-
User fees and charges recognised at a point in time	6,621	8,919
Total user fees and charges	6,621	8,919
User fees are recognised as revenue at a point in time, or over time, when (or as) the performance obligation is satisfied. Recognition is based on the underlying contractual terms.		
3.4 Grants (Funding from other levels of government)		
Grants were received in respect of the following:		
Summary of grants		
Commonwealth funded grants	10,839	10,648
State funded grants	6,424	3,270
Total grants received	17,263	13,918
(a) Operating grants		
Recurrent - Commonwealth Government		
Financial Assistance Grants	2,673	2,673
Aged services	5,895	6,276
Recurrent - State Government		
Aged services	-	262
Economic and environment	88	48
Immunisation	83	96
Maternal and child health	852	741
School crossing supervisors	296	303
Social and community	712	777
Other	452	392
Total recurrent operating grants	11,051	11,568
Non-recurrent - Commonwealth Government		
Aged services	254	109
Non-recurrent - State Government		
Working for Victoria	1,793	454
Economic and environment	-	5
Social and community	70	34
Other	473	87
Total non-recurrent operating grants	2,590	689
Total operating grants	13,641	12,257

	2021 \$'000	2020 \$'000
Note 3 Funding for the delivery of our services (cont.)		
3.4 Grants (Funding from other levels of government) (cont.)		
(b) Capital grants		
<i>Recurrent - Commonwealth Government</i>		
Financial Assistance Grants - local roads	833	869
Roads to Recovery	536	536
Total recurrent capital grants	1,369	1,405
<i>Non-recurrent - Commonwealth Government</i>		
Recreation	583	-
Other	65	185
<i>Non-recurrent - State Government</i>		
Recreation	1,383	28
Streetscapes	222	-
Other	-	43
Total non-recurrent capital grants	2,253	256
Total capital grants	3,622	1,661
(c) Unspent grants received on condition that they be spent in a specific manner		
Operating		
Balance at start of year	1,859	1,589
Received during the financial year and remained unspent at balance date	2,092	1,858
Received in prior years and spent during the financial year	(1,788)	(1,588)
Balance at year end	2,163	1,859
Capital		
Balance at start of year	1,625	1,323
Received during the financial year and remained unspent at balance date	7,879	1,157
Received in prior years and spent during the financial year	(1,626)	(855)
Balance at year end	7,878	1,625
Grant income is recognised at the point in time when the council satisfies its performance obligations as specified in the underlying agreement.		
3.5 Contributions		
Monetary	8,161	10,152
Non-monetary	10,696	8,324
Total contributions	18,857	18,476
Contributions of monetary assets comprised of:		
Resort and recreation Contributions (Public Open Space contributions)	6,915	8,615
Doncaster Hill activity centre Developers Contributions	633	955
Operating contributions	81	70
Capital contributions	532	512
Total monetary contributions	8,161	10,152
Non-monetary contributions were received in relation to the following categories:		
Land	4,681	1,198
Land under roads	4,011	3,313
Buildings	-	242
Plant, machinery and equipment	22	-
Infrastructure	1,956	3,493
Volunteer Services	26	78
Total non-monetary contributions	10,696	8,324
Monetary and non-monetary contributions are recognised as revenue when Council obtains control over the contributed asset.		

	2021 \$'000	2020 \$'000
Note 3 Funding for the delivery of our services (cont.)		
3.6 Net gain/(loss) on disposal of property, infrastructure, plant and equipment		
Proceeds from disposal	607	655
Written down value of assets disposed	(397)	(276)
Written down value of assets scrapped	(184)	(1,974)
Total net gain/(loss) on disposal of property, infrastructure, plant and equipment	26	(1,595)
The profit or loss on disposal of an asset is determined when control of the asset has passed to the buyer.		
3.7 Other income		
Interest on investments	507	1,469
Other	1,611	1,104
Total other income	2,118	2,573
Interest is recognised progressively as it is earned.		
Other income is measured at the fair value of the consideration received or receivable and is recognised when Council gains control over the right to receive the income.		

Note 4: The cost of delivering services

Note 4 The cost of delivering services		
4.1 Employee costs		
(a) Wages and salaries	45,888	42,102
Casual staff	3,203	4,962
Salary oncost *	6,606	6,665
Other employee costs	524	391
Total employee costs	56,221	54,120
Engineering design work and capital project supervision completed by employees to the value of \$2.693 million (\$2.805 million 2019/20) is reported in the Statement of Capital Works, and is not included in employee costs.		
* Salary oncost includes annual leave and long service leave provision, Workcover and superannuation costs.		
(b) Superannuation		
Manningham City Council made contributions to the following funds:		
Defined benefit fund		
Employer contributions - Local Authorities Superannuation Fund (Vision Super)	228	279
	228	279
Employer contributions payable as at 30 June	-	-
Accumulation funds		
Employer contributions - Local Authorities Superannuation Fund (Vision Super)	2,228	2,265
Employer contributions - other funds	1,954	1,628
	4,182	3,893
Employer contributions payable as at 30 June	203	-
Refer to note 9.3 for further information relating to Council's superannuation obligations.		

	2021 \$'000	2020 \$'000
Note 4 The cost of delivering services (cont.)		
4.2 Materials, services and contracts		
Materials, services and general maintenance	5,189	5,446
Plant and equipment maintenance	441	544
Contracts and services - community building repairs and maintenance	1,575	1,538
Contracts and services - parks, gardens, sporting reserves and street trees	6,639	7,130
Contracts and services - drains, roads and footpaths	2,707	2,929
Contracts and services - waste collection and disposal services	11,302	10,882
Total materials, services and contracts	27,853	28,469
4.3 Depreciation		
Property	4,317	3,931
Plant, machinery and other assets	1,920	1,909
Infrastructure	17,320	16,335
Total depreciation	23,557	22,175
<i>Refer to note 6.1 for a more detailed breakdown of depreciation charges and accounting policy.</i>		
4.4 Amortisation - Intangible assets		
Software	2,049	1,243
Total amortisation - intangible assets	2,049	1,243
<i>Refer to note 5.2(b) and 6.1 for a more detailed breakdown of amortisation charges and accounting policy.</i>		
4.5 Amortisation - Right of use assets		
Property	305	305
Equipment	117	223
Total amortisation - right of use assets	422	528
<i>Refer to note 5.7 for a more detailed breakdown of amortisation charges and accounting policy.</i>		
4.6 Bad and doubtful debts		
Parking fine debtors	233	144
Other debtors	25	46
Total bad and doubtful debts	258	190
Movement in provisions for doubtful debts		
Balance at the beginning of the year	1,377	1,201
New provisions recognised during the year	258	190
Amounts provided for but recovered/written off during the year	(43)	(14)
Balance at end of year	1,592	1,377
Provision for doubtful debt is recognised based on an expected credit loss model. This model considers both historic and forward looking information in determining the level of impairment.		

	2021 \$'000	2020 \$'000
Note 4 The cost of delivering services (cont.)		
4.7 Borrowing costs		
Interest - borrowings	-	109
Total borrowing costs	-	109
Borrowing costs are recognised as an expense in the period in which they are incurred, except where they are capitalised as part of a qualifying asset constructed by Council.		
4.8 Finance costs - Leases		
Interest - Lease liabilities	57	73
Total finance costs	57	73
4.9 Other expenses		
Community grants and contributions		
Community grants	1,465	1,237
Library contributions	3,888	3,754
Total community grants and contributions	5,353	4,991
Utilities		
Utilities - electricity, water, other	1,401	1,508
Street lighting	778	835
Total utilities	2,179	2,343
Other miscellaneous expenses		
Auditor's remuneration - VAGO - annual financial statement and grant acquittals	65	63
Auditor's remuneration - other parties	22	21
Auditor's remuneration - Internal audit	79	112
Councillors' allowances	323	316
Fire service levy	143	126
Insurance	1,045	784
Leases	407	379
Consultants - engineering	70	292
Consultants - human resources	74	37
Consultants - economic and environmental	649	621
Consultants - other	468	356
Bank charges	254	266
Catering (including function centre)	24	321
Legal	941	1,445
Software licences	2,827	2,398
Telephone	524	649
Postage	432	406
Printing	164	270
Training	261	344
Design fees and maintenance - non capital	1,250	848
Volunteer Services	26	78
Other	964	1,153
Total other miscellaneous expenses	11,012	11,285
Total other expenses	18,544	18,619

Note 5: Our financial position

	2021 \$'000	2020 \$'000
Note 5 Our financial position		
5.1 Financial assets		
(a) Cash and cash equivalents		
Cash on hand	2	8
Cash at bank	2,803	850
Term deposits (with term up to 3 months) and at-call with banks	41,500	64,500
Total cash and cash equivalents	44,305	65,358
(b) Other financial assets		
Current		
Term deposits - current	32,087	20,663
Term deposit - refundable Manningham Centre Association bond	500	500
Total current other financial assets	32,587	21,163
Non-current		
Term deposits - non-current	11,031	-
Total non-current other financial assets	11,031	-
Total other financial assets	43,618	21,163
Total financial assets	87,923	86,521
Council's cash and cash equivalents are subject to external restrictions that limit amounts available for discretionary use. These include:		
- Trust funds and deposits (note 5.3(b))	13,545	13,385
- Reserve funds (note 9.1(b))	13,198	14,286
- Waste initiative fund*	9,885	9,592
Total restricted funds	36,628	37,263
Total unrestricted cash and cash equivalents	7,677	28,095
* The Waste initiative fund is the value of waste charges collected under s162 of the <i>Local Government Act 1989</i> , and is to be applied to fund future waste related activities.		
Intended allocations		
Although not externally restricted the following amounts have been allocated for specific future purposes by Council:		
- Cash held to fund carried forward capital works	4,759	5,762
- Superannuation defined benefit potential future call	8,000	6,500
- Asset sales to fund future capital works program	4,510	4,510
- Grants received in advance	10,041	3,484
- Other intended allocation	464	724
Total funds subject to intended allocations	27,774	20,980
Cash and cash equivalents include cash on hand, deposits at call and other highly liquid investments with maturities of 90 days or less from the date of acquisition, net of outstanding bank overdrafts.		
Other financial assets (term deposits) are measured at original cost.		

	2021 \$'000	2020 \$'000
Note 5 Our financial position (cont.)		
5.1 Financial assets (cont.)		
(c) Trade and other receivables		
Current		
<i>Statutory receivables</i>		
Rates debtors	11,001	9,107
Infringement debtors	845	870
Special rate schemes	109	119
Net GST receivable	1,608	1,440
<i>Non statutory receivables</i>		
Other debtors	2,604	2,022
Provision for doubtful debts - other debtors	(88)	(95)
Total current trade and other receivables	16,079	13,463
Non-current		
<i>Statutory receivables</i>		
Infringement court	1,504	1,282
Provision for doubtful debts - infringement court	(1,504)	(1,282)
<i>Non statutory receivables</i>		
Other receivables	405	55
Total non-current trade and other receivables	405	55
Total trade and other receivables	16,484	13,518
Short term receivables are carried at invoice amount. A provision for doubtful debts is recognised when there is objective evidence that an impairment has occurred.		
(d) Ageing of receivables		
At balance date other debtors representing financial assets were past due but not impaired. The ageing of the Council's trade and other receivables (excluding statutory receivables) was:		
Current (not yet due)	1,989	1,122
Past due between 31 and 60 days	69	121
Past due between 61 and 90 days	172	237
Past due by more then 91 days	374	542
Total trade and other receivables	2,604	2,022

	2021 \$'000	2020 \$'000
Note 5 Our financial position (cont.)		
5.2 Non-Financial assets		
(a) Other assets		
Accrued income - interest	10	39
Accrued income - other	539	115
Prepayments	1,275	1,094
Inventories	211	162
Total other assets	2,035	1,410
(b) Intangible assets		
Software	7,443	4,947
Total intangible assets	7,443	4,947
Gross carrying amount		
Balance at 1 July	15,608	12,905
Additions from internal developments	976	1,184
Transfer from work in progress	3,569	1,519
Balance at 30 June	20,153	15,608
Accumulated amortisation		
Balance at 1 July	(10,661)	(9,418)
Amortisation expense	(2,049)	(1,243)
Balance at 30 June	(12,710)	(10,661)
Net book value at 30 June	7,443	4,947

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.

	2021 \$'000	2020 \$'000
Note 5 Our financial position (cont.)		
5.3 Payables		
(a) Trade and other payables		
Trade payables	416	4,086
Employee benefits and related costs	3,265	2,069
Accrued expenses	13,568	15,842
Total trade and other payables	17,249	21,997
(b) Trust funds and deposits		
Contract retention	1,267	1,295
Landscape bonds	6,274	6,125
Miscellaneous works deposits	412	406
Asset protection bonds	4,490	4,558
Subdivider deposits	171	163
Refundable Manningham Centre Association bond	500	500
Fire services levy	122	87
Other refundable deposits	309	251
Total trust funds and deposits	13,545	13,385
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.		
<i>Purpose and nature of items</i>		
Refundable deposits - Deposits are taken by council as a form of surety in a number of circumstances, including in relation to building works, tender deposits, contract deposits and the use of civic facilities.		
Fire Service Levy - Council is the collection agent for fire services levy on behalf of the State Government. Council remits amounts received on a quarterly basis. Amounts disclosed here will be remitted to the state government in line with that process.		
Retention amounts - Council has a contractual right to retain certain amounts until a contractor has met certain requirements or a related warrant or defect period has elapsed. Subject to the satisfactory completion of the contractual obligations, or the elapsing of time, these amounts will be paid to the relevant contractor in line with Council's contractual obligations.		
(c) Unearned income		
Grants received in advance - operating	771	357
Grants received in advance - capital	7,448	1,178
Income received in advance - rent	505	237
Income received in advance - rates	795	589
Total unearned income	9,519	2,361

Note 5 Our financial position (cont.)**5.4 Provisions**

	Annual leave	Long service leave	Total
2021	\$ '000	\$ '000	\$ '000
Balance at beginning of the financial year	4,956	9,420	14,376
Amounts used	(3,659)	(1,364)	(5,023)
Additional provisions	4,402	1,447	5,849
Balance at the end of the financial year	5,699	9,503	15,202
2020			
Balance at beginning of the financial year	4,342	9,293	13,635
Amounts used	(3,002)	(1,518)	(4,520)
Additional provisions	3,616	1,645	5,261
Balance at the end of the financial year	4,956	9,420	14,376

	2021 \$'000	2020 \$'000
Employee provisions		
Current provisions expected to be wholly settled within 12 months		
Annual leave	3,549	3,304
Long service leave	760	719
	4,309	4,023
Current provisions expected to be wholly settled after 12 months		
Annual leave	2,150	1,652
Long service leave	7,289	7,299
	9,439	8,951
Total current employee provisions	13,748	12,974
Non-current		
Long service leave	1,454	1,402
Total non-current employee provisions	1,454	1,402
Aggregate carrying amount of employee provisions:		
Current	13,748	12,974
Non-current	1,454	1,402
Total aggregate carrying amount of employee provisions	15,202	14,376

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

Annual leave

Liability for annual 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.

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

Long service leave

Liability for long service leave (LSL) is recognised in the provision for employee benefits. 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.

Key assumptions:

- discount rate	0.93%	0.60%
- index rate	2.00%	2.25%

	2021 \$'000	2020 \$'000
Note 5 Our financial position (cont.)		
5.5 Financing arrangements		
The Council has the following funding arrangements in place as at 30 June.		
Bank overdraft	1,000	1,000
Credit card facilities	250	250
Total facilities	1,250	1,250
Used facilities	44	17
Unused facilities	1,206	1,233

5.6 Commitments

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

	Not later than 1 year \$'000	Later than 1 year and not later than 2 years \$'000	Later than 2 years and not later than 5 years \$'000	Later than 5 years \$'000	Total \$'000
2021					
Operating					
Garbage collection	2,818	-	-	-	2,818
Green waste collection	1,200	-	-	-	1,200
Recycling collection	1,407	-	-	-	1,407
Hard waste collection	999	1,067	2,357	-	4,423
Tipping waste management	6,373	5,811	11,800	-	23,984
Renewable electricity	421	421	842	2,316	4,000
Tree pruning	750	750	125	-	1,625
Provision of cleaning services	630	315	-	-	945
Meals for delivery	81	-	-	-	81
Total	14,679	8,364	15,124	2,316	40,483
Capital					
Plant, equipment and other assets	918	-	-	-	918
Computers & telecommunications	1,454	-	-	-	1,454
Land & buildings	1,098	-	-	-	1,098
Drainage	1,775	-	-	-	1,775
Roads & footpaths	5,324	-	-	-	5,324
Recreation, open space & others	7,867	-	-	-	7,867
Total	18,436	-	-	-	18,436

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

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

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

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

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

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

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

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

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

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

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

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

Council has elected to apply the temporary option available under *AASB 16 Leases* which allows not-for-profit entities to not measure right-of-use assets at initial recognition at fair value in respect of leases that have significantly below-market terms.

Peppercorn Leases - Council has one peppercorn lease arrangement of the premises accommodating the Pines Library until 2 December 2024. The lease restricts the permitted use of the leased premises as a Public Library.

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

Right-of-Use Assets	Property	Plant and equipment	Total
	\$'000	\$'000	\$'000
Balance at 1 July 2019	2,830	351	3,181
Additions	-	-	-
Amortisation charge	(305)	(223)	(528)
Balance at 30 June 2020	2,525	128	2,653
Balance at 1 July 2020	2,525	128	2,653
Additions	-	39	39
Amortisation charge	(305)	(117)	(422)
Balance at 30 June 2021	2,220	50	2,270

Lease Liabilities	2021	2020
	\$'000	\$'000
Maturity analysis - contractual undiscounted cash flows		
Less than one year	366	464
One to five years	1,319	1,263
More than five years	881	1,262
Total undiscounted lease liabilities as at 30 June:	<u>2,566</u>	<u>2,989</u>
Lease liabilities included in the Balance Sheet at 30 June:		
Current	314	403
Non-current	2,008	2,283
Total lease liabilities	<u>2,322</u>	<u>2,686</u>

Short-term and low value leases

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

Expenses relating to:	2021	2020
	\$'000	\$'000
Short-term leases	76	90
Leases of low value assets	331	289
Total	<u>407</u>	<u>379</u>
Variable lease payments (not included in measurement of lease liabilities)		

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

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

Payable:	2021	2020
	\$'000	\$'000
Within one year	302	248
Later than one year but not later than five years	853	27
Total lease commitments	<u>1,155</u>	<u>275</u>

Note 6: Assets we manage

Note 6 Assets we manage

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

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

	At Fair Value 1 July 2020		Acquisitions	Contributions	Revaluation	Depreciation	Disposal	Transfers	Write Offs	At Fair Value 30 June 2021
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Land	1,203,531	723	8,692	108,479	-	(5)	-	-	-	1,321,420
Buildings	222,287	7,876	-	(8,222)	(4,317)	-	260	-	-	217,884
Plant, equipment and other fixed assets	12,282	1,018	22	-	(1,920)	(392)	178	-	-	11,188
Infrastructure	627,940	23,526	1,956	(9,563)	(17,320)	(184)	4,121	-	-	630,476
Work in progress	12,249	8,511	-	-	-	-	(8,128)	(29)	(29)	12,603
	2,078,289	41,654	10,670	90,694	(23,557)	(581)	(3,569)	(29)	(29)	2,193,571

Summary of work in progress

	Opening WIP 1 July 2020		Additions	Transfers	Write Offs	Closing WIP 30 June 2021
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property	1,714	2,072	(2,149)	-	1,637	1,637
Plant, equipment and other fixed assets	5,435	2,708	(3,748)	-	4,395	4,395
Infrastructure	5,100	3,731	(2,231)	(29)	6,571	6,571
	12,249	8,511	(8,128)	(29)	12,603	12,603

Note 6 Assets we manage (cont.)

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

(a) Property	Land - specialised	Land - non-specialised	Land under roads	Total Land	Building - specialised	Building - non-specialised	Total Buildings	Total Property	Work in Progress
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
At fair value 1 July 2020	1,189,278	8,143	6,110	1,203,531	389,895	2,863	392,758	1,596,289	1,714
Accumulated depreciation at 1 July 2020	-	-	-	-	(169,056)	(1,415)	(170,471)	(170,471)	-
	1,189,278	8,143	6,110	1,203,531	220,839	1,448	222,287	1,425,818	1,714
Movements in fair value									
Acquisition of assets at fair value	715	-	8	723	7,862	14	7,876	8,599	2,072
Contributed assets	4,681	-	4,011	8,692	-	-	-	8,692	-
Revaluation increments/decrements	107,939	540	-	108,479	(4,043)	(3)	(4,046)	104,433	-
Fair value of assets disposed	(5)	-	-	(5)	-	-	-	(5)	-
Impairment losses recognised in operating result	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	260	-	260	260	(2,149)
	113,330	540	4,019	117,889	4,079	11	4,090	121,979	(77)
Movements in accumulated depreciation									
Depreciation and amortisation	-	-	-	-	(4,273)	(44)	(4,317)	(4,317)	-
Accumulated depreciation of disposals	-	-	-	-	-	-	-	-	-
Revaluation increments/decrements	-	-	-	-	(4,183)	7	(4,176)	(4,176)	-
	-	-	-	-	(8,456)	(37)	(8,493)	(8,493)	-
At fair value 30 June 2021	1,302,608	8,683	10,129	1,321,420	393,974	2,874	396,848	1,718,268	1,637
Accumulated depreciation at 30 June 2021	-	-	-	-	(177,512)	(1,452)	(178,964)	(178,964)	-
	1,302,608	8,683	10,129	1,321,420	216,462	1,422	217,884	1,539,304	1,637

Note 6 Assets we manage (cont.)

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

(b) Plant, equipment and other fixed assets

	Plant, machinery and equipment \$'000	Fixtures, Computers and fittings and furniture \$'000	telecom- munications \$'000	Artworks \$'000	Total plant, equipment and other assets \$'000	Work in Progress \$'000
At fair value 1 July 2020	14,704	9,617	4,870	1,959	31,150	5,435
Accumulated depreciation at 1 July 2020	(6,978)	(8,492)	(3,398)	-	(18,868)	-
	7,726	1,125	1,472	1,959	12,282	5,435
Movements in fair value						
Acquisition of assets at fair value	797	135	86	-	1,018	2,708
Contributed assets	22	-	-	-	22	-
Revaluation increments/decrements	-	-	-	-	-	-
Fair value of assets disposed	(1,203)	-	-	-	(1,203)	-
Transfers	178	-	-	-	178	(3,748)
	(206)	135	86	-	15	(1,040)
Movements in accumulated depreciation						
Depreciation and amortisation	(1,244)	(274)	(402)	-	(1,920)	-
Accumulated depreciation of disposals	811	-	-	-	811	-
Revaluation increments/decrements	-	-	-	-	-	-
	(433)	(274)	(402)	-	(1,109)	-
At fair value 30 June 2021	14,498	9,752	4,956	1,959	31,165	4,395
Accumulated depreciation at 30 June 2021	(7,411)	(8,766)	(3,800)	-	(19,977)	-
	7,087	986	1,156	1,959	11,188	4,395

Note 6 Assets we manage (cont.)

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

(c) Infrastructure	Roads \$'000	Bridges \$'000	Footpaths and cyceways \$'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 2020	426,258	25,065	129,678	19,602	413,913	26,856	37,829	5,415	1,084,616	5,100
Accumulated depreciation at 1 July 2020	(213,923)	(8,003)	(59,143)	(8,613)	(139,397)	(10,368)	(15,967)	(1,262)	(456,676)	-
	212,335	17,062	70,535	10,989	274,516	16,488	21,862	4,153	627,940	5,100
Movements in fair value										
Acquisition of assets at fair value	8,793	82	3,019	346	3,341	6,211	1,734	-	23,526	3,731
Contributed assets	391	-	175	-	1,390	-	-	-	1,956	-
Revaluation increments/decrements	(14,284)	(684)	(3,288)	(79)	(5,001)	-	-	-	(23,336)	-
Fair value of assets disposed	(250)	-	(210)	-	-	-	-	-	(460)	-
Impairment losses recognised in operating result	-	-	-	-	-	-	-	-	-	(29)
Transfers	357	-	477	-	136	2,049	1,102	-	4,121	(2,231)
	(4,993)	(602)	173	267	(134)	8,260	2,836	-	5,807	1,471
Movements in accumulated depreciation										
Depreciation and amortisation	(8,514)	(418)	(1,398)	(280)	(3,444)	(1,269)	(1,636)	(361)	(17,320)	-
Accumulated depreciation of disposals	150	-	126	-	-	-	-	-	276	-
Revaluation increments/decrements	13,116	324	152	155	26	-	-	-	13,773	-
	4,752	(94)	(1,120)	(125)	(3,418)	(1,269)	(1,636)	(361)	(3,271)	-
At fair value 30 June 2021	421,265	24,463	129,851	19,869	413,779	35,116	40,665	5,415	1,090,423	6,571
Accumulated depreciation at 30 June 2021	(209,171)	(8,097)	(60,263)	(8,738)	(142,815)	(11,637)	(17,603)	(1,623)	(459,947)	-
	212,094	16,366	69,588	11,131	270,964	23,479	23,062	3,792	630,476	6,571

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

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

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

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

Asset recognition thresholds and depreciation periods

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

Land under roads

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

Depreciation and amortisation

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

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

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

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

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

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

Artworks

Artworks are not depreciated.

Valuation of land and buildings

Valuations were completed as at 30 June 2021 for Council. Valuations for 30 June 2021 are at fair value.

Non-specialised land and non-specialised buildings

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

For non-specialised land and non-specialised buildings, a valuation was performed by Council's Manager Property Services, Mr Graham Brewer FAPI, Certified Practising Valuer (Registration Number 61916) to determine the fair value using the market based direct comparison method. Valuation of the assets was determined by analysing comparable sales and allowing for share, size, topography, location and other relevant factors specific to the asset being valued. From the sales analysed, an appropriate rate per square metre has been applied to the subject asset. The effective date of the valuation is 30 June 2021.

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

Specialised land and specialised buildings

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

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

The valuation of Council's specialised land and specialised buildings was performed by Council's Manager Property Services, Mr Graham Brewer FAPI, Certified Practising Valuer (Registration Number 61916). The valuation was performed using either the market based direct comparison method or depreciated replacement cost, adjusted for restrictions in use. The effective date of the valuation is 30 June 2021.

Details of the Council's land and buildings and information about the fair value hierarchy as at 30 June 2021 are as follows:

	Level 1	Level 2	Level 3	<i>Date of Valuation</i>
	\$'000	\$'000	\$'000	
Land	-	8,683	1,302,608	Jun 2021
Land under roads	-	-	10,129	-
Buildings	-	1,422	216,462	Jun 2021
Total	-	10,105	1,529,199	

	2021	2020
	\$'000	\$'000
Reconciliation of specialised land		
Land under roads	10,129	6,110
Parks, reserves and other	1,302,608	1,189,278
Total specialised land	1,312,737	1,195,388

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

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

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

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

A valuation of Council's infrastructure assets was performed by Council's Manager, Infrastructure Services, Mr James Paterson *B.Eng (Civil)*. The valuation was performed based on the depreciated replacement cost of the assets. The effective date of the valuation is 30 June 2021.

There were no changes in valuation techniques throughout the period to 30 June 2021.

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 2021 are as follows:

	Level 1	Level 2	Level 3	<i>Date of Valuation</i>
	\$'000	\$'000	\$'000	
Roads	-	-	212,094	Jun 2021
Bridges	-	-	16,366	Jun 2021
Footpaths and cycleways	-	-	69,588	Jun 2021
Off street car parks	-	-	11,131	Jun 2021
Drainage	-	-	270,964	Jun 2021
Total	-	-	580,143	

	2021 \$'000	2020 \$'000
Note 6 Assets we manage (cont.)		
6.2 Investments in associates		
Whitehorse-Manningham Regional Library Corporation		
<i>Background</i>		
Manningham City Council has a 33.7% 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 2021, per draft WMRLC financial statements, has been taken up as profit of \$299,950 during the year ended 30 June 2021 (profit of \$221,324 in 2019/20). 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	2,799	2,872
Trade and other receivables	45	48
Other assets	117	87
	<u>2,961</u>	<u>3,007</u>
Non-current assets		
Property & equipment	7,882	7,311
	<u>7,882</u>	<u>7,311</u>
Total assets	10,843	10,318
Current liabilities		
Payables	693	946
Provisions	1,578	1,446
	<u>2,271</u>	<u>2,392</u>
Non-current liabilities		
Provisions	188	181
	<u>188</u>	<u>181</u>
Total liabilities	2,459	2,573
Net assets	8,384	7,745
<i>Movement in carrying value of investment</i>		
Carrying value of investment at start of year	2,526	2,305
Share of surplus/(deficit) for year	300	221
Carrying value of investment at end of year	<u>2,826</u>	<u>2,526</u>

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

Note 7: People and relationships

Note 7 People and relationships

7.1 Council and key management remuneration

(a) Related party

Subsidiaries and Associates

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

(b) Key Management Personnel

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

Councillors

Anna Chen	Councillor	(1 July 2020 - 24 October 2020)
	Councillor	(10 November 2020 - 30 June 2021)
Andrew Conlon	Councillor	(1 July 2020 - 24 October 2020)
	Mayor	(10 November 2020 - 30 June 2021)
Deirdre Diamante	Councillor	(10 November 2020 - 30 June 2021)
Sophy Galbally	Councillor	(1 July 2020 - 24 October 2020)
Geoff Gough	Councillor	(1 July 2020 - 24 October 2020)
	Councillor	(10 November 2020 - 30 June 2021)
Michelle Kleinert	Councillor	(1 July 2020 - 24 October 2020)
	Councillor	(10 November 2020 - 30 June 2021)
Carli Lange	Councillor	(10 November 2020 - 30 June 2021)
Tomas Lightbody	Councillor	(10 November 2020 - 30 June 2021)
Laura Mayne	Councillor	(10 November 2020 - 30 June 2021)
Stephen Mayne	Councillor	(10 November 2020 - 30 June 2021)
Paul McLeish	Mayor	(1 July 2020 - 24 October 2020)
Paula Piccinini	Councillor	(1 July 2020 - 24 October 2020)
Mike Zafiroopoulos AM	Councillor	(1 July 2020 - 24 October 2020)
Dot Haynes	Councillor	(1 July 2020 - 24 October 2020)

Chief Executive Officer

Andrew Day	Chief Executive Officer	(1 July 2020 - 30 June 2021)
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Other Key Management Personnel

Rachelle Quattrocchi	Director City Services	(1 July 2020 - 30 June 2021)
Angelo Kourambas	Director City Planning and Community	(1 July 2020 - 30 June 2021)
Philip Lee	Director Shared Services	(1 July 2020 - 30 June 2021)
Andrew McMaster	Corporate Counsel and Group Manager Governance and Risk	(1 July 2020 - 30 June 2021)
Kerryn Paterson	Group Manager People and Communications	(1 July 2020 - 30 June 2021)
Lee Robson	Manager Community Resilience	(1 July 2020 - 31 December 2020)

	2021	2020
	No.	No.
Total number of Councillors	14	9
Chief Executive Officer and other Key Management Personnel	7	8
Total Key Management Personnel	21	17

(c) Remuneration of Key Management Personnel

Total remuneration of key management personnel was as follows:

	2021	2020
	\$'000	\$'000
Short-term benefits	1,884	1,790
Long-term benefits	39	31
Post employment benefits	147	136
Total	2,070	1,957

Note 7 People and relationships (cont.)**7.1 Council and key management remuneration (cont.)****(c) Remuneration of Key Management Personnel (cont.)**

The numbers of key management personnel whose total remuneration from Council and any related entities, fall within the following bands:	2021 No.	2020 No.
Less than \$10,000 *	4	1
\$20,000 - \$29,999	9	7
\$40,000 - \$49,999	-	1
\$60,000 - \$69,999	-	1
\$70,000 - \$79,999	1	1
\$110,000 - \$119,999	1	-
\$220,000 - \$229,999	2	2
\$230,000 - \$239,999	-	1
\$270,000 - \$279,999	1	-
\$280,000 - \$289,999	1	1
\$290,000 - \$299,999	1	1
\$330,000 - \$339,999	1	1
	<u>21</u>	<u>17</u>

* Relates to exiting Councillors in FY 2020-21 and higher duties payment for acting arrangement in FY 2019-20

(d) Senior Officer 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 \$151,000.

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:	2021 No.	2020 No.
less than \$151,000	2	5
\$151,000 - \$159,999	3	6
\$160,000 - \$169,999	1	3
\$170,000 - \$179,999	7	4
\$180,000 - \$189,999	6	5
\$190,000 - \$199,999	4	2
\$200,000 - \$209,999	3	3
\$210,000 - \$219,999	2	2
	<u>28</u>	<u>30</u>
	\$'000	\$'000
Total Remuneration, excluding resignation benefits, for the reporting year for Senior Officers	4,804	4,939

7.2 Related party disclosure**(a) Transactions with related parties**

During the year Manningham City Council provided contributions to Whitehorse Manningham Regional Library Corporation (WMRLC) with the total value of \$3.89m towards running costs as per the agreement. Council also provides accommodation to house libraries within Manningham.

No transactions other than remuneration payments, or the reimbursement of expenses as approved by Council were made with Related Parties during the reporting year (2019/20, 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 (2019/20, nil).

(c) Loans to/from related parties

There were no aggregate amount of loans in existence at balance date that have been made, guaranteed or secured by the Council to a responsible person of the Council, or a related party of a responsible person (2019/20, nil).

(d) Commitments to/from related parties

No commitments have been made by the Council to Related Parties during the reporting year 2020/21 (2019/20, nil).

Note 8: Managing uncertainties

Note 8 Managing uncertainties

8.1 Contingent assets and liabilities

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

(a) Contingent assets

Developer contributed assets

Developer contributions to be received in respect of future subdivisions total \$1.718m (2019/20, \$2.179m).

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

	2021 \$'000	2020 \$'000
Not later than one year	1,664	1,433
Later than one year and not later than five years	5,681	6,877
Later than five years	7,921	7,629
	<u>15,266</u>	<u>15,939</u>

(b) Contingent liabilities

General

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

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

Bank guarantees issues

Council is responsible for the following bank guarantee:

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

Building cladding

The impact on Council for building cladding rectification has been evaluated. Council is currently planning to undertake cladding rectification work on Council buildings where required.

Liability mutual insurance

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

Superannuation contribution

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

Parking infringements review - private car parks

A potential issue has arisen in that some infringements may have been issued by Council officers in private car parks outside of the authorised hours in the terms of agreements with private land owners. Council may have a liability to refund monies. Council officers are working to determine the number of invalid infringements, quantum and timing of any refunds and as such this is yet to be finalised at the time of reporting. Council is also undertaking a review of the administration of the traffic management function related to private car parks including a review of the private agreements.

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

Certain new Australian Accounting Standards and interpretations have been published that are not mandatory for the 30 June 2021 reporting period. Council assesses the impact of these new standards. As at 30 June 2021 there were no new accounting standards or interpretations issued by the AASB which are applicable for the year ending 30 June 2022 that are expected to impact Council.

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

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

(b) Market risk

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

Interest rate risk

Interest rate risk refers to the risk that the value of a financial instrument or cash flows associated with the instrument will fluctuate due to changes in market interest rates. Interest rate risk arises from interest bearing financial assets and liabilities. Interest bearing assets are predominantly short term liquid assets. As at 30 June 2021 Council had no long term loans or borrowings and is therefore not exposed to interest rate risk on these classes of financial liabilities.

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

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

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

(c) Credit risk

Credit risk is the risk that a contracting entity will not complete its obligations under a financial instrument and cause Council to make a financial loss. Council has exposure to credit risk on all financial assets included in the balance sheet. The maximum exposure to credit risk at balance date in relation to each class of recognised financial asset is represented by the carrying amount of that financial asset.

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

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

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

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

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

Note 8 Managing uncertainties (cont.)**8.3 Financial instruments (cont.)****(d) Liquidity risk**

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

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

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

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

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

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

(e) Sensitivity disclosure analysis

Taking into account past performance, future expectations, economic forecasts, and management's knowledge and experience of the financial markets, Council believes a parallel shift of +0.25% and -0.10% in market interest rates from year-end rates of 0.10% are 'reasonably possible' over the next 12 months.

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

8.4 Fair value measurement*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.

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

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

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

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

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

Impairment of assets

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

8.5 Events occurring after balance date

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

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

Note 9: Other matters

Note 9 Other matters

9.1 Reserves

(a) Asset revaluation reserves

2021	Balance at beginning of reporting year \$'000	Increment/ (decrement) \$'000	Realised Revaluation Reserve \$'000	Balance at end of reporting year \$'000
Property				
Land	986,807	108,479	7	1,095,293
Buildings	47,071	(8,222)	-	38,849
	<u>1,033,878</u>	<u>100,257</u>	<u>7</u>	<u>1,134,142</u>
Plant, equipment and other fixed assets				
Plant, machinery and equipment	19	-	-	19
Fixtures, fittings and furniture	1,006	-	-	1,006
Computers and telecommunications	75	-	-	75
Artworks	887	-	-	887
	<u>1,987</u>	<u>-</u>	<u>-</u>	<u>1,987</u>
Infrastructure				
Roads	116,115	(1,168)	-	114,947
Bridges	5,439	(360)	-	5,079
Footpaths and cycleways	28,843	(3,136)	-	25,707
Off street car parks	5,854	76	-	5,930
Drainage	168,941	(4,975)	-	163,966
Parks, open space and streetscapes	205	-	-	205
	<u>325,397</u>	<u>(9,563)</u>	<u>-</u>	<u>315,834</u>
Total	<u>1,361,262</u>	<u>90,694</u>	<u>7</u>	<u>1,451,963</u>
2020	Balance at beginning of reporting year \$'000	Increment/ (decrement) \$'000	Realised Revaluation Reserve \$'000	Balance at end of reporting year \$'000
Property				
Land	1,052,469	(65,702)	40	986,807
Buildings	52,847	(5,440)	(336)	47,071
	<u>1,105,316</u>	<u>(71,142)</u>	<u>(296)</u>	<u>1,033,878</u>
Plant, equipment and other fixed assets				
Plant, machinery and equipment	19	-	-	19
Fixtures, fittings and furniture	1,006	-	-	1,006
Computers and telecommunications	75	-	-	75
Artworks	887	-	-	887
	<u>1,987</u>	<u>-</u>	<u>-</u>	<u>1,987</u>
Infrastructure				
Roads	110,473	5,642	-	116,115
Bridges	3,419	2,020	-	5,439
Footpaths and cycleways	28,728	115	-	28,843
Off street car parks	6,312	(458)	-	5,854
Drainage	166,039	2,902	-	168,941
Parks, open space and streetscapes	205	-	-	205
	<u>315,176</u>	<u>10,221</u>	<u>-</u>	<u>325,397</u>
Total	<u>1,422,479</u>	<u>(60,921)</u>	<u>(296)</u>	<u>1,361,262</u>

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

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

	Balance at beginning of reporting year \$'000	Transfer from accumulated surplus \$'000	Transfer to accumulated surplus \$'000	Balance at end of reporting year \$'000
2021				
Open Space (resort and recreation) Reserve (a)	13,489	(8,636)	6,915	11,768
Doncaster Hill activity centre DCP Reserve (b)	797	-	633	1,430
Total	14,286	(8,636)	7,548	13,198
	Balance at beginning of reporting year \$'000	Transfer from accumulated surplus \$'000	Transfer to accumulated surplus \$'000	Balance at end of reporting year \$'000
2020				
Open Space (resort and recreation) Reserve (a)	9,227	(4,353)	8,615	13,489
Doncaster Hill activity centre DCP Reserve (b)	-	(158)	955	797
Total	9,227	(4,511)	9,570	14,286

(a) The Open Space (resort and recreation) Reserve was established to control contributions received from developers that will, upon completion of developments be utilised to acquire and create open space, and develop recreation and other facilities for residents in the respective development areas.

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

Note 9	Other matters (cont.)	2021 \$'000	2020 \$'000
9.2	Reconciliation of cash flows from operating activities to surplus/(deficit)		
	Surplus/(deficit) for the year	28,962	26,328
	Depreciation/amortisation	26,028	23,946
	Net gain/(loss) on disposal of property, plant and equipment, infrastructure	(26)	1,595
	Contributed assets	(10,670)	(8,324)
	Share of gain from associate	(300)	(221)
	Adjustment for work in progress write-off to other expenses	29	5
	Change in assets and liabilities:		
	(Increase)/decrease in trade and other receivables	(2,966)	(2,279)
	(Increase)/decrease in other assets	(465)	2,194
	Increase/(decrease) in income received in advance	7,158	1,403
	Increase/(decrease) in trade and other payables	(12,450)	832
	(Decrease)/increase in other assets and liabilities	57	182
	(Increase)/decrease in provisions	826	741
	Adjustment for grant received in prior year spent in current year	-	(228)
	Net cash provided by operating activities	36,183	46,174

9.3 Superannuation

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

Accumulation

The Fund's accumulation categories, Vision MySuper/Vision Super Saver, receives both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings (for the year ended 30 June 2021 this was 9.5% as required under Superannuation Guarantee legislation) (SG).

Defined Benefit

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

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

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 Actuary.

A triennial actuarial review for the Defined Benefit category as at 30 June 2020 was conducted and completed by the due date of 31 December 2020. The vested benefit index (VBI) of the Defined Benefit category of which Council is a contributing employer was 104.6%. The financial assumptions used to calculate the VBI were:

Net investment returns	5.6% pa
Salary information	2.5% pa for two years and 2.75% pa thereafter
Price inflation (CPI)	2.0% pa

As at 30 June 2021, an interim actuarial investigation is underway as the Fund provides lifetime pensions in the Defined Benefit category.

Vision Super has advised that the estimated VBI as at 30 June 2021 was 109.7%. The financial assumptions used to calculate this VBI were:

Net investment returns	4.8% pa
Salary information	2.75% pa
Price inflation (CPI)	2.25% pa

The VBI is used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2020 actuarial investigation determined the Defined Benefit category was in a satisfactory financial position and that no change was necessary to the Defined Benefit category's funding arrangements from prior years.

Note 9 Other matters (cont.)**9.3 Superannuation (cont.)****Employer contributions****Regular contributions**

On the basis of the results of the 2020 triennial actuarial investigation conducted by the Fund Actuary, 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 2021, this rate was 9.5% of members' salaries (9.5% in 2019/2020). This rate is expected to increase in line with any increases in the SG contribution rate and was reviewed as part of the 30 June 2020 triennial valuation.

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, the Fund's participating employers (including Manningham City Council) are required to make an employer contribution to cover the shortfall.

Using the agreed methodology, the shortfall amount is apportioned between the participating employers based on the pre-1 July 1993 and post-30 June 1993 service liabilities of the Fund's Defined Benefit category, together with the employer's payroll at 30 June 1993 and at the date the shortfall has been calculated.

Due to the nature of the contractual obligations between the participating employers and the Fund, and that the Fund includes lifetime pensioners and their reversionary beneficiaries, it is unlikely that the Fund will be wound up.

If there is a surplus in the Fund, the surplus cannot be returned to the participating employers.

In the event that a participating employer is wound-up, the defined benefit obligations of that employer will be transferred to that employer's successor.

The 2020 interim actuarial investigation surplus amounts

An actuarial investigation is conducted annually for the Defined Benefit category of which Council is a contributing employer. Generally, a full actuarial investigation is conducted every three years and interim actuarial investigations are conducted for each intervening year. A full investigation was conducted as at 30 June 2020.

The Fund's actuarial investigation identified the following for the Defined Benefit category of which Manningham City Council is a contributing employer:

	2020 (Triennial) \$m	2019 (Interim) \$m
• A VBI surplus	100.0	151.3
• A total service liability surplus	200.0	233.4
• A discounted accrued benefits surplus	217.8	256.7

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 2020.

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 2020.

The discounted accrued benefit surplus means that the current value of the assets in the Fund's Defined Benefit category exceeds the value of benefits payable in the future but accrued in respect of service to 30 June 2020.

Manningham City Council was notified of the 30 June 2020 VBI during August 2020 (2019: August 2019).

Note 9 Other matters (cont.)**9.3 Superannuation (cont.)****The 2021 interim actuarial investigation**

A interim actuarial investigation is being conducted for the Fund's position as at 30 June 2021 as the Fund provides lifetime pensions in the Defined Benefit category. It is anticipated that this actuarial investigation will be completed by October 2021. Manningham City Council was notified of the 30 June 2021 VBI during August 2021 (2020: August 2020).

Superannuation contributions

Contributions by Council (excluding any unfunded liability payments) to the above superannuation plans for the financial year ended 30 June 2021 are detailed below:

Scheme	Type of Scheme	Rate	2021 \$'000	2020 \$'000
Vision super	Defined benefit	9.50%	229	279
Vision super	Accumulation fund	9.50%	2,229	2,265
Other Funds	Accumulation fund	9.50%	1,963	1,628

In addition to the above contributions, Manningham City Council has paid unfunded liability payments to Vision Super totalling \$0 during the 2020/21 year (2019/20 \$0).

There were no contributions outstanding and no loans issued from or to the above schemes as at 30 June 2021.

The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2022 is \$238,000.

Note 10: Change in accounting policy

Note 9 Other matters (cont.)

9.3 Superannuation (cont.)

The 2021 interim actuarial investigation

A interim actuarial investigation is being conducted for the Fund's position as at 30 June 2021 as the Fund provides lifetime pensions in the Defined Benefit category. It is anticipated that this actuarial investigation will be completed by October 2021. Manningham City Council was notified of the 30 June 2021 VBI during August 2021 (2020: August 2020).

Superannuation contributions

Contributions by Council (excluding any unfunded liability payments) to the above superannuation plans for the financial year ended 30 June 2021 are detailed below:

			2021	2020
Scheme	Type of Scheme	Rate	\$'000	\$'000
Vision super	Defined benefit	9.50%	229	279
Vision super	Accumulation fund	9.50%	2,229	2,265
Other Funds	Accumulation fund	9.50%	1,963	1,628

In addition to the above contributions, Manningham City Council has paid unfunded liability payments to Vision Super totalling \$0 during the 2020/21 year (2019/20 \$0).

There were no contributions outstanding and no loans issued from or to the above schemes as at 30 June 2021.

The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2022 is \$238,000.

Note 10 Change in accounting policy

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

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

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

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

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

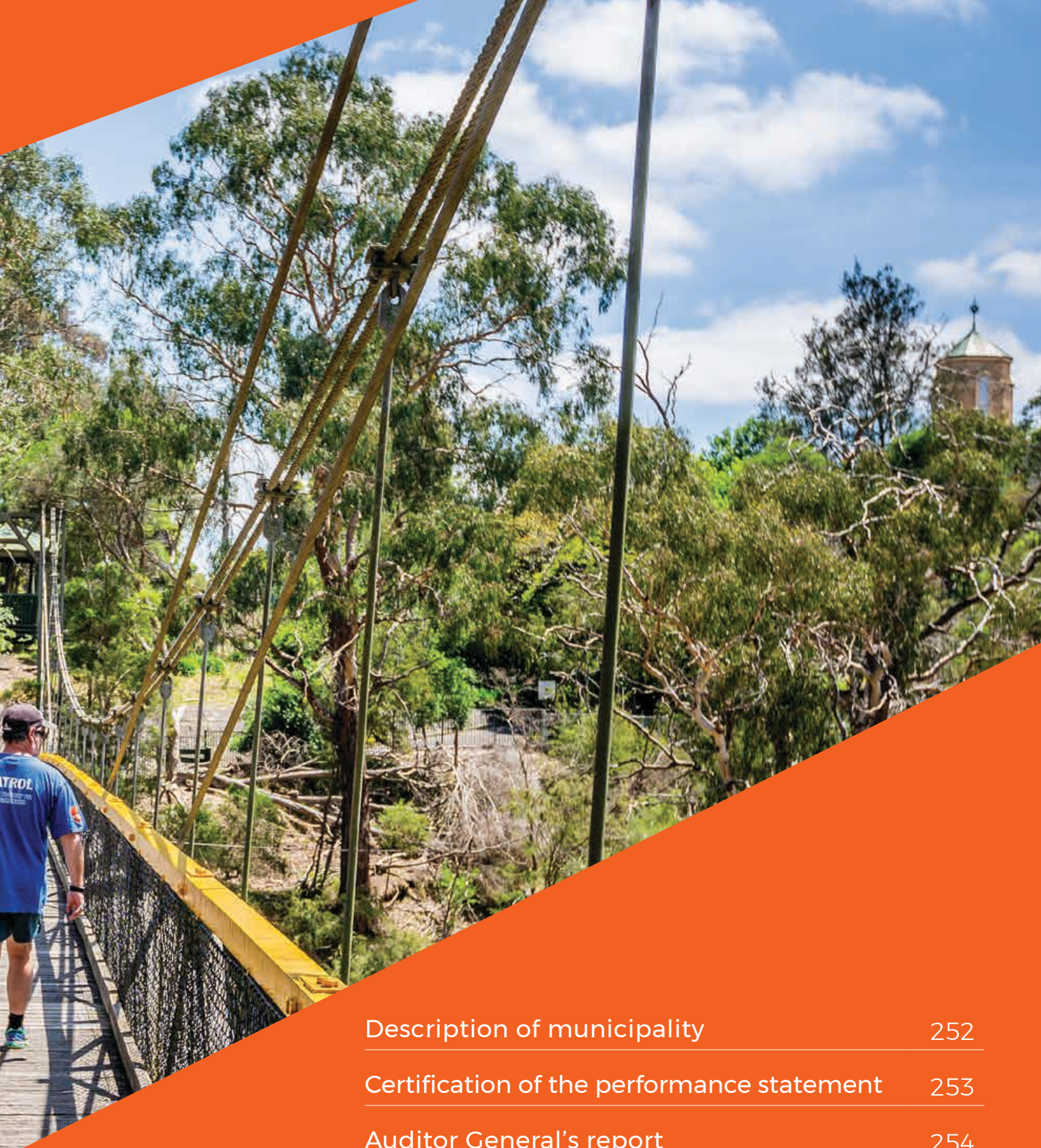
c) AASB 2019-1 Amendments to Australian Accounting Standards - References to the Conceptual Framework (applies 2020/21 for LG Sector)

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



Performance statement





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Manningham Council

Performance Statement

For the year ended 30 June 2021

Manningham City Council is located in Melbourne's north-eastern suburbs, commencing with its western boundary in Bulleen, 12 kilometres from the Melbourne CBD and extending to Wonga Park at its eastern extremity, 32 kilometres from the CBD. The City is bounded by the Yarra River, Banyule City and Nillumbik Shire in the north, Yarra Ranges Shire in the east, Koonung Creek, Maroondah City and the Cities of Whitehorse and Boroondara in the south and Banyule City and the Yarra River in the west.

The City encompasses a total land area of 114 square kilometres, including a substantial 17% green open spaces. The nonurban areas include a large tract of the Green Wedge, and are used mainly for rural residential living, conservation and small scale agriculture.

As at 30 June 2021, our estimated population was 128,929 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 (as per the transitional provisions of the Local Government Act 2020).



Jon Gorst (BCom, CPA)
Principal Accounting Officer

14 September 2021
Doncaster

In our opinion, the accompanying performance statement of the Manningham City Council for the year ended 30 June 2021 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 (as per the transitional provisions of the Local Government Act 2020).

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
14 September 2021
Doncaster



Anna Chen
Deputy Mayor
14 September 2021
Doncaster



Andrew Day
Chief Executive Officer
14 September 2021
Doncaster

Auditor General's report



Independent Auditor's Report

To the Councillors of Manningham City Council

<p>Opinion</p>	<p>I have audited the accompanying performance statement of Manningham City Council (the council) which comprises the:</p> <ul style="list-style-type: none"> • description of municipality for the year ended 30 June 2021 • sustainable capacity indicators for the year ended 30 June 2021 • service performance indicators for the year ended 30 June 2021 • financial performance indicators for the year ended 30 June 2021 • other information and • certification of the performance statement. <p>In my opinion, the performance statement presents fairly, in all material respects, the performance of the council for the year ended 30 June 2021 in accordance with the performance reporting requirements of Part 6 of the <i>Local Government Act 1989</i>.</p>
<p>Basis for Opinion</p>	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Standards on Assurance Engagements. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the performance statement</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. I and my staff are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's <i>APES 110 Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the 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>
<p>Councillors' responsibilities for the performance statement</p>	<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>
<p>Auditor's responsibilities for the audit of the performance statement</p>	<p>As required by the <i>Audit Act 1994</i>, my responsibility is to express an opinion on the performance statement based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the performance statement as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Standards on Assurance 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
21 September 2021



Sanchu Chummar

as delegate for the Auditor-General of Victoria

Other information

For the year ended 30 June 2021

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 (as per the transitional provisions of the Local Government Act 2020).

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 2021/22 Budget on 29 June 2021 and which forms part of the Council Plan. The 2021/22 Budget 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 2021/22 Budget can be obtained by contacting council.

2. Impact of COVID-19 on Council operations

On 30 January 2020, COVID-19 was declared to be a global pandemic by the World Health Organisation. Since then, various measures have been implemented by all three levels of Government in Australia to reduce the spread of COVID-19. This crisis and measures taken to mitigate it has impacted council operations in a number of areas during the financial year ended 30 June 2021.

In response to a decrease in demand and government directives amidst the COVID-19 outbreak, a number of Council services were reduced or closed including our recreation, leisure and community facilities including Aquarena, stadiums, pavilions, libraries, community centres, the function centre, the Civic Centre and MC2. These closures resulted in a decrease in Council revenue and other unbudgeted costs.

During 2020/21 Council also provided a range of COVID-19 community financial relief measures including:

- The continued ability for rate payers to apply for special rate repayment arrangements for those qualifying on financial hardship grounds.
- A COVID-19 Community Relief Fund to provide funding to sectors of the community in need.
- Rent and lease relief, and utility subsidies, for sporting clubs, community groups and commercial tenants who use Council facilities.

Council continues to closely monitor the impact of the COVID-19 pandemic and work with the community through these challenging times. Refer to the Annual Financial Report for further information.

Sustainable Capacity Indicators

For the year ended 30 June 2021

Indicator / measure [formula]	Results				Comments - Material Variations
	2018	2019	2020	2021	
Population					
C1 Expenses per head of municipal population [Total expenses / Municipal population]	\$913.67	\$951.72	\$996.46	\$1,000.25	Over the period, Council manages to deliver high-quality services within a responsible budget at an average of \$1,000 per head of municipal population. This demonstrates that Council is committed to provide core services and community facilities in a cost effective way.
C2 Infrastructure per head of municipal population [Value of infrastructure / Municipal population]	\$6,450.99	\$6,802.18	\$6,856.92	\$6,764.58	Manningham is committed to maintain, renew and upgrade infrastructure assets and each year allocates a minimum of 33% of rate revenue in addition to other funding sources to fund the capital works program.
C3 Population density per length of road [Municipal population / Kilometres of local roads]	205.81	205.83	209.14	210.46	Manningham has a lower population density per km of road than similar councils. The maintenance and upgrade of local road network is funded by an ongoing capital works program and maintenance funds.
Own-source revenue					
C4 Own-source revenue per head of municipal population [Own-source revenue / Municipal population]	\$910.10	\$954.57	\$948.91	\$944.73	The result reflects the importance of generating revenue from new and different sources to ensure ongoing financial sustainability.
Recurrent grants					
C5 Recurrent grants per head of municipal population [Recurrent grants / Municipal population]	\$109.33	\$106.30	\$101.69	\$96.33	Over the course of 4 years there is a decrease in average recurrent government grants per head of municipal population leaving Council to heavily rely on rates revenue to fund community services and infrastructure needs.
Disadvantage					
C6 Relative Socio-Economic Disadvantage [Index of Relative Socio-Economic Disadvantage by decile]	9.00	9.00	9.00	9.00	Manningham has a low level of socio-economic disadvantage relative to many councils. Data released from the most recent census (2016) indicates that the level of disadvantage has increased in a few areas leading to a reduction in this indicator by 1 decile compared to the last census publication.
Workforce turnover					
C7 Percentage of staff turnover [Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100	9.92%	9.62%	11.61%	9.32%	Workforce turnover of 9.32% is lower than previous years reflecting a stable workforce.

Definitions

"adjusted underlying revenue" means total income other than:

- (a) non-recurrent grants used to fund capital expenditure; and
- (b) non-monetary asset contributions; and

(c) contributions to fund capital expenditure from sources other than those referred to above "infrastructure" means non-current property, plant and equipment excluding land

"local road" means a sealed or unsealed road for which the council is the responsible road authority under the Road Management Act 2004

"population" means the resident population estimated by council

"own-source revenue" means adjusted underlying revenue other than revenue that is not under the control of council (including government grants)

"relative socio-economic disadvantage", in relation to a municipality, means the relative socio-economic disadvantage, expressed as a decile for the relevant financial year, of the area in which the municipality is located according to the Index of Relative Socio-Economic Disadvantage (Catalogue Number 2033.0.55.001) of SEIFA "SEIFA" means the Socio-Economic Indexes for Areas published from time to time by the Australian Bureau of Statistics on its Internet website "unrestricted cash" means all cash and cash equivalents other than restricted cash.

Service Performance indicators

For the year ended 30 June 2021

Service/ indicator/ measure	2018	2019	2020	2021	Comments
Aquatic Facilities					
Utilisation					
AF6 Utilisation of aquatic facilities [Number of visits to aquatic facilities / Municipal population]	5.68	5.27	3.97	1.66	We uphold community safety at our aquatic facility <i>Aquarena</i> and only opened when safe to do so under the Victorian Government's Covid-19 restrictions. We have seen visits fall significantly, impacted by a number of closures, patron caps and density quotients. The facility was fully closed for 100 days, open with limited density and caps for 202 days, and 63 days where the outdoor 50m pool was the only area of the facility open. <i>Aquarena</i> provides great value with a variety of programs and activities and work continues to encourage participation when it is safe to do so.
Animal Management					
Health and safety					
AM7 Animal management prosecutions [Number of successful animal management prosecutions]	New in 2020	New in 2020	100%	100%	We work to ensure responsible pet ownership and community safety with prosecution as a last resort. Across the year we were 100% successful in animal management prosecutions.
Food Safety					
Health and safety					
FS4 Critical and major non-compliance outcome notifications [Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] x100	99.03%	98.40%	97.48%	93.38%	We prioritise the health and wellbeing of the community and respond to critical and major non-compliance notifications. We have seen a slight decline in the result compared to last year as not all follow up inspections were able to be performed as the premises was closed as a result of Covid-19 restrictions.
Governance					
Satisfaction					
G5 Satisfaction with council decisions [Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]	57	57	57	58	Our Council continues to work to improve community satisfaction with council decisions. We have seen a positive increase in the result for this year from the annual Community Satisfaction Survey. This survey is conducted by an independent research company on behalf of the Victorian Government.
Libraries					
Participation					
LB4 Active library borrowers in municipality [Number of active library borrowers in the last three years / The sum of the population for the last three years] x100	14.89%	14.74%	14.30%	12.32%	We operated our libraries under the Victorian Government's Covid-19 restrictions to keep the community safe. As a result of closures and restrictions which were in place for the majority of the year, we have seen a significant decrease in library participation compared to the previous years. We are working to resume and adapt our services as it is safe to do so.
Maternal and Child Health (MCH)					
Participation					
MC4 Participation in the MCH service [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100	74.36%	79.67%	76.42%	77.44%	We have seen a slight increase in participation rates this year in our highly valued Maternal Child Health service, despite the significant challenges for attending families and nurses, as the service operated under with the Victorian Government's Covid-19 restrictions to protect community safety.
MC5 Participation in the MCH service by Aboriginal children [Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100	85.11%	70.97%	82.14%	73.53%	We have seen a small increase in the number of Aboriginal and Torres Strait Islander children participate in our Maternal Child Health service. However as the total number of children enrolled in the service was slightly greater at 17 from 14 in 2019/20, this has resulted in an decrease in the overall result compared to last year. The year also saw significant challenges for attending families and nurses, as the service operated in-line with the Victorian Government's Covid-19 restrictions to protect community safety.

2020/21 Performance Statement

	Service/indicator/measure	2018	2019	2020	2021	Comments
Roads						
Satisfaction						
R5	Satisfaction with sealed local roads [Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]	64	66	66	64	We continue to work to improve the community's satisfaction with local roads. We have seen a slight decline of 2 this year from the annual Community Satisfaction Survey. This survey is conducted by an independent research company on behalf of the Victorian Government.
Statutory Planning						
Decision making						
SP4	Council planning decisions upheld at VCAT [Number of VCAT decisions that did not set aside council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100	64.71%	52.46%	51.35%	63.33%	We have seen an increase in the overall percentage of decisions upheld at the tribunal from 51% in 2019/20 to 63% in 2020/21. In 2020/21, 5 of 11 decisions set aside were successfully negotiated at compulsory conference or through outside negotiations with the permit applicant.
Waste Collection						
Waste diversion						
WC5	Kerbside collection waste diverted from landfill [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100	54.12%	53.24%	56.40%	55.21%	We continue work to delivery a high quality waste service. This year we have seen a 2.11% decrease in tonnages diverted from landfill compared to last year. Contributing factors include significant weather events increasing the garden waste and an increase in garbage with families at home during Covid-19 lockdown.

Definitions

"Aboriginal child" means a child who is an Aboriginal person

"Aboriginal person" has the same meaning as in the Aboriginal Heritage Act 2006

"active library borrower" means a member of a library who has borrowed a book from the library

"annual report" means an annual report prepared by a council under sections 131, 132 and 133 of the Act

"CALD" means culturally and linguistically diverse and refers to persons born outside Australia in a country whose national language is not English

"class 1 food premises" means food premises, within the meaning of the Food Act 1984, that have been declared as class 1 food premises under section 19C of that Act

"class 2 food premises" means food premises, within the meaning of the Food Act 1984, that have been declared as class 2 food premises under section 19C of that Act

"critical non-compliance outcome notification" means a notification received by council under section 19N(3) or (4) of the Food Act 1984, or advice given to council by an authorized officer under that Act, of a deficiency that poses an immediate serious threat to public health

"local road" means a sealed or unsealed road for which the council is the responsible road authority under the Road Management Act 2004

"major non-compliance outcome notification" means a notification received by a council under section 19N(3) or (4) of the Food Act 1984, or advice given to council by an authorized officer under that Act, of a deficiency that does not pose an immediate serious threat to public health but may do so if no remedial action is taken

"MCH" means the Maternal and Child Health Service provided by a council to support the health and development of children within the municipality from birth until school age

"population" means the resident population estimated by council

"WorkSafe reportable aquatic facility safety incident" means an incident relating to a council aquatic facility that is required to be notified to the Victorian WorkCover Authority under Part 5 of the Occupational Health and Safety Act 2004

Financial Performance Indicators

For the year ended 30 June 2021

Dimension/indicator/measure	Results			Forecast			Material Variations		
	2018	2019	2020	2021	2022	2023		2024	2025
Efficiency									
Expenditure level									
E2 Expenses per property assessment [Total expenses / Number of property assessments]	\$2,308.23	\$2,372.49	\$2,479.25	\$2,464.10	\$2,543.34	\$2,607.22	\$2,661.27	\$2,728.14	Manningham is continuing to deliver quality services in accordance with its long term plan. The focus continues to be on responsible budgeting while providing cost-effective services and delivering infrastructure projects to meet the needs of our community.
Revenue level									
E4 Average rate per property assessment [General rates and Municipal charges / Number of property assessments]	New in 2020	New in 2020	\$ 1,787.81	\$1,813.82	\$1,860.23	\$1,888.15	\$1,922.81	\$1,968.03	Manningham's average general rate increase was 2.0 per cent in 2020/21 in line with the Victorian Government's rate cap. Council's forecast future average general rate increases are in line with forecast CPI / rate caps. Rate revenue is a source of funding for a range of Council services and assists in providing funding to maintain and renew over \$2 billion of community assets such as local roads, community buildings, drains, footpaths, playgrounds and sporting facilities.
Liquidity									
Working capital									
L1 Current assets compared to current liabilities [Current assets / Current liabilities] x100	215.24%	223.02%	198.35%	174.72%	151.61%	146.98%	137.78%	128.13%	Manningham can comfortably meet all short term financial commitments as and when they arise and is in a sound financial position. The forward year forecasts also indicate that Manningham is expecting to maintain a strong working capital ratio.
Unrestricted cash									
L2 Unrestricted cash compared to current liabilities [Unrestricted cash / Current liabilities] x100	63.67%	37.57%	36.87%	-13.10%	33.45%	33.39%	18.76%	11.72%	The reduction in the unrestricted cash ratio is mainly due to Manningham investing in term deposits with a maturity of greater than 90 days to improve interest revenue. Only term deposits with a maturity of 90 days or less are included in the calculation of cash for this ratio.
Obligations									
Loans and borrowings									
O2 Loans and borrowings compared to rates [Interest bearing loans and borrowings / Rate revenue] x100	7.53%	7.14%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	Manningham is debt free. No future loan borrowings are proposed in the forecast period.

Dimension/indicator/measure	2018	2019	2020	2021	2022	2023	2024	2025	Material Variations
O3 Loans and borrowings repayments compared to rates [Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100	0.32%	0.30%	6.97%	0.00%	0.00%	0.00%	0.00%	0.00%	Manningham is debt free. No future loan borrowings are proposed in the forecast period.
O4 Indebtedness									
Non-current liabilities compared to own source revenue [Non-current liabilities / Own source revenue] x100	7.19%	1.13%	3.04%	2.84%	2.41%	2.09%	1.89%	1.70%	Manningham continues to have a low level of non-current liabilities compared to revenue.
O5 Asset renewal and upgrade									
Asset renewal and upgrade compared to depreciation [Asset renewal and asset upgrade expense / Asset depreciation] x100	New in 2020	New in 2020	161.28%	118.17%	144.01%	123.61%	122.37%	111.54%	The 2020/21 result and budget from 2021/22 onwards demonstrates Manningham's ongoing commitment to invest in the renewal and upgrade of its existing community infrastructure.
Operating position									
Adjusted underlying result									
OP1 Adjusted underlying surplus (or deficit) [Adjusted underlying surplus (deficit)/ Adjusted underlying revenue] x100	10.49%	10.62%	5.69%	5.79%	5.56%	5.53%	5.37%	5.37%	The 2020/21 result is a strong result despite the financial impact on Council of the COVID-19 pandemic. The surplus assists in funding the annual capital works program, which brings major community benefit.
Stability									
Rates concentration									
S1 Rates compared to adjusted underlying revenue [Rate revenue / Adjusted underlying revenue] x100	76.06%	76.30%	78.61%	80.12%	80.76%	80.77%	80.88%	80.81%	Manningham receives a relatively low level of grants allocation and hence heavily relies on rate revenue for the delivery of high-quality services and infrastructure to the community.
Rates effort									
S2 Rates compared to property values [Rate revenue / Capital improved value of rateable properties in the municipality] x100	0.20%	0.17%	0.20%	0.19%	0.20%	0.21%	0.21%	0.22%	The ratio highlights Manningham's relative low rate burden on its community when compared to property value.

Retired measures		2018	2019	2020	2021	Comments
Dimension/indicator/measure						
Animal Management						
Health and safety						
AM4	Animal management prosecutions [Number of successful animal management prosecutions]	6	7	Retired in 2020		This measure was replaced by AM7 from 1 July 2019.
Efficiency						
Revenue level						
E1	Average residential rate per residential property assessment [Residential rate revenue / Number of residential property assessments]	\$1,911	\$1,961	Retired in 2020		This measure was replaced by E4 from 1 July 2019.
Obligations						
Asset renewal						
O1	Asset renewal compared to depreciation [(Asset renewal expense / Asset depreciation) x100]	96.53%	87.46%	Retired in 2020		This measure was replaced by O5 from 1 July 2019.

Definitions

"adjusted underlying revenue" means total income other than:

- (a) non-recurrent grants used to fund capital expenditure; and
- (b) non-monetary asset contributions; and

(c) contributions to fund capital expenditure from sources other than those referred to above "infrastructure" means non-current property, plant and equipment excluding land

"local road" means a sealed or unsealed road for which the council is the responsible road authority under the *Road Management Act 2004*

"population" means the resident population estimated by council

"own-source revenue" means adjusted underlying revenue other than revenue that is not under the control of council (including government grants)

"relative socio-economic disadvantage", in relation to a municipality, means the relative socio-economic disadvantage, expressed as a decile for the relevant financial year, of the area in which the municipality is located according to the Index of Relative Socio-Economic Disadvantage (Catalogue Number 2033.0.55.001) of SEIFA "SEIFA" means the Socio-Economic Indexes for Areas published from time to time by the Australian Bureau of Statistics on its Internet website "unrestricted cash" means all cash and cash equivalents other than restricted cash.

"Aboriginal person" has the same meaning as in the *Aboriginal Heritage Act 2006*

"active library member" means a member of a library who has borrowed a book from the library

"annual report" means an annual report prepared by a council under sections 131, 132 and 133 of the Act

"CALD" means culturally and linguistically diverse and refers to persons born outside Australia in a country whose national language is not English

"class 1 food premises" means food premises, within the meaning of the *Food Act 1984*, that have been declared as class 1 food premises under section 19C of that Act

"class 2 food premises" means food premises, within the meaning of the *Food Act 1984*, that have been declared as class 2 food premises under section 19C of that Act

"Community Care Common Standards" means the Community Care Common Standards for the delivery of HACC services, published from time to time by the Commonwealth

"critical non-compliance outcome notification" means a notification received by council under section 19N(3) or (4) of the *Food Act 1984*, or advice given to council by an authorized officer under that Act, of a deficiency that poses an immediate serious threat to public health

"food premises" has the same meaning as in the *Food Act 1984*

"HACC program" means the Home and Community Care program established under the Agreement entered into for the purpose of the *Home and Community Care Act 1985* of the Commonwealth

"HACC service" means home help, personal care or community respite provided under the HACC program

"local road" means a sealed or unsealed road for which the council is the responsible road authority under the *Road Management Act 2004*

"major non-compliance outcome notification" means a notification received by a council under section 19N(3) or (4) of the *Food Act 1984*, or advice given to council by an authorized officer under that Act, of a deficiency that does not pose an immediate serious threat to public health but may do so if no remedial action is taken

"MCH" means the Maternal and Child Health Service provided by a council to support the health and development of children within the municipality from birth until school age

"population" means the resident population estimated by council

"target population" has the same meaning as in the Agreement entered into for the purposes of the *Home and Community Care Act 1985* of the Commonwealth

"WorkSafe reportable aquatic facility safety incident" means an incident relating to a council aquatic facility that is required to be notified to the Victorian WorkCover Authority under Part 5 of the *Occupational Health and Safety Act 2004*

"adjusted underlying revenue" means total income other than:

(a) non-recurrent grants used to fund capital expenditure; and

(b) non-monetary asset contributions; and

(c) contributions to fund capital expenditure from sources other than those referred to above "adjusted underlying surplus (or deficit)" means adjusted underlying revenue less total expenditure

"asset renewal expenditure" means expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability

"current assets" has the same meaning as in the AAS "current liabilities" has the same meaning as in the AAS

"non-current assets" means all assets other than current assets

"non-current liabilities" means all liabilities other than current liabilities

"non-recurrent grant" means a grant obtained on the condition that it be expended in a specified manner and is not expected to be received again during the period covered by a council's Strategic Resource Plan

Glossary and abbreviations

Glossary

Advisory committee	A committee that assists council with the decision-making process and has a Councillor representative to assist with the consultation process
Advocacy	Publicly supporting or recommending programs or services on behalf of our community to other tiers of government or service providers for community benefit
Annual Report	An report prepared by a Council annually under sections 98, 99 and 100 of the <i>Local Government Act 2020</i> .
Asset expansion expenditure	Expenditure that extends the capacity of an existing asset to provide benefits to new users at the same standard as is provided to existing beneficiaries
Asset expenditure type	These types of asset expenditure: <ul style="list-style-type: none"> • asset renewal expenditure • new asset expenditure • asset upgrade expenditure • asset expansion expenditure
Asset renewal expenditure	Expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability
Asset upgrade expenditure	Expenditure that: <ul style="list-style-type: none"> • enhances an existing asset to provide a higher level of service; or • increases the life of the asset beyond its original life
Best value	State legislation that requires Council to review services to ensure community expectations and value for money
Budget	Council’s originally published budget detailing the projected income, expenditure and financial position of council
Capital expenditure	The expenditure on items which are expected to produce future economic benefits for Council with a useful life in excess of 12 months
Capital improved value	The market value of the property at the date of valuation including the value of the land and all improvements built on the land
Capital Works Program	Program of scheduled infrastructure works generally encompassing capital works for road, drainage and building assets
Capitalisation	The process whereby expenditure is charged to an account in the statement of financial position rather than to an expense account
Council Plan	The four-year plan for how we will deliver our nine strategic objectives

Community grants	Council allocates a sum of money for our Community Development Community Grants program as part of the annual budget process. The funding supports not for profit community organisations in Manningham
Community Satisfaction Survey	The survey the state government requires Councils to conduct once a year to gauge the level of community satisfaction with our services
Cultural diversity	Celebrating our community's many different cultures expressed through language, tradition, religion, dress, arts, dance and lifestyle
COVID-19	Coronavirus disease (COVID-19) is an infectious disease caused by a newly discovered coronavirus.
Community Care Program	Home and Community Care (HACC) and the Commonwealth Home Support programs established under Agreements entered into with the Australian and State Governments support people who are frail, have a disability and their families
Community care service	Provides a range of services including domestic assistance, personal care, community respite and delivered meals which assists clients to maximise their independence in the community
Governance	Council's responsibility for the economic and ethical performance of the municipality
Infrastructure	The stock of fixed capital equipment, including roads, public buildings, footpaths, etc.
Key performance indicator	A significant measure used on its own or in combination with other key performance indicators to monitor how well a business is achieving its quantifiable objectives
Liquidity	The ratio of current assets to current liabilities as a percentage that shows how much cash we have on hand
Local Government Model Financial Report	he Local Government Model Financial Report published by Local Government Victoria each year including on localgovernment.vic.gov.au
Local law	The laws adopted by Council that prohibit, regulate and control activities, events, practices and behaviours within Manningham
Local roads	The municipal road network which is maintained by Manningham Council
Manningham Matters	The Council newsletter we deliver to all Manningham homes and businesses that provides residents with information about local activities.
Manningham Planning Scheme	Outlines state and local planning policies including zones, overlays and other provisions
Material variations	Significant changes to a development application, such as those that impact neighbouring properties, alter the description of the development or would affect objections to the original proposal.

Maternal and Child Health (MCH) Service	Service provided by a Council to support the health and development of children within the municipality from birth until school age
Municipal Association of Victoria (MAV)	The lobbying body for Victoria's 79 councils
New asset expenditure	Expenditure that creates a new asset that provides a service that does not currently exist
Non-current assets	All assets other than current assets
Non-recurrent grant	A grant obtained on the condition that it be expended in a specified manner and is not expected to be received again during the period covered by a Council's Strategic Resource Plan
North East Link Project (NELP)	The largest road project in the state's history, which will involve seven years of planning, design and construction. It is the biggest infrastructure project to affect Manningham's municipality.
Performance indicator	A statistic identifying the extent of activity in meeting a specific objective
Performance statement	The performance statement prepared by a Council under section 98 and 99 of the <i>Local Government Act 2020</i> .
Placemaking	Activities and initiatives that strengthen the connection between people and the places they share to help build community resilience and make our neighbourhood centres and villages more vibrant.
Principal Accounting Officer	The person designated by a Council to be responsible for the financial management of the Council.
Recurrent grant	A grant other than a non-recurrent grant.
Report of operations	The report outlining details of Council operations prepared under section 98 of the <i>Local Government Act 2020</i> .
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 98 of the <i>Local Government Act 2020</i> .
Risk management	A policy and process for identifying business risks and controlling the likelihood and/or impact of a risk event occurring.
Strategy	A plan of action intended to accomplish specific objectives.
Statement of Capital Works	A statement of capital works prepared in accordance with the Local Government Model Financial Report.

Statement of Human Resources	A statement that shows all Council staff expenditure and the number of full time equivalent Council staff
Sustainable	How we meet present-day needs without compromising future generations' ability to meet their needs
Themes	The overarching strategic objectives or focus areas of Council, as outlined in the Council Plan
Triple bottom line	Measures community well-being by assessing the economic, social and environmental considerations
Vision	A description of the future we aim to achieve for our city and community
Ward	The delineation of a district within a municipality for the purposes of administration and representation
Wellbeing	A general term to encompass health, happiness, welfare, security, comfort, quality of life and a sense of belonging

Abbreviations

AAS	Australian Accounting Standard
ABS	Australian Bureau of Statistics
AMS	Asset Management Strategy
CALD	Culturally and Linguistically Diverse
CEO	Chief Executive Officer
Cr	Councillor
EBA	Enterprise Bargaining Agreement
EMT	Executive Management Team
EO	Equal Opportunity
HACC	Home and Community Care
LGPRF	Local Government Performance Reporting Framework
MAV	Municipal Association of Victoria
MCH	Maternal Child Health
NDIS	National Disability Insurance Scheme
NELP	North East Link Project
OHS	Occupational Health and Safety
SBS	Strategic Briefing Session
UNHCR	United Nations High Commission for Refugees
VEC	Victorian Electoral Commission

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Thank you

Thank you for reading Manningham Council's Annual Report 2020/21. We hope that this report has given you a good understanding of our achievements and performance between 1 July 2020 and 30 June 2021. We value your feedback. You can provide this to us by contacting us.

Annual Report 2020/21

This report is a comprehensive account of our achievements, challenges, aspirations for the future and commitments to our customers.

In it, we report on our performance against the strategic themes and goals outlined in the Council Plan 2017-2021 and give an analysis of our financial performance. The report also illustrates the breadth and depth of the services we are proud to deliver to the Manningham community.

Why we have an Annual Report

Our Annual Report is a critical tool to inform Manningham's residents, businesses, employees and potential employees, Victorian and Australian Governments, peak bodies, and community groups and organisations about our activities, performance and future direction.

Manningham is required under the *Local Government Act 2020* to present an Annual Report to the Minister for Local Government each year.

Further reading

We encourage you to visit our website manningham.vic.gov.au where you can find information about our services, programs, events, major initiatives, major publications and more. On our website, you will find our *Manningham Matters* publication, which highlights the important work we do in the community.






Manningham Council acknowledges the Wurundjeri people as the traditional custodians of the land now known as Manningham. We pay our respects to Wurundjeri Elders past and present, and value their ongoing contribution to our heritage and our community.

Contact Information

View this Annual Report online at
manningham.vic.gov.au/annual-report

Get in touch

Connect online

-  [twitter/manninghamcc](https://twitter.com/manninghamcc)
-  [facebook/manninghamCouncil](https://facebook.com/manninghamCouncil)
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