

# ANNUAL REPORT 2015/16



## BUILDING ACTIVE COMMUNITIES



Manningham Council provides a wide variety of more than 100 services to our community and is responsible for the effective management of \$2 billion of land and infrastructure assets, such as roads, drains, footpaths and more, across an area of 114 square kilometres in Melbourne's north eastern suburbs.

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## OUR STRATEGIC DIRECTION

Council's objectives and actions to achieve our mission and further improve services and facilities are described in our Council Plan 2013 – 2017. They are delivered through our annual Strategic Resource Plan 2015/16 and Annual Budget 2015/16 and are reported on in this document.

The strategic objectives outlined in our Council Plan 2013 – 2017 are reflective of our Generation 2030 Community Plan, which informs and guides all of Council's strategic plans.

Council is committed to transparent reporting and accountability to the community and the Annual Report 2015/16 is the primary way of informing the Manningham community of Council's performance during this financial year.

This report incorporates all operational activities of Manningham and includes key issues and challenges facing the City and its community. This is the second year we are reporting on a number of service performance, financial and sustainability indicators under the Local Government Performance Reporting Framework (LGPRF), which was introduced in 2014.

## OUR MISSION

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

## OUR VISION

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

## OUR VALUES

**Honesty** – we commit to truth, integrity and goodwill in our community.

**Inclusiveness** – we embrace and promote all people.

**Transparency** – we will be open in our practices and communication with the community.

**Equity** – we will be fair and impartial in serving the community.

**Respect** – we will treat people with dignity and courtesy.

## OUR THEME

The theme for this Annual Report is *Building Active Communities*. In 2015/16, Council embarked on a range of projects to develop facilities and programs that encourage our community to come together, get active and enjoy what Manningham has to offer.

## OUR COVER

The new children's splash play area at the Aquarena Aquatic and Leisure Centre, completed as part of the \$21.4 million redevelopment in 2015/16.

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# PERFORMANCE HIGHLIGHTS

## 2013 – 2017 COUNCIL PLAN STRATEGIC OBJECTIVES

### OUR MAJOR ACHIEVEMENTS IN 2015/16

#### OUR COMMUNITY SPIRIT

More information on  
page 29

Developed and delivered the Plaza Park Project on the MC<sup>2</sup> Civic Plaza, with the assistance of VicHealth funding, with more than 15,000 people engaged in 70 events.

Continued implementation of the Live Well in Bulleen Project.

Undertook extensive conservation works on the significant public art sculptures of 'Sentinel' and 'River Peel'.

\$1,598,343 provided in community grants to 36 community projects.

Awarded 78 food businesses with Five Star Food Safety Awards.

Received Best Practice standard from the State Emergency Services (SES) in their audit of Council's updated Municipal Emergency Management Plan (MEMP).

#### ENJOY AND PROTECT OUR NATURAL SPACES

More information on  
page 38

Developed a new waste bin program to commence in 2016/17 and awarded a new waste collection contract with enhanced technology features to improve service delivery and waste recovery.

Delivered approximately 70 events to encourage the community to learn how to live more sustainably.

Committed approximately \$2 million to install energy efficient LED (Light Emitting Diode) streetlights across Manningham in 2016/17.

Expanded Manningham's open space network by 8,256sqm.

Developed and trialled 20 new zero additional maintenance local stormwater treatment systems (known as ZAM-WSUD) across the municipality.

More than 6,000 community members participated in more than 150 environmental stewardship events and other environmental programs.

Converted 313 local park and carpark lights to LED lights across the municipality.

#### GETTING FROM PLACE TO PLACE

More information on  
page 47

Completed construction of Tindals Road in Donvale, between Mullum Mullum Creek and Stintons Road.

Commenced construction on the final one kilometre section of the Mullum Mullum Trail.

Provided support to five primary schools to implement their active travel plans and more than 50 school activities were held to promote active travel.

Commenced community consultation on a draft strategy for a major upgrade of Jumping Creek Road in Wonga Park to be completed between 2017 and 2023.

Constructed 1,770 metres of new footpaths as part of the Principal Pedestrian Network program.

#### PLANNING FOR WHERE WE LIVE

More information on  
page 55

Attained a planning permit for the construction of the Mullum Mullum Stadium at Mullum Mullum Reserve in Donvale.

Three amendments to the Manningham Planning Scheme were gazetted.

Upgraded playgrounds at six reserves with new play equipment, landscaping and paths.

Installed new outdoor exercise equipment at three reserves.

Provided \$28,188 worth of grants to 19 projects as part of the Heritage Restoration Fund.

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## EVERYTHING WE NEED IS LOCAL

More information on page 64

Completed the \$21.4 million redevelopment of Aquarena Aquatic and Leisure Centre, including improved all abilities access, a new therapy pool, enlarged gym space and a children's splash play area.

Endorsed the inaugural Manningham Local Dementia Alliance Group Action Plan.

Endorsed the Manningham Food Security Plan 2016 – 2021.

Launched the new look Manningham Business website.

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## COUNCIL LEADERSHIP AND ORGANISATIONAL PERFORMANCE

More information on page 77

Completed the first phase of an organisational customer service 'health check' and developed a Customer Service Transformation Roadmap.

Established a new IT Transformation service unit.

Provided mobile devices to Aged and Disability Support Services and Engineering Operations to improve service delivery.

Launched a new staff Intranet.

Completed leadership development program for service unit managers to build coaching capability and resilience.

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# CHALLENGES AND FUTURE OUTLOOK

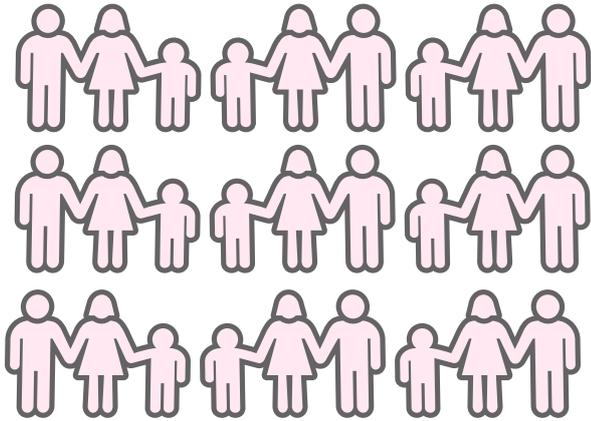
## CHALLENGES

- Council's budget continues to be affected by the impact of long term cost shifting, grant reductions and increased charges from both State and Federal governments.
- National and state wide reforms impacting on libraries, early years, maternal and child health and the implementation of the National Disability Insurance Scheme.
- Growing demand for public transport across the municipality.
- Continued increase in the number and complexity of planning permit applications received by Council.
- Managing the impacts of growth in medium density housing, including amenity impacts during construction and increased demand for open space areas and car parking.

## YEAR AHEAD

- Commence construction of the highly anticipated five court Mullum Mullum Stadium at Mullum Mullum Reserve.
- Complete the Mullum Mullum Creek Linear Park, including constructing and opening of the final section of the Mullum Mullum Trail.
- Continue to implement the Live Well in Bulleen Project to promote better health outcomes for people in Bulleen by conducting new research that aims to understand ways to minimise social isolation and disadvantage.
- Implement the new waste management system and roll out the new waste bins.
- Continue Council's advocacy for improved public transport options for Manningham, including improvements to the bus, cycling, pedestrian and road network, and advocacy for heavy rail to Doncaster.
- Engage the community in the development of the 2017 – 2021 Council Plan.
- Implement the 'Citizen Connect' program, which will include introducing a new contact centre, knowledge base system and an enterprise customer relationship management (CRM) system to improve our ability to meet citizens' needs, expectations and preferences.

# MANNINGHAM COUNCIL SNAPSHOT

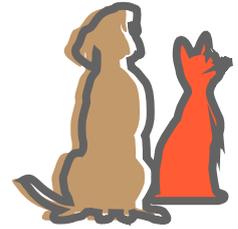


**POPULATION:**

**120,766**

Source: [www.forecast.id.com.au/manningham](http://www.forecast.id.com.au/manningham)

**14,976**



**CATS AND DOGS REGISTERED**

**1,090**



**BIRTHS SUPPORTED BY  
MATERNAL AND CHILD  
HEALTH CENTRES**

6

**47,229**



**RATEABLE PROPERTIES**



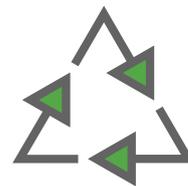
**12,000**

**TREES PLANTED**



**23,151**

**VISITS TO THE MANNINGHAM  
GALLERY**



**53%**

**OF HOUSEHOLD  
WASTE DIVERTED  
FROM LANDFILL**

**696**

**REQUESTS  
FOR  
GRAFFITI  
REMOVAL**

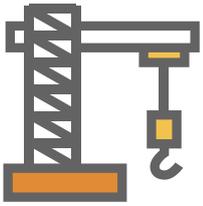


**APPROXIMATELY**

**\$1.6million**

**PROVIDED IN COMMUNITY  
GRANTS**





# \$36.054million

(NON-CAPITALISED) IN CAPITAL WORKS PROJECTS DELIVERED



## 348,439

VISITS TO AQUARENA

## 625,079



VISITS TO LIBRARY BRANCHES

## 1,422

BUILDING PERMITS PROCESSED



## 405,070

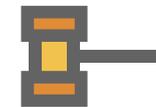
WEBSITE SESSIONS TO [WWW.MANNINGHAM.VIC.GOV.AU](http://WWW.MANNINGHAM.VIC.GOV.AU)

## 9,649

KILOMETRES OF STREET SWEEPING COMPLETED



## 951



PLANNING APPLICATION DECISIONS MADE

## 144,253

HOURS OF HOME AND COMMUNITY CARE PROVIDED



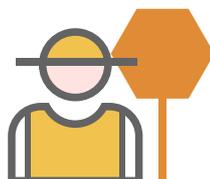
## 45

PROJECTS PUT OUT FOR PUBLIC CONSULTATION



## 37

SCHOOL CROSSINGS SUPERVISED



## 139,172m<sup>2</sup>

SQUARE METRES OF COUNCIL ROADS RESURFACED



## MAYOR'S MESSAGE



On behalf of my fellow Councillors it is with great pleasure that I present Manningham Council's Annual Report 2015/16.

Over the past year we have achieved and embarked on a range of fantastic projects to support our active and vibrant community. This has included a range of community wellbeing, infrastructure and service improvement initiatives. This report outlines our achievements and challenges, as well as what is proposed in the year ahead for council and our community.

As a Council we are committed to supporting and working with our community to meet the ever changing needs of our City, its people and the environment.

This completes the third year of our four year Council Plan 2013 – 2017, and this year we have continued to make progress in achieving our goals and strategic objectives.

Some of the highlights of 2015/16 include:

- Completing the \$21.4 million redevelopment of the Aquarena Aquatic and Leisure Centre to provide a fantastic new facility for our community to enjoy
- Completing planning and design, and attaining planning approval for the \$20 million five court Mullum Mullum Stadium, with construction starting in 2016/17
- Transforming the MC<sup>2</sup> Civic Plaza in Doncaster to deliver the Plaza Park Project with the assistance of VicHealth funding and more than 15,000 people taking part in 70 events and activities
- Upgrading playgrounds at six Manningham reserves with new play equipment, landscaping and paths, and installing new outdoor exercise equipment at three reserves across the municipality

- Negotiating a new waste service contract that is Australian Standards compliant and will deliver \$5.8 million savings over the next six years, including reduced waste bin charges to residential properties.
- Constructing 1,770 metres of new footpaths as part of our Principal Pedestrian Network program.

Council continued to deliver an overall strong financial position, including an average annual rate increase of only 2.73 per cent over the last four years. Strong financial management with a focus on long term sustainability continued in 2015/16, as reported on in more detail in the Financial Performance Overview starting on page 10.

I encourage all members of our community to read this Annual Report to understand the wide range of projects and initiatives that have been delivered or are currently underway in our wonderful City.

A handwritten signature in black ink, appearing to read 'Paul McLeish', written in a cursive style.

**Cr Paul McLeish**

Mayor

# CHIEF EXECUTIVE OFFICER'S MESSAGE



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As the new Manningham Council CEO\*, I am very pleased to present this Annual Report which provides a comprehensive overview of the key achievements, challenges and activities of Council during 2015/16.

Council finished the year in a strong financial position and with a range of exciting projects underway and on the horizon.

Through the Capital Works Program, Council delivered a range of important community projects such as playground and open space improvements, road and footpath upgrades and two major community infrastructure projects – the successful competition of the \$21.4 million Aquarena Aquatic and Leisure Centre redevelopment and planning for the highly anticipated \$19.6 million Mullum Mullum Stadium project, which will get underway in 2016/17.

This year saw commitment to invest and strengthen Council's approach for enhancing its service delivery using new technological advances. An IT Transformation Unit was established to plan and spearhead a significant program of works to help Manningham become a more efficient and high performing organisation. This theme is set to continue into 2016/17 and beyond with a variety of exciting transformational projects underway.

These technological enhancements will be the foundation for Council's *Citizen Connect* project to drive a best practice approach to all our customer service.

*Citizen Connect* will be supported by the implementation of a new customer contact centre, a knowledge base system and an enterprise customer relationship management (CRM) system that will be the foundation stones as Manningham develops and grows to meet the challenges of the future.

It is an exciting time to be in Manningham and I look forward to the year ahead.

A handwritten signature in black ink, appearing to read 'Warwick Winn', with a long horizontal line extending to the right.

**Warwick Winn**  
Chief Executive Officer

*\*Appointed in April 2016*

# FINANCIAL PERFORMANCE OVERVIEW

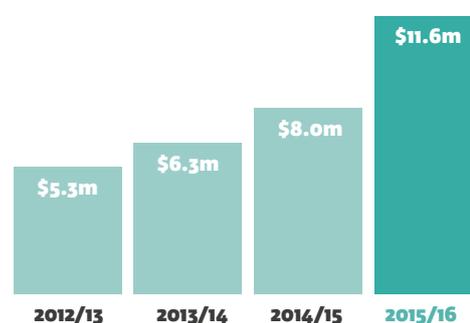
Council’s financial results for 2015/16 improved upon the adopted budget forecasts and Council continues to be in a sound financial position. A summary of our performance is outlined below, while detailed information is included within the Financial Statements and Performance Statement section of this report, see page 105.

## OPERATING POSITION

Council achieved a surplus of \$24.7 million in 2015/16. This surplus compares favourably to the adopted budget surplus of \$16.3 million.

The adjusted underlying surplus – which removes capital grants, non-monetary asset contributions and other capital contributions – is \$11.6 million. Sustaining a surplus is a critical financial strategy that provides capacity to renew the \$1.9 billion of community assets under Council control.

ADJUSTED UNDERLYING SURPLUS (\$MILLIONS)

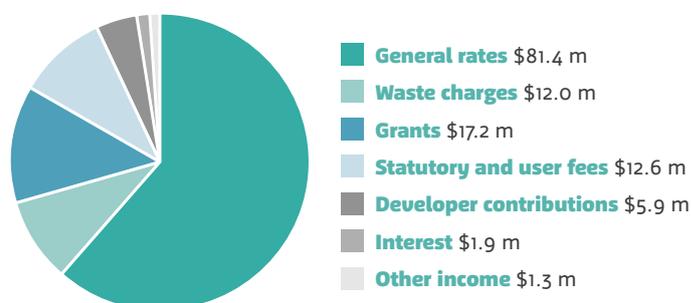


## INCOME

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

Council’s total income for 2015/16 was \$132.3 million compared to a budget of \$124.7 million. The increased revenue is mainly due higher cash open space contributions from developers, receipt of unbudgeted capital grants and higher rate revenues.

INCOME 2015/16

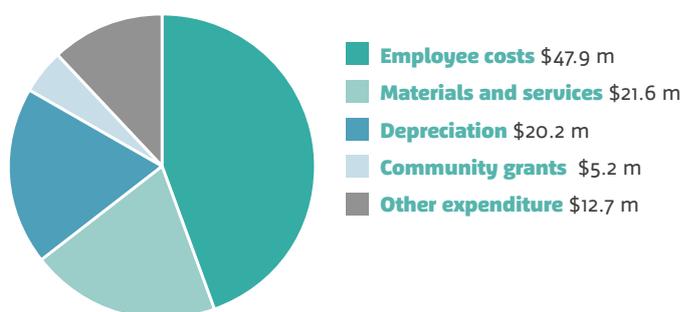


| INCOME                              | 2012/13<br>\$'000 | 2013/14<br>\$'000 | 2014/15<br>\$'000 | 2015/16<br>\$'000 |
|-------------------------------------|-------------------|-------------------|-------------------|-------------------|
| <b>General rates</b>                | 67,576            | 71,256            | 75,142            | 81,370            |
| <b>Waste charges</b>                | 11,510            | 12,070            | 12,149            | 12,040            |
| <b>User fees, charges and fines</b> | 10,901            | 11,465            | 11,937            | 12,553            |
| <b>Operating grants</b>             | 10,292            | 9,435             | 12,136            | 10,023            |
| <b>Capital grants</b>               | 5,202             | 2,304             | 2,441             | 7,189             |
| <b>Developer contributions</b>      | 4,948             | 4,553             | 3,712             | 5,924             |
| <b>Interest revenue</b>             | 1,421             | 1,619             | 1,787             | 1,874             |
| <b>Other income</b>                 | 900               | 1,392             | 903               | 1,336             |
| <b>TOTAL</b>                        | <b>112,750</b>    | <b>114,094</b>    | <b>120,207</b>    | <b>132,309</b>    |

## EXPENDITURE

Council's total expenditure for 2015/16 was \$107.6 million compared to a budget of \$108.4 million. In 2015/16 the main expense was employee costs which accounted for 44.5 per cent of expenses. Services are provided to the community through a combination of contractors and employees.

### OPERATING EXPENDITURE 2015/16



| EXPENDITURE                          | 2012/13<br>\$'000 | 2013/14<br>\$'000 | 2014/15<br>\$'000 | 2015/16<br>\$'000 |
|--------------------------------------|-------------------|-------------------|-------------------|-------------------|
| <b>Employee costs</b>                | 41,200            | 43,730            | 45,948            | 47,890            |
| <b>Materials and contracts</b>       | 19,181            | 19,632            | 19,951            | 21,595            |
| <b>Depreciation and amortisation</b> | 18,645            | 19,507            | 19,754            | 20,221            |
| <b>Community grants and library</b>  | 4,831             | 5,228             | 5,137             | 5,203             |
| <b>Other expenses</b>                | 13,486            | 12,800            | 15,255            | 12,734            |
| <b>Total</b>                         | <b>97,343</b>     | <b>100,897</b>    | <b>106,045</b>    | <b>107,643</b>    |

## NET WORTH

Council's financial strength, indicated by net assets (what we own, less what we owe) increased by \$81 million during 2015/16 to \$1.9 billion.

## ASSETS

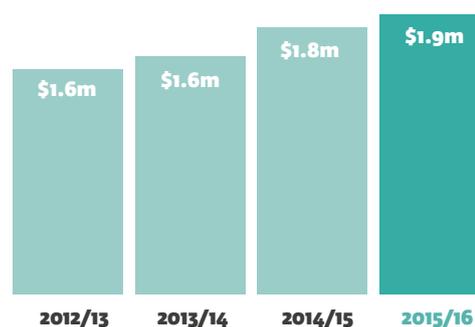
Total assets increased by \$87.3 million or 4.8 per cent primarily due to the revaluation of our roads, land, buildings and other infrastructure assets.

The major components of our assets include:

- Infrastructure, property, plant and equipment valued at \$1,845 million
- Cash and investments \$63 million
- Debtors \$9.3 million.

These components make up 99.7 per cent of our total assets.

### TOTAL ASSETS (\$MILLIONS)



## LIABILITIES

Council's liabilities include debt (loan), amounts owed to suppliers and amounts owed to employees for leave entitlements. Total liabilities at 30 June 2016 were \$42.1 million, an increase of \$6.1 million over the previous year.

At the end of 2015/16, Council's debt ratio – measured by comparing interest bearing loans and borrowings to rate revenue – was 7.8 per cent, which is within the expected band range of 0 per cent to 50 per cent.

## CAPITAL INVESTMENT

Council aims to ensure that it is able to maintain its infrastructure assets at expected levels, while continuing to deliver services needed by the community. During 2015/16, Council invested \$34.8 million in an extensive capital program to renew and upgrade community assets throughout the municipality. This was funded primarily through rates, with additional funds provided through grants and contributions. The major categories of capital works included:

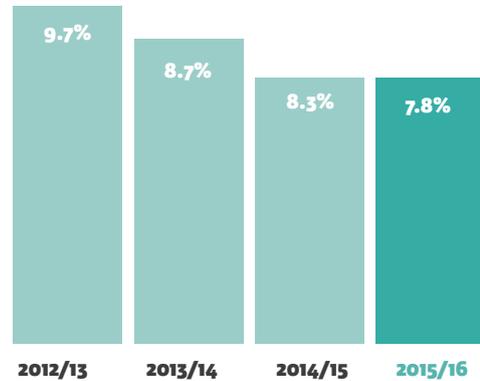
- Roads, footpaths and cycle ways – \$10.6 million
- Community building refurbishment and upgrade – \$13.3 million
- Recreation, parks and open space assets – \$4.6 million.

## LIQUIDITY

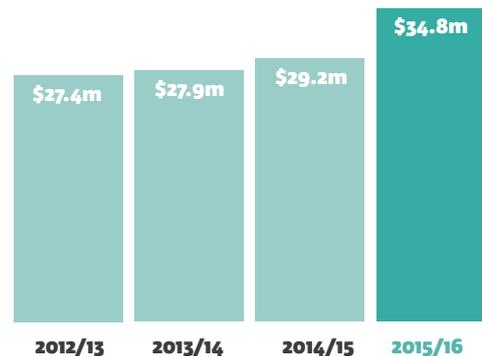
Cash and investments at 30 June 2016 was \$62.9 million, an increase of \$14.1 million from the previous year. This is primarily due to the higher operating surplus than budgeted and \$6.1 million in capital works carried forward to the 2016/17 financial year.

The working capital ratio which assesses Council's ability to meet current commitments is calculated by measuring Council's current assets as a percentage of current liabilities. Council's result of 217 per cent indicates that for every dollar of short term liabilities it has \$2.17 worth of assets. This is a strong result.

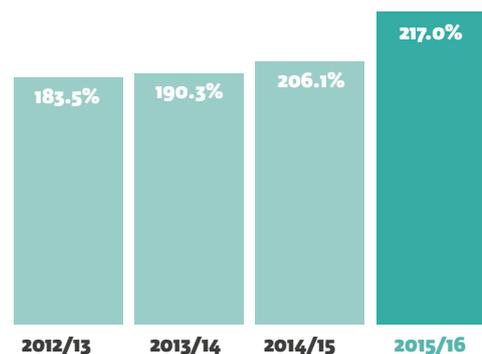
### DEBT TO RATES AND CHARGES (%)



### CAPITAL WORKS PROGRAM (\$ MILLIONS)



### WORKING CAPITAL RATIO (%)



# SERVICES PROVIDED DURING 2015/16

For every \$100 of expenditure, Council delivered the following services in 2015/16.

## CAPITAL WORKS PROGRAM



## ROADS, FOOTPATHS AND DRAINAGE



## WASTE SERVICES AND RECYCLING



## PARKS, GARDENS AND SPORTSGROUNDS



## PLANNING AND ENVIRONMENTAL MANAGEMENT



## ARTS, CULTURE AND LIBRARIES



## AGED AND DISABILITY SUPPORT SERVICES



## HEALTH, CHILDREN AND FAMILIES



## COMMUNITY SUPPORT AND DEVELOPMENT



## CUSTOMER SERVICE, GOVERNANCE AND ADMINISTRATION



## COUNCIL OWNED COMMUNITY BUILDINGS



## RISK MANAGEMENT AND INSURANCES



# FINANCIAL PERFORMANCE REPORTING

The Victorian Government introduced the Local Government Performance Reporting Framework (LGPRF) in 2014 to ensure that all councils measure and report their performance on a range of services in a consistent way. This includes a series of financial performance indicators.

Council is required to report an audited financial statement (see page 105) and performance statement (see page 155) as part of its Annual Report.

This following table highlights Council's 2015/16 performance across a range of prescribed key financial performance indicators.

|  |  | ACTUAL  | BUDGET  | TARGET ACHIEVED / NOT ACHIEVED |
|--|--|---------|---------|--------------------------------|
| <b>Efficiency</b>                      |  |         |         |                                |
| E1                                     | Average residential rate per residential property assessment | \$1,881 | \$1,840 | target achieved                |
| E2                                     | Expenses per property assessment                             | \$2,278 | \$2,325 | target achieved                |
| E3                                     | Resignations and terminations compared to average staff      | 8.7%    | 9.5%    | target achieved                |
| <b>Liquidity</b>                       |  |         |         |                                |
| L1                                     | Current assets compared to current liabilities               | 217.0%  | 176.0%  | target achieved                |
| L2                                     | Unrestricted cash compared to current liabilities            | 77.0%   | 63.0%   | target achieved                |
| <b>Obligations</b>                     |  |         |         |                                |
| O1                                     | Asset renewal compared to depreciation                       | 74.0%   | 83.5%   | target not achieved            |
| O2                                     | Loans and borrowings compared to rates                       | 7.8%    | 7.9%    | target achieved                |
| O3                                     | Loans and borrowings repayments compared to rates            | 0.3%    | 0.3%    | target achieved                |
| O4                                     | Non-current liabilities compared to own source revenue       | 7.5%    | 7.7%    | target achieved                |
| <b>Operating position</b>              |  |         |         |                                |
| OP1                                    | Adjusted underlying surplus (or deficit)                     | 9.7%    | 7.6%    | target achieved                |
| <b>Stability</b>                       |  |         |         |                                |
| S1                                     | Rates compared to adjusted underlying revenue                | 78.3%   | 78.6%   | target achieved                |
| S2                                     | Rates compared to property values                            | 0.3%    | 0.3%    | target achieved                |
| <b>Sustainable Capacity Indicators</b> |  |         |         |                                |
| C1                                     | Expenses per head of municipal population                    | \$901   | \$883   | target not achieved            |
| C2                                     | Infrastructure per head of municipal population              | \$5,762 | \$6,112 | target not achieved            |
| C3                                     | Population density per length of road                        | 200     | 201     | target achieved                |
| C4                                     | Own-source revenue per head of municipal population          | \$914   | \$883   | target achieved                |
| C5                                     | Recurrent grants per head of municipal population            | \$97    | \$99    | target not achieved            |
| C6                                     | Relative socio-economic disadvantage                         | \$10    | \$10    | target achieved                |

target achieved

target not achieved

# MANNINGHAM'S MAJOR PROJECTS

Effectively implementing capital works projects is essential to achieving Council's aim to provide safe, accessible and appropriate infrastructure that meets the changing lifestyles of our community. See page 125 for a capital works expenditure breakdown.



Council was committed to achieving real outcomes from our capital works program and in 2015/16 \$36.054 million (non-capitalised) of capital projects were delivered.

A summary of projects and detailed examples are shown below.

- Completion of stages four, five and six of the Aquarena Aquatic and Leisure Centre Master Plan implementation works. This included construction of a warm water indoor pool, increased dry fitness/exercise space, wellness centre, redevelopment of the entry foyer, water splash and play area, and installation of a sky bridge walkway from the car park – \$7.85 million.
- Footpath construction works along Yarra Road in Wonga Park and Springvale Road in Donvale – \$1.14 million.
- Completed construction of Tindals Road stage two, from Rainbow Valley Road to Stintons Road in Donvale – \$2.08 million.
- Implementation of the Drainage Strategy Program, including upgrades and improvement works at Devon Drive and Thea Grove in Doncaster East and Delatite Court in Warrandyte South – \$710,000.
- Installation and replacement of playgrounds and outdoor exercise equipment at various reserves, including playgrounds at Sharon Reserve in Doncaster and Spring Valley Reserve in Templestowe, and exercise equipment at Koonung Reserve in Bulleen, Jenkins Park in Templestowe and Ted Ajani Reserve in Templestowe Lower – \$540,000.
- Completion of works to improve pedestrian and cycling paths, car parking and landscaping at Mullum Mullum Reserve and commencement of planning and design for the construction of the Mullum Mullum Reserve Stadium – \$2.29 million.
- Implementation of the Neighbourhood Activity Centre Strategy to add value and amenity to some of our key centres, including improvements and upgrade works at Jackson Court (stages three and four) and Tunstall Square (stages one and two) – \$690,000.
- Implementation of the Sportsground Refurbishment Program, including improvements at Stintons Reserve in Park Orchards and Wonga Park Reserve – \$556,000.
- Streetscape improvement works (tree planting and landscaping) – \$470,000.

## MANNINGHAM PROFILE

### THE CITY

Manningham is located in Melbourne's north-eastern suburbs, about ten kilometres from Melbourne's CBD at its western boundary in Bulleen, and is bounded by the Yarra River and the municipalities of Maroondah, Whitehorse, Boroondara and Banyule.

Covering 114 square kilometres, Manningham has large areas of open space, with more than 300 parks and reserves; it also includes a mix of shopping and dining precincts, and vibrant residential neighbourhoods with a wide range of housing options and attractions such as local galleries, nurseries and community centres.

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

Manningham has a diverse and multicultural community, which brings a wealth of languages, music, food and cultural traditions to the area.

### OUR HISTORY

The history of Manningham dates back thousands of years to the Wurundjeri tribe whose way of life was closely linked to the natural environment.

In the late 1830s, the first European settlers began growing wheat, vegetables and grapes before eventually planting orchards throughout the area. The district's real windfall came with the discovery of gold in Warrandyte and by 1851 thousands of fortune hunters were trying their luck panning the streams and digging the rich soil around Harris Gully.

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

For more information on Manningham's local history, visit [www.manningham.vic.gov.au/local-history](http://www.manningham.vic.gov.au/local-history)

### POPULATION

Manningham is a diverse community, with its current estimated resident population of 120,766\* spanning a wide range of ages, household types and cultures.

**OUR RESIDENTIAL POPULATION IS CONSTANTLY GROWING. BY 2036 MANNINGHAM'S POPULATION IS EXPECTED TO REACH 148,236\***



**CHILDREN AGED 0 TO 14 YEARS MAKE UP 16.4% OF THE POPULATION AND PEOPLE AGED 65 YEARS AND OVER 19.3%**



**51.4% ARE FEMALE**



**48.6% ARE MALE**

**36.5% WERE BORN OVERSEAS, WITH CHINA AND ITALY PROVIDING THE HIGHEST REPRESENTATION**



**38.8%, ALMOST FOUR OUT OF TEN, SPEAK A LANGUAGE OTHER THAN ENGLISH AT HOME**

**MEDIAN AGE 42 YEARS**

Source: Australian Bureau of Statistics (ABS), 2011 Census of Housing and Population.

\* The source for these population figures is [www.forecast.id.com.au/manningham](http://www.forecast.id.com.au/manningham)

# OUR SUBURBS

Manningham's suburbs include:

**BULLEEN**

**NUNAWADING (PART)**

**TEMPLESTOWE LOWER**

**DONCASTER**

**PARK ORCHARDS**

**WARRANTYTE**

**DONCASTER EAST**

**RINGWOOD NORTH (PART)**

**WARRANTYTE SOUTH**

**DONVALE**

**TEMPLESTOWE**

**WONGA PARK**

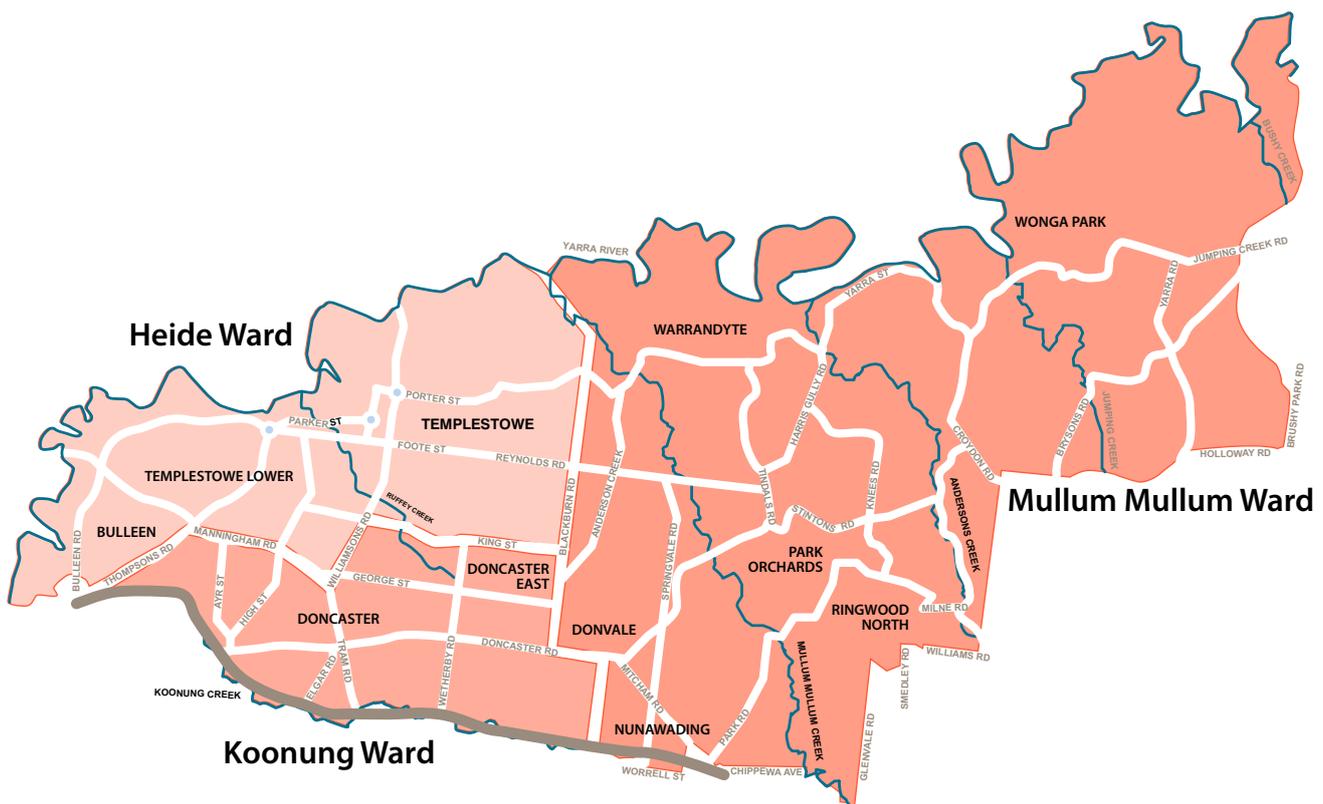
# COUNCIL WARDS

**Heide Ward:** Bulleen, Templestowe and Lower Templestowe

**Koonung Ward:** Doncaster and Doncaster East (south of Doncaster Road) and Nunawading (part)

**Mullum Mullum Ward:** Warrandyte, Wonga Park, Warrandyte South, Park Orchards and significant parts of Donvale, Doncaster East and Ringwood North (part)

Each ward currently contains around 30,000 voters. The current boundaries were drawn following an independent review of Council's electoral representation structure in 2007. The next independent review of Council's electoral representation structure is due by 2020, subject to any changes to the *Local Government Act 1989* prior to that date.



# COUNCILLORS

Manningham is divided into three wards with three Councillors elected to represent each ward. The three wards are known as the Heide, Koonung, and Mullum Mullum wards.

Councillors are elected by the community for a four year term. Together, the Councillors develop the strategies and policies, and make the key decisions to help shape how our City will develop in the future.

Council elections are held every four years. The most recent election was held on 27 October 2012.

Manningham's election was conducted by postal vote in accordance with a resolution of Council. The Victorian Electoral Commission (VEC) conducted the election.

2015/16 marks the last financial year of this Council's four year term, with Council elections scheduled to be held in October 2016.

On 30 April 2016, Cr Jennifer Yang resigned as Mayor and a Councillor. Following her resignation, a Special Meeting of Council was held on Tuesday 17 May to elect a new Mayor. Cr Paul McLeish was elected and served as Mayor for the remainder of 2015/16.



**CR GEOFF GOUGH**

**HEIDE WARD**

Date elected: 27 October 2012

**p** 0412 345 081

**e** [geoff.gough@manningham.vic.gov.au](mailto:geoff.gough@manningham.vic.gov.au)



**CR DOT HAYNES  
(DEPUTY MAYOR)**

**KOONUNG WARD**

Date elected: 27 October 2012

**p** 0425 718 937

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



**CR MEG DOWNIE**

**MULLUM MULLUM WARD**

Date elected: 27 October 2012

**p** 0428 502 839

**e** [meg.downie@manningham.vic.gov.au](mailto:meg.downie@manningham.vic.gov.au)



**CR JIM GRIVOKOSTOPOULOS**

**HEIDE WARD**

Date elected: 27 October 2012

**p** 0407 822 103

**e** [jim.grivas@manningham.vic.gov.au](mailto:jim.grivas@manningham.vic.gov.au)



**CR STEPHEN O'BRIEN**

**KOONUNG WARD**

Date elected: 27 October 2012

**p** 0448 147 238

**e** [stephen.obrien@manningham.vic.gov.au](mailto:stephen.obrien@manningham.vic.gov.au)



**CR SOPHY GALBALLY**

**MULLUM MULLUM WARD**

Date elected: 27 October 2012

**p** 0409 417 369

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



**CR MICHELLE KLEINERT**

**HEIDE WARD**

Date elected: 27 October 2012

**p** 0400 902 822

**e** [michelle.kleinert@manningham.vic.gov.au](mailto:michelle.kleinert@manningham.vic.gov.au)



**CR JENNIFER YANG**

**KOONUNG WARD**

Date elected: 27 October 2012

**p** 0419 041 454

**e** [jennifer.yang@manningham.vic.gov.au](mailto:jennifer.yang@manningham.vic.gov.au)

Note: Cr Jennifer Yang resigned as a councillor of Manningham on 30 April 2016. Prior to her resignation, Cr Yang was Mayor.



**CR PAUL MCLEISH  
(MAYOR)**

**MULLUM MULLUM WARD**

Date elected: 27 October 2012

**p** 0435 806 684

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

# THE ORGANISATION

Manningham City Council is led by the Chief Executive Officer (CEO), who operates under the guidance of the elected Council. The CEO is supported by four directors and one executive manager, who collectively form the Executive Management Team.

The CEO is directly accountable to the Mayor and Councillors who are elected by the Manningham community. The Executive Management Team oversees and manages the operations of Council. They are supported by service unit managers and their staff who have responsibility for implementing the policies and directions set by the Council.

In January 2016, Chief Executive Officer Joe Carbone resigned from Manningham Council. During the CEO recruitment process, the Director Community Programs, Chris Potter, was appointed as Acting Chief Executive Officer. During this period, the Manager Social and Community Services, Malcolm Foard, was appointed as Acting Director Community Programs.

In April 2016, Warwick Winn was appointed and commenced in the position of Chief Executive Officer at Manningham City Council.



*Council's Executive Management Team. Back L – R: Director Community Programs Chris Potter, Director Shared Services Philip Lee, Director Assets and Engineering Leigh Harrison. Front L – R: Director Planning and Environment Teresa Dominik, Chief Executive Officer Warwick Winn, Executive Manager People and Governance Jill Colson.*

## WARWICK WINN

**CHIEF EXECUTIVE OFFICER** Commenced position 11 April 2016

### Areas of responsibility

- Day to day running of Council on policy and strategic matters.
- Management of operations (i.e. financial, assets, human resources, governance) in line with the Council Plan.
- Strategic Advisory Committees.

### Qualifications

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

### Chris Potter, Acting Chief Executive Officer

Acting in position 18 January – 8 April 2016

### Joe Carbone, Chief Executive Officer

Commenced position January 2013, concluded 29 January 2016

Qualifications Bachelor of Health Administration (University of New South Wales)

**LEIGH HARRISON**  
**DIRECTOR ASSETS AND ENGINEERING**

Commenced position March 2010

**Areas of responsibility**

- Asset Management
- Building Maintenance
- Capital Works Program
- Emergency Management
- Engineering Operations
- Engineering and Technical Services
- Parks and Recreation Services
- Strategic Projects
- Waste Management.

**Qualifications**

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

**CHRIS POTTER**  
**DIRECTOR COMMUNITY PROGRAMS**

Commenced position July 2013

**Areas of responsibility**

- Aged and Disability Support
- Cultural Services
- Library Services
- Manningham Centre
- Social and Community Services.

**Qualifications**

Bachelor of Science Economics and Business Economics (University of Hull), and Qualified CIPFA (Chartered Institute Public Finance and Accountancy) (Leeds Metropolitan University)

**MALCOLM FOARD**  
**ACTING DIRECTOR COMMUNITY PROGRAMS**

Acting in position 18 January – 8 April 2016

**JILL COLSON**  
**EXECUTIVE MANAGER PEOPLE AND GOVERNANCE**

Commenced position 31 May 2016

**Areas of responsibility**

- Strategic Governance
- People, Culture and Risk.

**Qualifications**

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

**TERESA DOMINIK**  
**DIRECTOR PLANNING AND ENVIRONMENT**

Commenced position April 2012

**Areas of responsibility**

- Building Services
- Doncaster Hill Place Management
- Economic Development, Business Support and Tourism
- Environmental Planning, Stewardship and Programs
- Health and Local Laws
- Landscape and urban design
- Open Space and Recreation Planning
- Strategic Land Use Planning and Heritage
- Statutory Planning,

**Qualifications**

Bachelor of Arts (Honours) (University of Melbourne), Diploma Education (Melbourne State College), Post Graduate Diploma Urban and Regional Planning (RMIT University), Graduate Certificate Management (University of Ballarat)

**PHILIP LEE**  
**DIRECTOR SHARED SERVICES**

Commenced position December 2013

**Areas of responsibility**

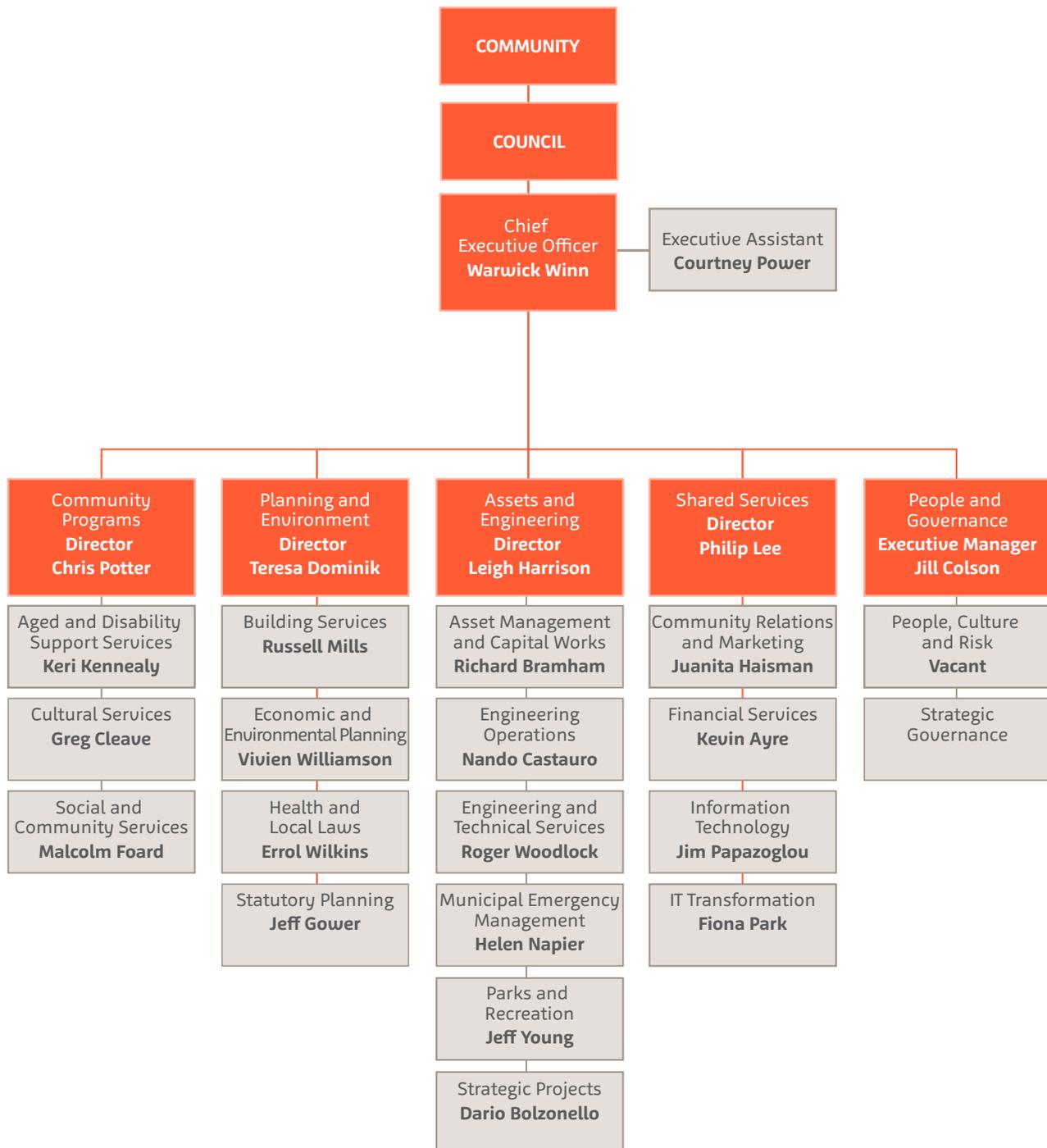
- Community Relations and Marketing
- Customer Service and Function Centre
- Financial Services
- Information Technology
- Procurement and Contracts
- IT Transformation.

**Qualifications**

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

# ORGANISATIONAL CHART

Manningham Council's organisational structure as at 30 June 2016.



## MAJOR CHANGES

During 2015/16 changes were made to the organisational structure to strengthen our commitment to people and governance. This included the creation of the People and Governance Directorate, led by the newly appointed Executive Manager People and Governance, which combined the Strategic Governance and People, Culture and Risk units.

The IT Transformation unit was also established in 2015/16 as part of the commitment to build our technological capability to enhance the services we provide to our customers.

# EMPLOYEE PROFILE

Our success in providing services to the community is directly linked to Council's ability to attract, retain, motivate and develop a diverse range of quality and skilled people.

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The next few years will be a time of transformation for the organisation as we prepare to meet the changing expectations of our community and State Government. We need to ensure that our customer is always at the centre of everything we do. We need to give our employees the tools to be resilient, adaptable and prepared to think differently about how we work to deliver our services.

Some of the factors that the organisation's People Strategy takes into consideration include:

- Growing community expectations of service
- Rate capping and fiscal constraints
- Technology improvements
- Increased focus on regional collaboration
- An overall mandate to do more with available resources
- Our ageing workforce.

Accordingly, our People Strategy is built around three themes, which serve to guide all of our people and culture activity, these include:

- Creating a contemporary workforce
- Building organisational leadership capability
- Great place to work.

Our major achievements for 2015/16 in relation to the People Strategy include:

- Implemented a Secondment Policy to promote the development of employees through working within other areas of Council and external organisations
- Reviewed our working from home arrangements to encourage employees to work flexibly while still maintaining services to our customers
- Introduced Performance and Development Process (PDP) Online, our new performance management software, and commenced re-educating managers and employees to strengthen our performance based culture
- Implemented a leadership development program for managers to build their coaching capability and resilience.

# OUR PEOPLE

As at 30 June 2016, Council employed 704 people in a full time, part time or casual capacity, in a diverse range of positions, including engineering, customer service, administration, finance, community and aged care, planning, waste management, parks and recreation, local laws, arts and culture, management and more. This equates to 491 full time equivalent (FTE) employees.

## STAFF PROFILE

The tables below show the total number of full time equivalent (FTE) Council employees as at 30 June 2016 by organisational structure, employment type and gender, and by employment classification and gender.

| EMPLOYMENT TYPE/ GENDER | Chief Executive | Assets and Engineering | Community Programs | Planning and Environment | Shared Services | Total      |
|-------------------------|-----------------|------------------------|--------------------|--------------------------|-----------------|------------|
| Full Time – Female*     | 8               | 19                     | 34                 | 29                       | 35              | 125        |
| Full Time – Male*       | 4               | 122                    | 7                  | 35                       | 36              | 204        |
| Part Time – Female*     | 1               | 8                      | 82                 | 19                       | 12              | 122        |
| Part Time – Male*       | 0               | 1                      | 23                 | 3                        | 2               | 29         |
| Casual – Female         | 0               | 0                      | 2                  | 2                        | 5               | 9          |
| Casual – Male           | 0               | 0                      | 1                  | 1                        | 0               | 2          |
| <b>TOTAL</b>            | <b>13</b>       | <b>150</b>             | <b>149</b>         | <b>89</b>                | <b>90</b>       | <b>491</b> |

\* Includes permanent and temporary employees

| EMPLOYMENT CLASSIFICATION | FEMALE FTE | MALE FTE   | TOTAL FTE  |
|---------------------------|------------|------------|------------|
| Band 1                    | 6          | 4          | 10         |
| Band 2                    | 28         | 11         | 39         |
| Band 3                    | 36         | 49         | 85         |
| Band 4                    | 34         | 28         | 62         |
| Band 5                    | 49         | 32         | 81         |
| Band 6                    | 62         | 35         | 97         |
| Band 7                    | 24         | 29         | 53         |
| Band 8                    | 9          | 16         | 25         |
| Nurses                    | 11         | 0          | 11         |
| Senior officers*          | 6          | 22         | 28         |
| <b>TOTAL</b>              | <b>265</b> | <b>226</b> | <b>491</b> |

\* Senior officers include the CEO, any officer of Council who has management responsibilities and reports directly to the CEO or any other member of Council staff whose total annual remuneration exceeds \$139,000.

In 2015/16, the majority of our employees were aged over 35 years (81.7 per cent), which is slightly lower than in 2014/15.

As at 30 June 2016, 52 per cent of our employees were aged between 46 and 65 years and 18 per cent less than 35 years.

Most of our employees are positioned at the officer level (96 per cent) with senior management representing just 4 per cent of the total workforce.

Our staff turnover during 2015/16 was 12 per cent, which is a slight increase from the turnover rate for 2014/15.

The following tables show staff turnover, employee level and employee level by gender, as well as the age breakdown of Council's employees.

| STAFF TURNOVER | 2012/13 | 2013/14 | 2014/15 | 2015/16 |
|----------------|---------|---------|---------|---------|
| Staff Turnover | 8%      | 10%     | 9%      | 12%     |

| EMPLOYEE LEVEL   | 2012/13 | 2013/14 | 2014/15 | 2015/16 |
|------------------|---------|---------|---------|---------|
| Officer Level    | 96%     | 96.1%   | 96.2%   | 96%     |
| Senior Officers* | 4%      | 3.9%    | 3.8%    | 4%      |

| EMPLOYEE AGE      | 2012/13    | 2013/14    | 2014/15    | 2015/16    |
|-------------------|------------|------------|------------|------------|
| > 25 years        | 23         | 21         | 18         | 18         |
| 26 – 35 years     | 118        | 117        | 123        | 111        |
| 36 – 45 years     | 161        | 149        | 148        | 139        |
| 46 – 55 years     | 200        | 210        | 214        | 212        |
| 56 – 65 years     | 167        | 166        | 170        | 159        |
| 65 years and over | 60         | 64         | 64         | 65         |
| <b>TOTAL</b>      | <b>729</b> | <b>727</b> | <b>737</b> | <b>704</b> |

### CONDITIONS OF EMPLOYMENT

Employees at Council's are currently covered by the Manningham City Council Enterprise Agreement 6, 2014 (EBA), which became effective on 5 February 2015.

Manningham Council offers a range of benefits to employees, including:

- Employee Assistance Program (for employees requiring personal or professional support. This program provides confidential and independent support)
- Education Assistance Program to support staff to obtain TAFE and Undergraduate/Postgraduate qualifications. It provides up to \$2,483.32 per financial year towards tuition, books and other related costs and up to four hours per week study leave and exam leave
- Flexible working arrangements
- Corporate Learning and Development Program to meet a range of needs identified across the organisation (e.g. technology use, regulatory and governance training, project management). A total of 32 programs were attended by approximately 997 participants in 2015/16
- Leadership development, including participation in the annual LGMA Challenge and the Manningham Leadership Development Program.

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## EQUAL OPPORTUNITY EMPLOYMENT

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

Council policies and practices meet both the diverse needs of employees and those of the community. In 2015/16 we implemented a Discrimination, Harassment and Bullying Policy to broaden and strengthen our commitment to EO in the workplace.

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

The policy aims to ensure that all employees can work in an environment that fosters mutual employee respect and working relationships free from harassment and where each employee has the opportunity to progress to the fullest extent of his or her capabilities. Council's commitment is also extended to members of the public in accessing our products and services.

In 2015/16 we continued our partnership with the Australian Services Union (ASU) to deliver Equal Opportunity, Harassment and Bullying Awareness training across the organisation. In 2015/16, 217 employees attended this training; this was in addition to 140 employees who attended in 2014/15.

The indicators that measure the effectiveness of the policy and the results for the year are:

- Indicator: Percentage of new employees receiving training within six months of commencement.  
Target: 100 per cent. Result: 98 per cent
- Indicator: Number of contact officers available across the organisation. Target: 1:10. Result: 1:90.

## REWARD AND RECOGNITION

The contribution of staff is vitally important to the success of the organisation. Manningham has a Reward and Recognition Award program to promote and recognise employees for their achievements and contributions to Council.

### Excellence Awards

In 2015/16, 68 Excellence Awards were presented to staff throughout the organisation at various directorate based events. These awards recognise employees demonstrating the guiding principles of:

- People
- Customers
- Technology
- Leadership
- Continuous improvement
- Policies and process
- Place.

### Service Awards

Council also recognises the contribution of long serving staff and presents awards to staff at the completion of 10, 15, 20, 25, 30, 35, 40, 45 and 50 years of service with Council. These employees are also formally acknowledged at a Council meeting. This year, 65 employees celebrated notable lengths of service with Manningham Council.

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

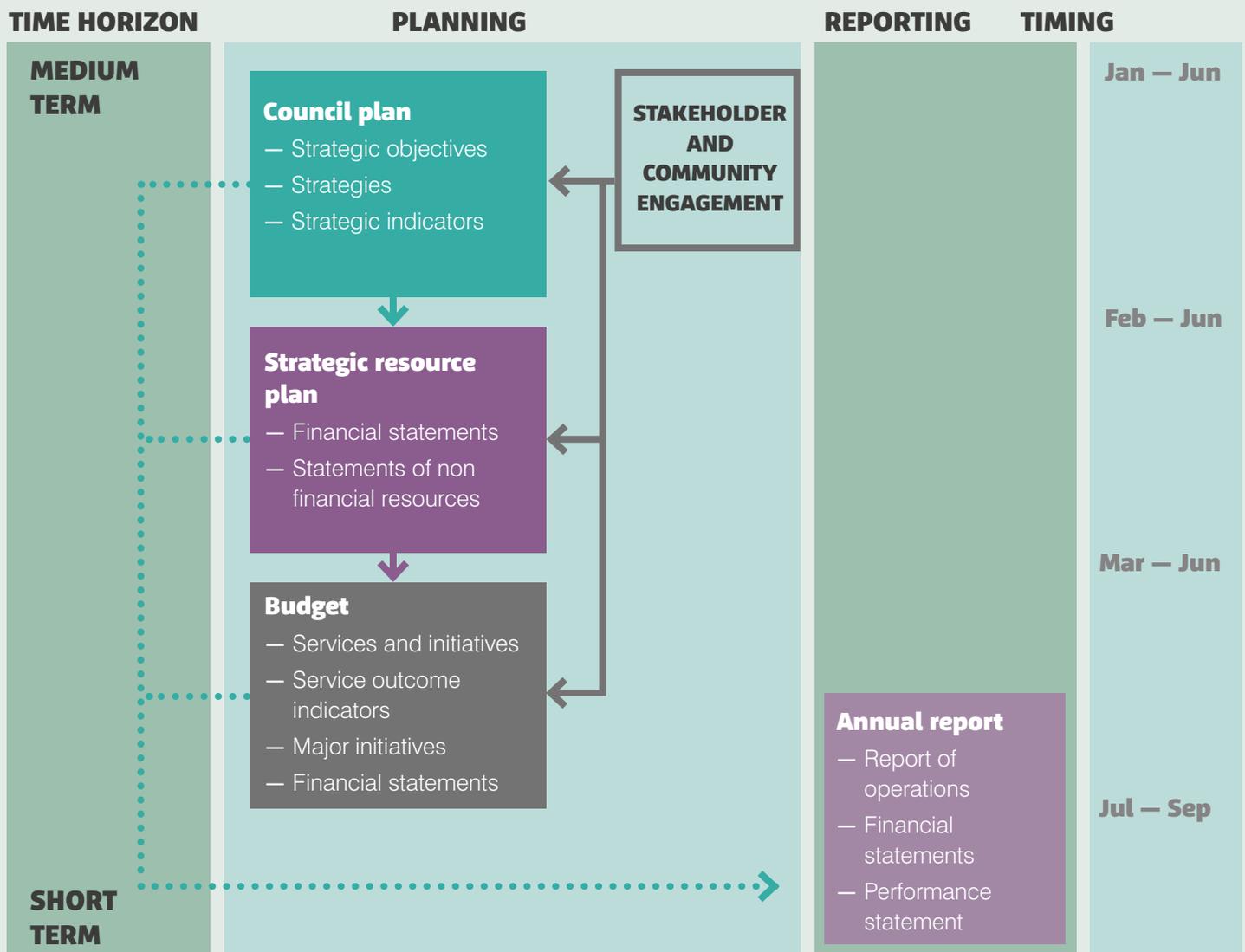
## PLANNING AND REPORTING FRAMEWORK

In 2014 the Victorian Government introduced the Local Government Performance Reporting Framework to enable councils to measure and report on performance in a consistent way.

To detail our performance each year, Council prepares:

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

The following diagram shows the relationships between the key planning and reporting documents that make up the planning and accountability framework for local government.



# COUNCIL PLAN

The 2015/16 Annual Report measures Council's performance against our 2013 – 2017 Council Plan. It also reports on the outcomes and commitments in our annual Strategic Resource Plan 2015/16 and Annual Budget 2015/16.

The Council Plan outlines the strategic objectives for the four year Council term. It contains strategic indicators, which are used to monitor the achievement of the plan's six strategic objectives.

The Strategic Resource Plan summarises the resources allocated and plans developed to achieve the strategic objectives and, in conjunction with the Annual Budget, provides the financial framework for delivering all the services and programs that the community enjoys and expects from its local Council across respective financial years.

The following are the six strategic objectives as detailed in the Council Plan 2013 – 2017. These objectives are also reflective of our Generation 2030 Plan.

## OUR COMMUNITY SPIRIT

Our municipality is a collection of communities each with a distinct character. We support diversity and recognise how differences can strengthen community spirit. We value and recognise the need to preserve our rich history as an important part of our identity. We strive to ensure harmonious neighbourhoods where everyone feels safe and secure.

## ENJOY AND PROTECT OUR NATURAL SPACES

Our unique balance of city and country is one of our defining traits. We value Manningham's natural environment and endeavour to maintain and protect it as a valuable community resource.

## GETTING FROM PLACE TO PLACE

We acknowledge the importance of an integrated and efficient transport network, with a variety of accessible, safe and affordable transport options to enable travel, in, out and around the area. The reduction on the reliance on cars is a priority for Council and we will endeavour to ensure pedestrian and bicycle routes are well integrated with connections to public transport and the City.

## PLANNING FOR WHERE WE LIVE

We recognise the need to continue to respond to the challenges of population growth. Council endeavours to take a considered and sustainable approach to development, respecting the natural environment. Council will work collaboratively with the community to ensure effective planning is in place and local infrastructure meets the needs of future populations.

## EVERYTHING WE NEED IS LOCAL

We support sustainable, cohesive and well resourced communities with relevant services and facilities. Council seeks to ensure all community members have access to vital services that meet their needs. Promotion of distinct local villages and activity centres are valued and cultivated and we aim to support businesses and traders to build a resilient local economy.

## COUNCIL LEADERSHIP AND ORGANISATIONAL PERFORMANCE

We strive to be an innovative and progressive Council that actively seeks partnerships and opportunities to expand its knowledge base. Council leads through transparent processes and mechanisms, effective planning, advocacy and accountability. We pursue best practice in engaging our local community in the decision making process.

# 2015/16 PERFORMANCE

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Council's performance for 2015/16 has been reported against each strategic objective. Performance has been documented as follows:

- ✓ Results achieved in relation to the Strategic Indicators in the Council Plan
- ✓ Progress in relation to the Major Initiatives and Initiatives identified in the Strategic Resource Plan
- ✓ Services funded in the Annual Budget
- ✓ Results against the prescribed service performance indicators and measures that were introduced as part of the Local Government Performance Reporting Framework (LGPRF); 2015/16 is the second year Council is reporting on these indicators.

In addition, we have included the key achievements and challenges for the year along with some fast facts for each strategic objective, to further illustrate Council's performance for the 2015/16 financial year.

# OUR COMMUNITY SPIRIT

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

## GOALS

- An inclusive and harmonious community that celebrates our diversity and draws strength from our differences.
- Safe and secure households and neighbourhoods, where people look out for one another.
- A community that is involved and well connected, strengthening community spirit.
- A community that feels a greater sense of public safety.

## SERVICES/ACTIVITIES

- Cultural services
- Community events and programs
- Community grants program
- Community planning (e.g. consultation, social research).
- Health and Local Laws, including:
  - Food safety
  - Animal management.
- Building services
- Street lighting
- Street cleaning and litter pick up
- Traffic control and school crossings
- Graffiti removal.



## ACHIEVEMENTS

- Developed and delivered the Plaza Park Project on the MC<sup>2</sup> Civic Plaza with the assistance of VicHealth funding. The project saw approximately 15,000 people engage in 70 events and activities over a seven month period.
- Delivered our annual National Reconciliation Week program of events in partnership with 22 community organisations. The 2016 program was the most successful to date, with more than 2,800 people taking part in events and activities.
- Undertook extensive conservation works on the significant public art sculptures of 'Sentinel' and 'River Peel'.
- Hosted a range of activities, including walks, bus tours, seminars and more, as part of the 2016 Heritage Festival, with all events booked to capacity. The annual festival was held as part of the National Trust's Heritage Festival.
- Celebrated Refugee Week with a 'Forest of Welcomes' tree planting ceremony at the Manningham Civic Centre.
- Delivered four emergency management community scenario events and forums in partnership with emergency service agencies and community groups.
- Achieved of a Best Practice result for the audit of the Municipal Emergency Management Plan (MEMP).
- Commenced installation of newly designed public litter bins at shopping centres to reduce misuse and illegal dumping, with the assistance of a Sustainability Victoria grant.
- Awarded 78 food businesses with Five Star Food Safety Awards as part of implementing the Five Star Food Safety program, which reviews the performance of local medium and high risk food businesses against best practice standards.
- Received Best Practice standard from the State Emergency Services (SES) in their audit of Council's updated Municipal Emergency Management Plan (MEMP).
- Commenced the 'Connecting Bulleen Families Project' with the assistance of a \$49,740 State Government Maternal and Child Health Innovation Grant with programs including:
  - Parent education sessions held at two playgroups in Bulleen, including the Ajani Centre and Bulleen Library
  - A pop up playgroup event at the Bulleen Maternal and Child Health Centre.
- Continued implementation of the 'Live Well in Bulleen Project' with a range of initiatives aimed at improving and strengthening access to services in the Bulleen area. Initiatives included:
  - Café @ Ajani pre-employment training program to engage students with an intellectual disability.
  - Doncare Community Services outreach program available at the Living and Learning @ Ajani Centre and Bulleen Plaza.
  - A pop up cinema event at the Heide Museum of Modern Art, which was attended by more than 1,500 people.
  - A community Multicultural Festival event held at the Ajani Centre and Ted Ajani Reserve during Cultural Diversity Week 2016.
  - Pop up park family event at Bulleen Plaza.
- Completed the annual Understanding our Community Survey to assist Council in its future planning.
- Provided approximately \$1.6 million of community grants to 36 community projects. Together with investments by community groups and organisations, the total value of these projects was more than \$10.2 million. The 36 grants included:
  - 12 Community Partnership Grants for \$1.27 million
  - 13 Community Development Grants for \$142,265
  - 11 Arts and Culture Grants for \$79,272
  - 49 Small Grants for \$100,494.

## CHALLENGES

- Communicating with people in our linguistically diverse community and a growing demand to access interpreter and translation services.
- Addressing social isolation, depression, mental illness and health in our community.

## YEAR AHEAD

- Continue implementation of the Live Well in Bulleen Community Strengthening Project to promote better health outcomes for people in Bulleen by conducting new research that aims to understand ways to minimise social isolation and disadvantage.
- Develop a Community Facilities Resourcing Plan.
- Continue to implement Emergency Management Prevention and Preparedness Education Programs to promote community resilience in times of emergency events impacting Manningham.
- Review of the Healthy City Plan and Access, Equity and Diversity Strategy.

## FAST FACTS

- 21 major cultural and civic events held, including:
  - Dapper Day Out Seniors Event: 350 attendees
  - Seniors Music Concert: 99 attendees
  - Plaza Park Project: 15,000 attendees to more than 70 events
  - White Ribbon Day: 150 attendees
  - Carols by Candlelight: 6,000 attendees
  - Australia Day: 2,000 attendees
  - International Women's Day: 250 attendees
  - Outdoor Cinema @ Heide Museum of Modern Art: 1,500 attendees
  - Bulleen Plaza Pop Up Park: 3,000 attendees
  - Seniors Morning Tea: 371 attendees
  - Peace Path Project: 500 attendees
  - Bulleen Safe Place Project: 50 attendees
  - Heimat Centre Project: 50 attendees
  - Dig Deep Youth Arts Festival: 120 attendees
  - Tomorrow Youth Film Festival: 150 attendees
  - National Reconciliation Week: 2,807 attendees
  - 190 people attended events during the Manningham Heritage Festival 2016.
- 509 people took part in the 2016 Understanding our Community Survey.
- 696 requests for graffiti removal (718 in 2014/15).
- 32 learner drivers assisted through the L2P Learner Driver Program.
- 1,723 food premises inspections performed.
- 469 health premises inspections performed.
- 10,713 dogs registered.
- 4,263 cats registered.
- 45 projects put out for public consultation.
- 28,500 visits to the Your Say Manningham online consultation portal, [www.yoursaymanningham.com.au](http://www.yoursaymanningham.com.au)
- \$1,598,343 provided in community grants to 36 community projects.

# 15,000

**PEOPLE ATTENDED**

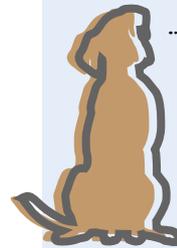
# 70

**EVENTS AT THE  
PLAZA PARK  
PROJECT**



# 2,807

**PEOPLE ATTENDED NATIONAL  
RECONCILIATION WEEK ACTIVITIES**



# 10,713

**DOGS REGISTERED AND**

# 4,263

**CATS REGISTERED**



# 28,500

**VISITS TO THE YOUR SAY  
MANNINGHAM ONLINE  
CONSULTATION PORTAL,  
[WWW.YOURSAYMANNINGHAM.  
COM.AU](http://WWW.YOURSAYMANNINGHAM.COM.AU)**



# 32

**LEARNER DRIVERS  
ASSISTED THROUGH  
THE L2P LEARNER  
DRIVER PROGRAM**



OUR PERFORMANCE – COUNCIL PLAN

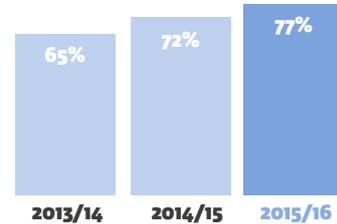
The following statement reviews the performance of Council against the Council Plan 2013 – 2017.

Indicator / Measure

**Cultural diversity makes our community a better place to live**

Percentage of people who believe cultural diversity makes our community a better place to live.

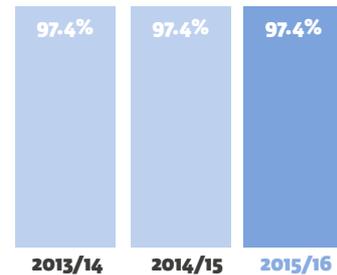
Source: Understanding our Community Survey, Manningham City Council, 2016.



**Perceptions of Safety – walking alone during the day**

Percentage of people who feel safe walking alone in local area during the day.

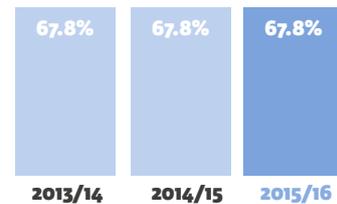
Source: VicHealth Survey, 2011.



**Perceptions of Safety – walking alone during the night**

Percentage of people who feel safe walking alone in local area during the night.

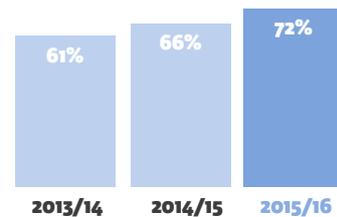
Source: VicHealth Survey, 2011.



**Feeling part of the community**

Percentage of people who believe they feel part of the community.

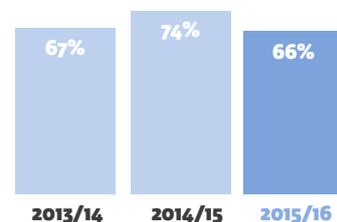
Source: Understanding our Community Survey, Manningham City Council, 2016.



**Opportunities to volunteer**

Percentage of people who agree they have opportunities to volunteer and contribute to their community.

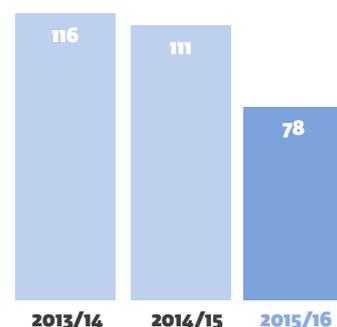
Source: Understanding our Community Survey, Manningham City Council, 2016.



**Food safety excellence**

The number of food premises issued with the Five Star Food Safety Award.

Source: Five Star Food Safety Awards, Manningham City Council, 2016.



## OUR PERFORMANCE – MAJOR INITIATIVES AND INITIATIVES

The following statement reviews the progress of Council in relation to the Major Initiatives and Initiatives identified in the 2015/16 Budget and Strategic Resource Plan.

 **action completed**

 **action in progress**

 **action not completed or deferred**

| MAJOR INITIATIVES | PROGRESS | COMMENT |
|-------------------|----------|---------|
|-------------------|----------|---------|

**To promote better health outcomes for people in Bulleen by conducting new research as part of the Live Well in Bulleen project that aims to understand ways to minimise social isolation and disadvantage.**

Measure: Project preparation of a research paper and implementation of one local community strengthening initiative by 30 June 2016.

**100% complete**

This initiative included community consultation and liaison with community organisations to understand the future needs of the Bulleen community. A research paper was completed and was followed by a launch event in June 2016.

The Connecting Families in Bulleen Pop Up Park event was held at Bulleen Plaza in June 2016 as part of a partnership project with Doncare. The event was funded through the State Government's Maternal and Child Health Innovations Grant Program and planning is underway for additional community events to be held in 2016/17.

| INITIATIVES | PROGRESS | COMMENT |
|-------------|----------|---------|
|-------------|----------|---------|

**To continue to implement Emergency Management Prevention and Preparedness Education programs that promote community resilience in times of emergency events impacting the City of Manningham.**

Measure: The development of an engagement/disaster resilience strategy for the local community by 30 June 2016. Ongoing implementation of education and awareness programs in partnership with emergency management agencies/ organisations.

**100% complete**

Ongoing education and awareness programs were completed in partnership with emergency services and organisations, such as the Winter Clean Up 2016 campaign to encourage residents to clean up their properties in preparation for an emergency event.

Regular Community Resilience Sub-committee meetings were held to discuss a roadmap for disaster focused community resilience capacity building and a draft Disaster and Resilience Action Plan was developed to be integrated with the 2017 Healthy City Plan and Council Plan.

**To work with local partners to promote recognition of Warrandyte's built heritage by affixing a number of heritage plaques to buildings and sites in the township.**

Measure: Installation of at least five heritage plaques by June 2016.

**90% complete**

The Warrandyte Historical Society and relevant property owners have approved the five heritage plaque designs.

Production and installation of the plaques is anticipated to be completed in August 2016.

## OUR PERFORMANCE – COUNCIL SERVICES

The following statement provides information in relation to the services funded in the 2015/16 Budget and the sections of the community provided the service.

| SERVICES  | DESCRIPTION  | NET COST<br>\$000<br>ACTUAL<br>BUDGET<br>VARIANCE |
|---|--|---|
| <b>Cultural services</b>  | This service manages, develops and delivers a range of arts and cultural facilities, services and programs for the residents of, and visitors to, the City of Manningham.  | 539   |
|   |  | 528   |
|   |  | (11)  |
| <b>Community events and programs</b>                            | This service delivers a comprehensive events and festivals program, provides support for community run festivals and cultural services.  | 466   |
|   |  | 417   |
|   |  | (49)  |
| <b>Community planning</b>                                       | This service leads community consultation and engagement activities, corporate and community planning, organisational performance monitoring and reporting and community and social research.  | 873   |
|   |  | 646   |
|   |  | (227)   |
| <b>Health and local laws, food safety and animal management</b> | This service protects the community's health and well being by co-ordinating food safety support programs, animal management and enforcement of municipal local laws.  | 1,132   |
|   |  | 1,121   |
|   |  | (11)  |
| <b>Building services</b>  | This service provides statutory building services to the Council community including processing of building permits, emergency management responsibilities, fire safety inspections, audits of swimming pool barriers and investigations of complaints and illegal works.  | 419   |
|   |  | 518   |
|   |  | 99  |
| <b>Street lighting</b>  | This service provides for street lighting on Council's road network to enhance the safety and security of our community.   | 1,042   |
|   |  | 1,214   |
|   |  | 172   |
| <b>Street cleaning and litter pick up</b>                       | This service is designed to keep the streets and surrounding areas looking neat, tidy and contributing the amenity and safety of the municipality. It includes mechanical kerb and street cleaning, roadside litter pick up and cleaning of footpaths at activity centres. | 1,152   |
|   |  | 1,180   |
|   |  | 288   |
| <b>Traffic control and school crossings</b>                     | This service supervises and monitors car parking facilities, school crossings and traffic control at community events to promote the safe use of Council and community assets.   | (211)   |
|   |  | 66  |
|   |  | 277   |
| <b>Graffiti removal</b>   | This service facilitates the prompt removal of graffiti from Council properties and also private properties where the graffiti is in a prominent position along main roads.  | 79  |
|   |  | 82  |
|   |  | 3   |

## OUR PERFORMANCE – SERVICE PERFORMANCE INDICATORS

The following statement provides the results of the Local Government Performance Reporting Framework prescribed service performance indicators and measures for animal management and food safety.

| Service / Indicator / measure  | 2014/15 | 2015/16 | MATERIAL VARIANCES  |
|--|---------|---------|---|
| <b>ANIMAL MANAGEMENT</b>   |         |         |   |
| <b>Timelines</b>   |         |         |   |
| <b>Time taken to action animal management requests</b><br>[Number of days between receipt and first response action for all animal management requests / Number of animal management requests] | 0       | 1       | Council's approach to animal management is outlined in the Council's 2013 – 2017 Domestic Animal Plan to protect the community. High priority requests like dog attacks, stock out on roads and animal pickups are regarded as high priority and are responded to within hours of being reported.   |
| <b>Service standard</b>  |         |         |   |
| <b>Animals reclaimed</b><br>[Number of animals reclaimed / Number of animals collected] x100.  | 67.2%   | 61.7%   | This indicator measures cats and dogs. The majority of dogs (88%) are re-homed and 10% are rehoused through the Blue Cross animal shelter. Although less cats are reclaimed, a higher percentage are re-homed through the Blue Cross Shelter.   |
| <b>Service cost</b>  |         |         |   |
| <b>Cost of animal management service</b><br>[Direct cost of the animal management service / Number of registered animals].   | \$33.12 | \$44.15 | The number of registered animals is the actual number of cats and dogs registered between 1 July 2015 and 30 June 2016, which were subject to the State Government animal registration levy. The cost of animal management services includes pound and animal collection services as well as administration costs that support the delivery of Animal Management Services in the municipality.                                    |
| <b>Health and safety</b>   |         |         |   |
| <b>Animal management prosecutions</b><br>[Number of successful animal management prosecutions].  | 24      | 15      | Council's approach to animal management is outlined in the Council's 2013 – 2017 Domestic Animal Plan to protect the community. Prosecutions occur when animal or animal owner behaviour is inconsistent with this approach and attempts at mediation have not been successful. 2015/16 saw less reported incidents that required court action, which could indicate an increased effectiveness in the animal management service. |

## OUR PERFORMANCE – SERVICE PERFORMANCE INDICATORS CONTINUED

| Service / Indicator / measure   | 2014/15  | 2015/16  | MATERIAL VARIANCES   |
|---|----------|----------|--|
| <b>FOOD SAFETY</b>  |          |          |  |
| <b>Timelines</b>  |          |          |  |
| <b>Time taken to action food complaints</b><br>[Number of days between receipt and first response action for all food complaints / Number of food complaints].  | –        | 1.1 days | Council is diligent in actioning food complaints. Priority cases including food poisoning are seen to as quickly as possible, as demonstrated with the 2015/16 result of just over an average of one day for responding to all 76 complaints relating to food safety and hygiene issues at food premises.  |
| <b>Service standard</b>   |          |          |  |
| <b>Food safety assessments</b><br>[Number of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment in accordance with the <i>Food Act 1984</i> / Number of registered class 1 food premises and class 2 food premises that require an annual food safety assessment in accordance with the <i>Food Act 1984</i> ] x 100. | 98.0%    | 100%     | Manningham aims to inspect all registered premises in each calendar year. Some inspections may not have been counted in this financial year due to inspection dates falling due after the closure of the reporting period or premises being closed for renovations or only open at certain times of the year.  |
| <b>Service cost</b>   |          |          |  |
| <b>Cost of food safety service</b><br>[Direct cost of the food safety service / Number of food premises registered or notified in accordance with the <i>Food Act 1984</i> ].   | \$575.74 | \$635.52 | There are 840 registered food premises in Manningham. This measure represents the cost to Council directly related to the delivery of the food safety service including travel, equipment and staff costs.   |
| <b>Health and safety</b>  |          |          |  |
| <b>Critical and major non-compliance outcome notifications</b><br>[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.   | 92.0%    | 98.3%    | Council is vigilant in ensuring all food premises are followed up after a major or critical non-conformance is detected to protect the residents and visitors to the municipality from unsafe food.<br><br>The remaining 1.7 per cent of critical and major non-compliance outcome notifications are in the process of being followed up but were incomplete as at 30 June 2016. |

**CASE STUDY:**

# PLAZA PARK AT MC SQUARE

The Plaza Park Project transformed the outdoor forecourt space of MC<sup>2</sup> (Manningham City Square) at 687 Doncaster Road in Doncaster into a vibrant community hub for events and activities from September 2015 to April 2016.

Co-funded by Manningham Council and VicHealth, the project transformed the space to provide opportunities for people of all ages and abilities to get active, meet others and have fun. The project saw approximately 15,000 people engage in 70 events and activities over a seven month period.

The temporary transformation included low rise staging, pallet seating and planter boxes, an exercise hub with fitness stations, an industrial ping pong table, an urban forest installation, which acted as an outdoor gallery system, and children's sandpit.

The official opening community day was held on Saturday 23 September 2015 and welcomed more than 1,500 visitors to enjoy what the space had to offer.

A diverse program of events and activities was run by Council in conjunction with community groups in the space. The Plaza Park Project offered a mix of large scale community events, school holiday activities and small group activities and classes.

Some of the events held at the Plaza Park included:

- Plaza Park community open day
- Australia Day pop up farmyard family day
- Out There in partnership with the Australian Ballet
- Pop Up Circus events in partnership with Circus Oz
- Summer Sounds and Jungle Jam concerts presented in conjunction with Arts Centre Melbourne and Circus Oz
- Chinese Lunar New Year celebrations
- School holiday programs
- Social fitness classes, including Tai Chi, Social Spin and fitness circuit classes.

The successful Plaza Park Project was completed in April 2016. The space will continue to be used for community events and activities.



# ENJOY AND PROTECT OUR NATURAL SPACES

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

## GOALS

- Our unique balance of city and country is safeguarded into the future.
- Our open spaces, bushlands, creeks and rivers are valued and preserved.
- We proactively seek innovative solutions to address the effects of climate change and work together to protect the environment.
- Protect our environment by providing responsive waste management services for our community.

## SERVICES/ACTIVITIES

- Natural and built environment, including:
  - Protection and enhancement of biodiversity values
  - Climate and energy activities
  - Bushland management.
- Open space and recreation planning
- Septic tank compliance
- Parks and recreation
- Waste services
- Underground drains inspection, maintenance and cleaning.



## ACHIEVEMENTS

- Planted more than 12,000 trees across the municipality, including 2,751 street trees as part of the streetscape planting program.
- More than half of the residential kerbside waste collected was recycled.
- Developed a new waste bin program to commence in 2016/17 and awarded a new six year contract for waste collection services across the municipality.
- Supported more than 80 land owners with advice, weed and pest control, bushfire risk reduction works and other sustainable land management works through the Local Environment Assistance Fund (LEAF) and other programs.
- Supported Landcare and Environmental Friends Groups with 34 education and on the ground bushland improvement activities.
- Held approximately 30 environment seminars and nature walks to build community appreciation of the natural world and inspire action to protect that world.
- Delivered approximately 70 events as part of the Spring Outdoors, Smarter Living and Home Harvest programs in partnership with Banyule, Nillumbik and Whitehorse Councils, to encourage the community to learn how to live more sustainably.
- Held ten environmental education and activity days at Currawong Bush Park to inspire environmental stewardship among school children and help schools achieve five star leadership and certification in the State Government's ResourceSmart AuSSI Victoria program.
- Facilitated more than 40 solar system installations and other household energy efficiency for Manningham residents through the Positive Charge service.
- Committed almost \$2 million to install energy efficient LED (Light Emitting Diode) streetlights that use 75 per cent less electricity than the old lights and have the same light output. The streetlights will be installed in 2016/17.
- Expanded Manningham's open space network by 8,256sqm with the purchase of land at 3-7A Glenwill Court to be added to the Green Gully Linear Park in Templestowe.
- A series of nature play activities and events were held to encourage children and parents to enjoy the natural environment as a place to play, imagine, relax and explore.
- New nature inspired sculptures and sculptural artworks installed at Currawong Bush Park to encourage community members and families to explore the natural environment of the park.
- 102 people were involved in a National Tree Day event in July 2015 to plant trees in Ruffey Lake Park.
- Rehabilitated the Stintons Reserve leachate management system, following an Environmental Protection Agency (EPA) request regarding discharge of leachate downstream from the ex-landfill site located beneath the oval. This included expanding the leachate ponds, lining and sealing of the storm water drain beneath the landfill and installing system to allow leachate levels to be monitored remotely.
- Developed and trialled 20 new zero additional maintenance local stormwater treatment systems (known as ZAM-WSUD) across the municipality.
- Converted 313 local park and car park lights to LED lights across the municipality.

## CHALLENGES

- Uncertainty over State Government funding and the Project Partner Agreement for the \$2.8 million Bolin Bolin Integrated Water Management Project caused delays to the project timeline. Construction of this project will supply treated stormwater for the irrigation of sporting facilities in the cities of Manningham and Boroondara and will now commence in 2017.
- Being able to fund and resource the diverse range and volume of Council's environment work will continue to be a challenge with the introduction of the State Government's rate capping system.

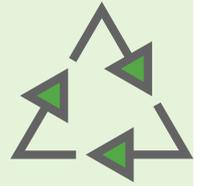
## YEAR AHEAD

- Complete the Mullum Mullum Creek Linear Park, including completing and opening of the final section of the Mullum Mullum Trail.
- Implement the Bolin Bolin Billabong Integrated Water Management Project.
- Prepare a planning scheme amendment to introduce an open space contribution rate.
- Develop and implement a revised Drainage Strategy that will co-ordinate, maintain and improve Manningham's drainage infrastructure to achieve acceptable standards of stormwater performance and management.
- Continue to implement environmental services and programs and encourage the community to engage with environmental sustainability issues and make environmental improvements in their everyday lives.
- Deliver a waste management system that is responsive to our community needs.
- Measure how much vegetation removal has occurred between 2011 and 2016.
- Install almost \$2 million of energy efficient LED (Light Emitting Diode) streetlights.

**FAST FACTS**

- 53.3 per cent of waste diverted from landfill
- Waste services provided to approximately 43,000 households, including:
  - 43,735 domestic garbage bins emptied each week
  - 43,554 recycle bins emptied each week
  - 38,198 litre garden waste bins emptied each week
  - 1,342 commercial bins emptied each week.
- More than 12,000 trees planted.
- More than 200 children participated in nature play events and activities.
- More than 6,000 community members participated in more than 150 environmental stewardship events and other environmental programs, including:
  - More than 4,000 attendees for 70 Spring Outdoors, Smarter Living and Home Harvest events
  - More than 900 people attended about 60 nature walks, environmental seminars, field trips, landcare and environmental friends groups' activities
  - More than 5,000 volunteer hours worked by Landcare and friends groups members
  - More than 400 students attended ten environmental activity days at Currawong Bush Park
  - More than 80 landowners took advantage of Council's Local Environment Assistance Fund (LEAF) for sustainable land management works
  - More than 40 hectares of private properties received weed control works.
- 1,016 drainage requests responded to.
- 4,982 road drainage pits checked and cleared.

53.3%



**OF WASTE DIVERTED FROM LANDFILL**

**MORE THAN**

12,000



**TREES PLANTED**

43,554



**RECYCLE BINS EMPTIED EACH WEEK**

**MORE THAN**

6,000



**COMMUNITY MEMBERS PARTICIPATED IN MORE THAN 150 ENVIRONMENTAL STEWARDSHIP EVENTS**

14,982



**ROAD DRAINAGE PITS CHECKED AND CLEARED**

**MORE THAN**

200



**CHILDREN PARTICIPATED IN NATURE PLAY EVENTS**

## OUR PERFORMANCE – COUNCIL PLAN

The following statement reviews the performance of Council against the Council Plan 2013 – 2017.

### Indicator / Measure

#### Extent of open space

Total hectares of local government area classified as open space.

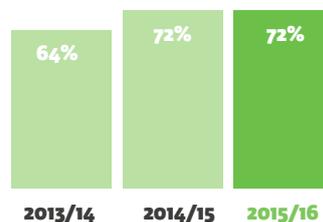
Source: Geographical Information System, Manningham City Council, 2016.



#### The value of parks and open spaces

Percentage of people who agree that Manningham's parks and open spaces are a feature of this area.

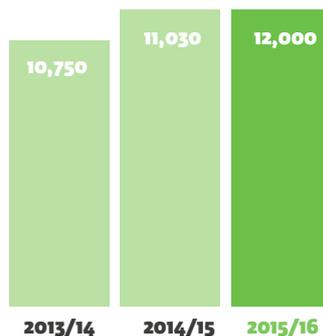
Source: Understanding our Community Survey, Manningham City Council, 2016.



#### Amount of trees planted

Number of trees planted in local government area.

Source: Parks and Recreation Unit, Manningham City Council, 2016.



#### Participation in sustainability programs

The number of people participating in Council's sustainability programs.

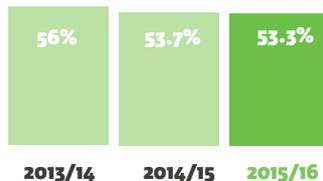
Source: Environment Team, Manningham City Council, 2016.



#### Household waste recycling

Percentage of household waste diverted from landfill.

Source: Waste Management Team, Manningham City Council, 2016.



**OUR PERFORMANCE – MAJOR INITIATIVES AND INITIATIVES**

The following statement reviews the progress of Council in relation to the Major Initiatives and Initiatives identified in the 2015/16 Budget and Strategic Resource Plan.

 **action completed**       **action in progress**       **action not completed or deferred**

| MAJOR INITIATIVES  | PROGRESS                    | COMMENT   |
|--|-----------------------------|---|
| <p><b>To complete Mullum Mullum Creek Linear Park (stage three) – construction of the remaining one kilometre of the linear trail.</b></p> <p>Measure: Commence construction of the final one kilometre section of the Mullum Mullum Trail between Park and Heads roads. This is a two year project with the opening of the trail scheduled for May 2017.</p>                    | <p><b>100% complete</b></p> | <p>Off-site construction of the footbridge and boardwalks commenced in February 2016 and is progressing well with some elements already completed. Construction is on schedule to be completed in May 2017.</p>   |
| INITIATIVES  | PROGRESS                    | COMMENT   |
| <p><b>To identify and resolve long term management issues associated with Council's ownership of land.</b></p> <p>Measure: A plan to address high priority actions has been developed by 30 June 2016.</p>   | <p><b>100% complete</b></p> | <p>A plan to address high priority actions has been developed. The priority matters have been identified and are being implemented successfully to address the increasing number of land tenure projects requiring attention and resolution.</p>  |
| <p><b>To implement the Bolin Bolin Billabong Integrated Water Management Project.</b></p> <p>Measure: Construction to be completed by 30 June 2016.*</p> <p><i>*Subject to receiving grant funding.</i></p>  | <p><b>40% complete</b></p>  | <p>At the February 2016 meeting, Council noted the delays in securing grant funding from the Department of Environment, Land, Water and Planning and endorsed an extension of time for the completion of project construction from 30 June 2016 to 31 December 2016.</p>  |
| <p><b>To implement and monitor the high priority actions of the Open Space Future Needs Plan to achieve Manningham's open space planning objectives.</b></p> <p>Measure: Implementation of the high priority actions of the Open Space Future Needs Plan by 30 June 2016. Additional community events and programs to promote the use of local open space held by June 2016.</p> | <p><b>100% complete</b></p> | <p>A series of high priority actions of the Open Space Future Needs Plan have been completed, such as the purchases of 3–7A Glenville Court in Templestowe to expand Green Gully Linear Park and part of Whitefriars College in Donvale to expand the Mullum Mullum Creek Linear Park as part of the Open Space Development Program. Open space planning for the new large areas of open space being obtained by Council as part of the Tullamore Estate and Mullum Estate residential developments.</p> <p>A review of open space contributions was commenced and will continue in 2016/17.</p> <p>Manningham's open space network was promoted via the Manningham Active Kids Facebook page and open space activation progressed through the support of VicHealth for the Plaza Park Project.</p> |

| INITIATIVES | PROGRESS | COMMENT |
|-------------|----------|---------|
|-------------|----------|---------|

**To develop and implement a revised strategy that will co-ordinate, maintain and improve Manningham’s drainage infrastructure to achieve acceptable standards of stormwater performance and management.**

Measure: Strategy to be presented for Council endorsement by 30 November 2015.

**deferred**

This initiative has been deferred until 2016/17 to better align with the State Government’s water planning and Amendment C109 to the Manningham Planning Scheme.

**To continue to implement services and programs as identified in Council’s key environmental strategies including Bushland Management Strategy, Green Wedge Strategy, Climate 2020 Action Plan, Securing the Future and Carbon Action Plan.**

Measure: Achievement of annual targets for 15 major natural environment projects, six major stewardship and education projects and seven major sustainability projects by 30 June 2016.

**100% complete**

This initiative has been completed with a variety of environmental programs delivered, including more than 150 activities that reached more than 6,000 members of the community.

This includes natural environment and biodiversity protection activities such as weed and pest control, sustainable land management activities and advice, supporting Landcare and friends groups.

Activities to engage the community to be stewards of the environment included Waterwatch water quality monitoring, environmental education days and partnering with other Councils to hold community events on sustainability.

Sustainability and energy saving activities included installing solar panels at the Council Depot, encouraging household solar and investing to improve the energy efficiency of streetlights.

## OUR PERFORMANCE – COUNCIL SERVICES

The following statement provides information in relation to the services funded in the 2015/16 Budget and the sections of the community provided the service.

| SERVICES                                  | DESCRIPTION   | NET COST<br>\$'000<br>ACTUAL<br>BUDGET<br>VARIANCE  |
|---|---|---|
| <b>Natural and built environment</b>      | This service leads the protection and enhancement of biodiversity values, an integrated response to climate and energy issues and sustainable development policy and practice. The service is also responsible for the preparation and implementation of Council's Green Wedge and Bushland Management Strategies and for the planning, management, development and promotion of all Council Reserves and Parks and delivers a range of programs and community capacity building. | <p style="text-align: right;">975</p> <hr/> <p style="text-align: right;">1,082</p> <hr/> <p style="text-align: right;">107</p>       |
| <b>Open space and recreation planning</b> | This service is responsible for the preparation and implementation of Council's Open Space and Recreation Strategies and for the management, planning and development of linear parks, conservation reserves and reserves of municipal significance.  | <p style="text-align: right;">696</p> <hr/> <p style="text-align: right;">589</p> <hr/> <p style="text-align: right;">(107)</p>       |
| <b>Septic tank compliance</b>             | This service includes assessing applications, sand analysis, and location identification for property owners. The objective is to protect the environment and enhance community health.   | <p style="text-align: right;">155</p> <hr/> <p style="text-align: right;">199</p> <hr/> <p style="text-align: right;">44</p>          |
| <b>Parks and recreation</b>               | This service provides the management, administration and maintenance activities for sports and recreation, sportsground maintenance, landscape maintenance, tree maintenance, bushland management, open space and parks maintenance and supervision of capital works projects.  | <p style="text-align: right;">12,315</p> <hr/> <p style="text-align: right;">11,830</p> <hr/> <p style="text-align: right;">(485)</p> |
| <b>Waste services</b>                     | This service provides kerbside waste collections of garbage, recycle, garden and hard waste from all households and some commercial properties in Council. It also provides a waste call centre, education services and the strategic planning of waste services.   | <p style="text-align: right;">10,611</p> <hr/> <p style="text-align: right;">10,728</p> <hr/> <p style="text-align: right;">117</p>   |
| <b>Underground drains</b>                 | This service performs the inspection, maintenance and cleaning of underground drains to ensure correct operation.<br><br>A depreciation expense of \$3.5 million is recognised on the \$212 million worth of drainage assets assigned to this activity.   | <p style="text-align: right;">4,404</p> <hr/> <p style="text-align: right;">4,303</p> <hr/> <p style="text-align: right;">(101)</p>   |

## OUR PERFORMANCE – SERVICE PERFORMANCE INDICATORS

The following statement provides the results of the Local Government Performance Reporting Framework prescribed service performance indicators and measures for waste collection.

| Service / Indicator / measure   | 2014/15       | 2015/16       | MATERIAL VARIANCES  |
|---|---------------|---------------|---|
| <b>WASTE COLLECTION</b>   |               |               |   |
| <b>Satisfaction</b>   |               |               |   |
| <b><i>Kerbside bin collection requests</i></b>  |               |               |   |
| [Number of kerbside garbage and recycling bin collection requests / Number of kerbside bin collection households] x 1000.                                       | 74.4 requests | 61.6 requests | Council provides a comprehensive waste management service that meets 'Best Practice' standards in terms of kerbside collection. This indicator focuses on the kerbside bin collection service. This year Council received 74 bin collection requests per 1,000 residential households. The requests relate to new services, cancellations, damaged bin repairs/replacements or replacing stolen bins. |
| <b>Service standard</b>   |               |               |   |
| <b><i>Kerbside collection bins missed</i></b>   |               |               |   |
| [Number of kerbside garbage and recycling collection bins missed/ Number of scheduled kerbside garbage and recycling collection bin lifts] x 10,000.            | 6.4 bins      | 7.6 bins      | This indicator demonstrates the ratio of bins missed compared to scheduled bin collections, with six bins reported as missed for every 10,000 scheduled collections.  |
| <b>Service cost</b>   |               |               |   |
| <b><i>Cost of kerbside garbage bin collection service</i></b>   |               |               |   |
| [Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins].  | \$103.80      | \$110.80      | Costs include all operating expenses directly related to the delivery of the service from pick up to transportation and disposal of waste. This figure reflects the annual direct cost of the kerbside garbage bin collection weekly service per bin including disposal costs. It does not include the cost to provide the bin or any management/corporate overhead costs.                            |
| <b>Service cost</b>   |               |               |   |
| <b><i>Cost of kerbside recyclables collection service</i></b>   |               |               |   |
| [Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins].  | \$23.36       | \$21.81       | Costs include all operating expenses directly related to the delivery of the service from pick up to transportation and disposal of waste. This figure reflects the annual direct cost of the kerbside recycling bin collection. It does not include the cost to provide the bin or any management/corporate overhead costs.  |
| <b>Waste diversion</b>  |               |               |   |
| <b><i>Kerbside collection waste diverted from landfill</i></b>  |               |               |   |
| [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x 100. | 54.0%         | 53.1%         | The decrease in diversion is due to the decreasing reliance on printed material (i.e. less junk mail and more online advertising). Products being recycled are lighter in weight but same in volume (such as plastic bottles).  |

**CASE STUDY:**

# NEW WASTE BIN PROGRAM

Manningham has been at the forefront of increasing recycling rates and diverting waste from landfill since 1999, when we introduced our fully integrated three bin waste system.

After 17 years of constant use, the current waste bins were coming to the end of their useful life and the cost of repairs and replacement of the old bins had been growing steadily.

During 2015/16, we developed a new waste bin program to commence in 2016/17 and awarded a new six year contract for waste collection services across the municipality.

This includes introducing new Australian Standard compliant waste bins identified with red (garbage), yellow (recycle) and green (garden) coloured lids as part of the new waste service. Under the new arrangement, we are introducing a new standard (default) waste service that includes:

- A smaller, more environmentally friendly 80 litre garbage bin
- A 240 litre recycle bin
- A 240 litre garden bin.

Between May and June 2016, all households in Manningham were asked to make and confirm a bin selection that best suits their household needs.

The new waste contract will come into effect on 1 July 2016, with the new bins to be delivered to households across Manningham between August and November 2016.

## The MANNINGHAM BIN SWAP



# GETTING FROM PLACE TO PLACE

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

## GOALS

- The need for an integrated and efficient transport network providing affordable, well connected and alternative forms of travel.
- A well connected and accessible community with linked bicycle and walking pathways.

## SERVICES/ACTIVITIES

- Maintenance of:
  - Roads and streets
  - Bridges
  - Footpaths
  - Vehicle crossings
  - Kerb and channel.
- Line marking.
- Signs and street furniture.
- Public transport advocacy.



## ACHIEVEMENTS

- Completed construction of Tindals Road in Donvale, between Mullum Mullum Creek and Stintons Road. The \$3.95 million project was completed over two stages and included construction of bicycle and pedestrian facilities as well as two roundabouts to reduce vehicle speeds along Tindals Road and improve safety.
- Negotiated a road swap with VicRoads so that a section of King Street in Templestowe will become the responsibility of Council, in exchange for the section of Blackburn Road between King Street and Reynolds Road, which will become the responsibility of VicRoads. This transfer of responsibility will allow Council to reconstruct this section of King Street to improve pedestrian and public transport access. Design for this reconstruction has also commenced and construction of the first stage is anticipated to start early in 2017.
- More than 139,000sqm of road pavement was either rehabilitated or resurfaced.
- Provided support to five primary schools (including approximately 2,900 students) that are actively implementing active travel plans to encourage students to walk and be active on their commute to and from school.
- Commenced construction on the final one kilometre section of the Mullum Mullum Trail.
- Commenced community consultation on a draft strategy for a major upgrade of Jumping Creek Road in Wonga Park to be completed between 2017 and 2023.
- Started implementation of the Doncaster Hill Mode Shift Plan with a pilot behaviour change project commenced in consultation with the residents of Sovereign Point Court in Doncaster Hill. A review of pedestrian desire lines within Doncaster Hill was also undertaken and will inform discussions with VicRoads regarding safe crossing facilities on major roads.
- Formation of the Integrated Transport Advisory Committee (ITAC) to continue Council's advocacy for public transport.

## CHALLENGES

- Continuing to seek improvements to the bus network in Manningham as the demand for public transport and capacity continues to grow.
- Concerns with VicRoads funding and maintenance can reflect poorly on the overall condition and presentation of the road network across the municipality.

## YEAR AHEAD

- Continue Council's advocacy for improved public transport options for Manningham, including improvements to the bus, cycling, pedestrian and road network, and advocacy for heavy rail to Doncaster.
- Implement the Doncaster Hill Mode Shift Plan as a high priority action of the Doncaster Hill Strategy 2002 (revised 2004).
- Develop a program for the installation of facilities in support of the Principal Pedestrian Network, including seating.

## FAST FACTS

- Six traffic calming devices (e.g. roundabouts, blister islands and speed humps) were constructed.
- 520 metres of new shared or bicycle paths were constructed.
- 1,770 metres of new footpaths constructed as part of the Principal Pedestrian Network.
- 9,649 kilometres of street sweeping completed
- 139,172 square metres of Council roads resurfaced.
- More than 50 school activities were held to promote active travel to encourage primary school students to walk, ride or scooter to and from school.
- 54 per cent of Manningham primary schools took part in Council led active travel activities.
- 790 metres of existing local pedestrian and cycling paths were upgraded.
- Ongoing maintenance and renewal of a range of assets, including:
  - 13 kilometres of freeways or tollways
  - Two kilometres of state highways
  - 72 kilometres of declared arterial roads
  - 598 kilometres of local roads
  - 873 kilometres of footpaths
  - 75 kilometres of bicycle paths
  - 1,003 kilometres of drainage pipes
  - 882 kilometres of kerb and channel
  - 276,000sqm of car parks.

1,770 

**METRES OF NEW FOOTPATHS  
CONSTRUCTED**

520  **METRES OF  
NEW SHARED  
OR BICYCLE  
PATHS WERE  
CONSTRUCTED**

139,172



**SQUARE METRES  
OF COUNCIL ROADS  
RESURFACED**

9,649

**KILOMETRES OF STREET  
SWEEPING COMPLETED**



**MORE THAN 50**



**SCHOOL ACTIVITIES WERE  
HELD TO PROMOTE ACTIVE  
TRAVEL TO SCHOOL**

**OUR PERFORMANCE – COUNCIL PLAN**

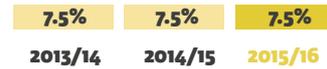
The following statement reviews the performance of Council against the Council Plan 2013 – 2017.

**Indicator / Measure**

**Extent of bus patronage**

Percentage of residents who travel on buses in Manningham.

Source: Australian Bureau of Statistics, 2011.



**Extent of sustainable connectivity**

Percentage of people who can get to where they need to go without using a car if they choose to.

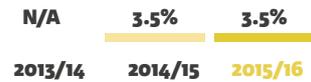
Source: Understanding our Community Survey, Manningham City Council, 2016.



**Extent of footpaths**

Percentage of Capital Works budget for construction of new footpaths and refurbishment and/or replacement of existing footpaths.

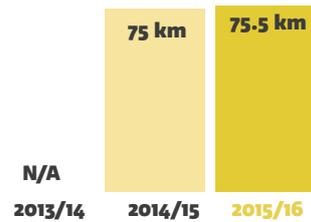
Source: Capital Works Program, Manningham City Council, 2016.



**Extent of bicycle pathways**

Length of existing bicycle pathways in local government area.

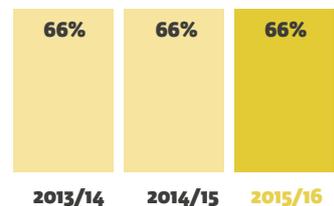
Source: Infrastructure Assets Register, Manningham City Council, 2016.



**Extent of reliance of motor vehicles**

Percentage of private dwellings who own two or more registered vehicles.

Source: Australian Bureau of Statistics, 2011.



## OUR PERFORMANCE – MAJOR INITIATIVES AND INITIATIVES

The following statement reviews the progress of Council in relation to the Major Initiatives and Initiatives identified in the 2015/16 Budget and Strategic Resource Plan.

 **action completed**

 **action in progress**

 **action not completed or deferred**

| MAJOR INITIATIVES | PROGRESS | COMMENT |
|-------------------|----------|---------|
|-------------------|----------|---------|

**To continue Council's advocacy for improved public transport options for Manningham, including improvements to the bus, cycling, pedestrian and road network, and advocacy for heavy rail to Doncaster.**

Measure: Briefing to key members of parliament on Manningham transport priorities by 30 June 2016. Work with Public Transport Victoria (PTV) to facilitate implementation of PTV's new bus network for Manningham by 30 June 2016.

**100% complete**

Ongoing discussions have continued with bus operator, Transdev to investigate improvements to the bus network, and a potential Bus Rapid Transit proposal for Doncaster.

Council officers continued to liaise with the Public Transport Minister, throughout the year on various public transport matters for Manningham.

A submission made to Infrastructure Victoria's 'All Things Considered' discussion paper.

A new Integrated Transport Advisory Committee including community representatives was established to support advocacy for public transport in Manningham.

| INITIATIVES | PROGRESS | COMMENT |
|-------------|----------|---------|
|-------------|----------|---------|

**To implement the Doncaster Hill Mode Shift Plan as a high priority action of the Doncaster Hill Strategy.**

Measure: Commence micro-simulation modelling to test the feasibility of installing continuous bus lanes through Doncaster Hill by 30 June 2016. Adoption of the Doncaster Hill Mode Shift Behaviour Change Plan by 30 June 2016.

**100% complete**

Micro-simulation modelling was undertaken for Doncaster Hill in relation to all traffic movements as part of the Westfield Master Plan investigation. The State Government has also announced a review to improve Doncaster Area Rapid Transit (DART) bus services.

The Behaviour Change Plan was developed and adopted by Council in March 2016.

## OUR PERFORMANCE – COUNCIL SERVICES

The following statement provides information in relation to the services funded in the 2015/16 Budget and the sections of the community provided the service.

| SERVICES  | DESCRIPTION  | NET COST<br>\$000<br>ACTUAL<br>BUDGET<br>VARIANCE |
|---|--|---|
| <b>Roads, streets and bridges</b>                                     | This service provides the day to day maintenance of Council roads, bridges and includes both sealed and unsealed road maintenance such as repairs to potholes, patching, resheeting and minor works. | 12,076  |
|   | A depreciation expense of \$7.67 million is included relating to the \$181 million value of roads, streets and bridges assigned to this activity.  | 13,362  |
|   |  | 1,286   |
| <b>Footpaths, vehicle crossings, and kerb and channel maintenance</b> | This service maintains Council's extensive footpath, vehicle crossings and kerb and channel assets.  | 1,773   |
|   | A depreciation expense of \$1.07 million is recognised on the \$58 million worth of assets assigned to this activity.  | 701   |
|   |  | (1,072)   |
| <b>Line marking</b>   | This service maintains line marking on roads and also includes traffic management treatments at school crossings, local roads and car parks.   | 181   |
|   |  | 205   |
|   |  | 24  |
| <b>Signs and street furniture</b>                                     | This service maintains and repairs all traffic signals and roadside signs and furniture including guard rails on Council roads.  | 358   |
|   |  | 344   |
|   |  | (14)  |
| <b>Public transport</b>   | Advocate for improved public transport including heavy rail for Doncaster.   | 8   |
|   |  | 8   |
|   |  | -   |

## OUR PERFORMANCE – SERVICE PERFORMANCE INDICATORS

The following statement provides the results of the Local Government Performance Reporting Framework prescribed service performance indicators and measures for roads.

| Service / Indicator / measure   | 2014/15  | 2015/16  | MATERIAL VARIANCES  |
|---|----------|----------|---|
| <b>ROADS</b>  |          |          |   |
| <b>Satisfaction of use</b>  |          |          |   |
| <b>Sealed local road requests</b><br>[Number of sealed local road requests / Kilometres of sealed local roads] x100.  | 97.1%    | 99.2%    | Council strives to provide well maintained roads for the community. All requests are dealt with as efficiently as possible to achieve a high quality and cost efficient outcome.  |
| <b>Condition</b>  |          |          |   |
| <b>Sealed local roads below the intervention level</b><br>[Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads] x100. | 97.7%    | 98.9%    | All Council roads are regularly maintained according to Council's Asset Management Plan and kept at a high standard. Intervention level is when a road is due for reconstruction based on a road condition rating undertaken every three years by Council. This rating determines when a road is due for reconstruction. Hence less than 2% of sealed local roads in Manningham require intervention. |
| <b>Service cost</b>   |          |          |   |
| <b>Cost of sealed local road reconstruction</b><br>[Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed].   | \$147.84 | \$126.74 | Contracts for road reconstruction are awarded following an extensive public tender process. The data for 2015/16 is based on the Tindals Road stage two reconstruction project, as compared with the 2014/15 data.  |
| <b>Service cost</b>   |          |          |   |
| <b>Cost of sealed local road resealing</b><br>[Direct cost of sealed local road resealing / Square metres of sealed local roads resealed].  | \$20.55  | \$25.09  | The higher costs are due to a different combination of roads requiring resealing. Council uses a combination of asphalt and spray seal for the road resealing (each has different costs) with the type used dependant on the individual road.   |
| <b>Satisfaction</b>   |          |          |   |
| <b>Satisfaction with sealed local roads</b><br>[Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads].                                    | 68       | 64       | An independent research company conducts the community satisfaction survey annually on behalf of State Government. Performance on the condition of local sealed roads (64) was lower than the 2014 result, but 10 points ahead of the statewide average.  |

**CASE STUDY:**

# ACTIVE TRAVEL IN MANNINGHAM

Manningham's Active Travel Program encourages primary school students, parents and teachers to leave the car at home and walk, cycle, scooter, carpool or take public transport to school.

Active travel to and from school can help reduce traffic in and around school areas as well as promoting greater road safety awareness among students and families, and safer streets. It can also help children to develop independence while increasing their physical activity and wellbeing.

Council supports schools by providing tools and templates, resources, traffic engineering and assistance in developing an Active Travel Plan. During 2015/16, Council provided support to five primary schools that are implementing Active Travel Plans.

To promote the importance of walking to school, Council promoted a range of national events and days that schools could get involved with including Ride to School Day (13 March 2015), Walk Safely to School Day (22 May 2105) and VicHealth's Walk to School month during October 2015.

A total of 22 local primary schools took part in VicHealth's Walk to School month, holding events, which were supported by Council. To promote Walk to School month, with funding from VicHealth, Council created a short video featuring the students from local schools getting active on their commute to school. To view the video, visit [www.youtube.com/ManninghamCouncil](http://www.youtube.com/ManninghamCouncil)

Two successful active travel forums were held in November 2015 and May 2016 to establish a supportive local active travel schools' network and encourage more schools to get involved. Council is also constructing new footpaths as part of its Principal Pedestrian Network program to better facilitate active travel in Manningham.



# PLANNING FOR WHERE WE LIVE

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

## GOALS

- A considered and sustainable approach to residential and commercial development balancing the needs of our diverse population with our natural surroundings.
- A diverse range of affordable and accessible housing options are available to accommodate the changing needs of our community.
- Effective planning for local infrastructure that addresses increasing population pressure.

## SERVICES/ACTIVITIES

- Strategic land use planning and development, including:
  - Urban design
  - Heritage advisory service
  - Landscape architecture.
- Statutory planning
- Strategic projects, including:
  - Capital Works Program
  - Major building projects.
- Infrastructure planning.
- Developer contributions including contributions for open space, drainage and Doncaster Hill.
- Geographic Information Systems (GIS).



## ACHIEVEMENTS

- A planning permit was attained for the construction of the Mullum Mullum Stadium at Mullum Mullum Reserve in Donvale.
- Amendment C109 to the Manningham Planning Scheme was exhibited and put out for community consultation. Amendment C109 proposes to change the Manningham Planning Scheme by revising the existing Land Subject to Inundation Overlay (LSIO) and Special Building Overlay (SBO), and by introducing the LSIO and SBO to other parts of the municipality, to reflect areas that may be subject to overland stormwater runoff in a severe storm event. As part of the consultation:
  - 10,000 households were advised of proposed changes
  - More than 1,000 phone enquiries were received
  - Six information sessions were held
  - More than 500 submissions were received.
- Three amendments to the Manningham Planning Scheme were gazetted, including:
  - Amendment C106, which includes minor corrections to the Planning Scheme
  - Amendment C108, which introduces a the Gaming Policy into the Planning Scheme
  - Amendment C110, which provides clearer guidance in relation to outbuildings within the Low Density Residential Zone, Non-residential Uses Policy and Residential Accommodation Policy.
- Two amendments to the Manningham Planning Scheme (Amendment C102 and Amendment C111) that will result in the sale of Council owned land were exhibited:
  - Amendment C102 is awaiting approval from the Minister for Planning
  - Amendment C111 is anticipated to be considered by an Independent Panel in September 2016.
- Council considered Amendment C104 to the Manningham Planning Scheme, which would allow for a future expansion of Westfield Doncaster, and supported the amendment being exhibited in July/ August 2016 along with a draft Development Plan for the site.
- The Environmentally Sustainable Development (ESD) Policy, Amendment GC42 to the Manningham Planning Scheme, was exhibited and reviewed by an Independent Panel. The Panel recommended adopted of the policy into the Manningham Planning Scheme.
- Endorsed a project concept and commenced design of a drainage solution to prevent flooding along Melbourne Hill Road in Warrandyte, following the development of several conceptual options and extensive community consultation. The concept includes providing a point of drainage discharge to an underground drain for each property within the catchment and will be implemented with a special charge scheme.
- An independent audit of our road maintenance functions demonstrated full compliance with Council's Road Management Plan.
- An independent benchmarking survey report of Council's asset maintenance activities demonstrated that these services are being delivered above the required service standards. Manningham achieved a better result than other Council's in the eastern region.
- Installed outdoor exercise equipment at three reserves including Jenkins Park in Templestowe, Koonung Park in Bulleen and Ted Ajani Reserve in Templestowe Lower.
- Playgrounds at six reserves were upgraded with new play equipment, landscaping and paths.
- Undertook community consultation on the draft Koonung Park Management Plan to guide the future use of the park.
- Developed a draft plan for Lawford Reserve in Doncaster and undertook community consultation on the draft plan.
- Commenced community consultation on the development of a new management plan for Domeney Reserve in Park Orchards.
- Two apartment developments were completed within Doncaster Hill, with a further six sites (more than 800 apartments) under construction.
- Constructed a new shared path within Precinct 1 of Doncaster Hill to provide a pedestrian link between JJ Tully Drive and Council Street and ensure a safe walking route for local school students.
- Successfully fulfilled a variety of core building services during continued period of strong demand.
- Addressed and prosecuted identified major breaches to building regulations at the Magistrates Court and defended Building Appeals against Manningham.
- Assessed 60 planning applications to provide advice on reducing environmental impacts including how vegetation loss can be minimised.
- Stage one of the new Tullamore Estate provided with statement of compliance.
- Upgraded Council's Geographical Information Systems' (GIS) aerial photography.

## CHALLENGES

- Continued increase in the number and complexity of planning permit applications received by Council, which is increasing year by year, this includes:
  - Increase in applications that require environmental impact assessment and advice, due to the complexity between the bushfire management overlay (that allows certain vegetation clearing to reduce fire risk) and the native vegetation clearing regulations (that protect vegetation for biodiversity) in the planning system.
  - Increase engineering referrals associated with planning permit applications due to strong growth in larger scale developments, which has required additional of engineering and technical staff resources.
- The growing number of new developments across the municipality, such as Tullamore Estate on the site of the former Eastern Golf Course site and the Mullum Estate in Donvale, will increase the number and scope of assets for Council to maintain in the future.
- Maintaining a sustainable level of funding to ensure that assets, and the services that they support, continue to meet the needs of the community and growth of the city. Seeking opportunities for grants and other income sources is challenging in a climate of extreme competition and rate capping environment.
- Keeping up with the latest technology and best practice techniques, including asset management system improvements and integration with other software applications to review and enhance processes in the delivery and implementation of the capital works program.
- Communicating the proposed changes to the Manningham Planning Scheme under Amendment C109 to more than 10,000 households. The number of phone and in person enquiries, and the technical assessments required, in relation to Amendment C109 was more than expected and required additional staff resourcing from an engineering and planning perspective.
- Some of the successful applicants awarded grants as part of the Heritage Restoration Fund 2015/16 were not in a position to complete the works by 30 June 2016; in future the strict timelines will be highlighted as part of the application process for works to be completed.
- Managing the impacts of the medium density housing including amenity impacts during construction and increased pressure on open space use and car parking demands.
- Increased illegal building activity and non-compliance with building regulations.
- Increased complexity of negotiating solutions and building compliance with diverse community.
- Proposed legislation changes to assist Victorian Building Authority in monitoring the private sector could lead to an increase in building services responsibility.
- Council continued to receive a high volume of planning applications over the past 12 months, with 1,207 applications received for the year, an increase of 25 per cent. This volume of work affected Council's capacity to achieve targeted turnaround times using existing resources. 39 per cent of all planning applications were determined within 60 days.
- A State Government review of planning application fees scheduled for 2010 did not occur, so for the past six years Council has absorbed the rapidly rising costs to ensure the Statutory Planning Unit was adequately resourced. Current planning fees only recover around 20 to 30 per cent of actual Council planning costs, which is an unfair burden on Council budgets and leaves ratepayers to subsidise those who are receiving a commercial benefit from planning permits and planning scheme amendments.

### YEAR AHEAD

- Construction tender for the Mullum Mullum Stadium to be awarded and construction to commence.
- Continue to implement the high priority actions of the Manningham Residential Strategy.
- Complete capital works in accordance with the proposed Capital Works Program for 2016/17.
- Progress introduction of a city wide Developer Contributions Plan (DCP) and renew the Doncaster Hill DCP.

**FAST FACTS**

- 175 building complaints were investigated within an average of 1.4 days.
- 2,440 property and zoning applications were processed within one day.
- 1,422 building permits were issued within Manningham with the total cost of works being \$569,730,125
- 281 permit search and copy requests were processed within an average of 4.6 day.
- 591 building inspection were undertaken within one day of request.
- 326 demolition consents were processed within 1.2 days.
- 340 Domestic Water Management Plan final inspections completed (501 inspections in total, including inspection of new systems and systems in progress).
- \$28,188 worth of grants provided to 19 projects as part of the Heritage Restoration Fund (together with resident and community investment, the total value of works completed was \$52,100).
- 1,207 planning applications processed (951 decided in 2015/16), this included:
  - 48 Fast Track applications
  - 97 VicSmart applications
  - 19 Major applications.
- Provided advice on 182 planning pre-application submissions.
- 800 apartments under construction in Doncaster Hill.

**1,207**



**PLANNING APPLICATIONS PROCESSED**

**1,422**



**BUILDING PERMITS WERE ISSUED**

**\$27,750**

**WORTH OF GRANTS PROVIDED TO 19 PROJECTS AS PART OF THE HERITAGE RESTORATION FUND**

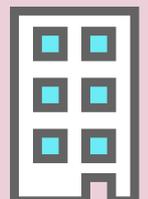


**175**



**BUILDING COMPLAINTS WERE INVESTIGATED**

**800**



**NEW APARTMENTS UNDER CONSTRUCTION IN DONCASTER HILL**

## OUR PERFORMANCE – COUNCIL PLAN

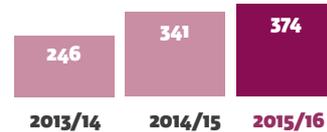
The following statement reviews the performance of Council against the Council Plan 2013 – 2017.

### Indicator / Measure

#### Housing diversity

Number of approved building permits issued for single dwellings, multi-unit developments and apartments.

Source: Building Permits Register, Manningham City Council, 2016.



#### Housing affordability

Percentage of households spending 30 per cent or more of their gross household income on rent or mortgage payments.

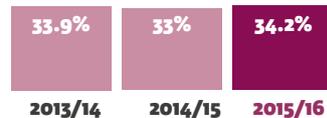
Source: VicHealth Survey, 2011.



#### Investment in community assets

Percentage of annual budget allocated to capital works.

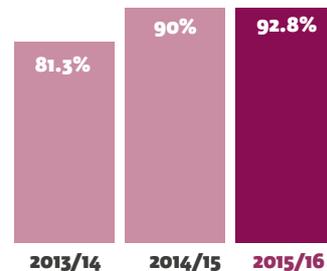
Source: Annual Budget, Manningham City Council, 2016.



#### Delivery of capital works projects

Actual capital expenditure against adopted capital works budget greater than 90 per cent.

Source: Capital Works Budget, Manningham City Council, 2016.



**OUR PERFORMANCE – MAJOR INITIATIVES AND INITIATIVES**

The following statement reviews the progress of Council in relation to the Major Initiatives and Initiatives identified in the 2015/16 Budget and Strategic Resource Plan.

 **action completed**

 **action in progress**

 **action not completed or deferred**

| MAJOR INITIATIVES   | PROGRESS                    | COMMENT  |
|---|-----------------------------|--|
| <p><b>Concept planning and design of a state-of-the art facility for Manningham.</b></p> <p>Measure: Have obtained planning approval, and have publically tendered the construction contract for the Stadium by 30 June 2016.</p> | <p><b>100% complete</b></p> | <p>The planning application was completed ahead of schedule with a planning permit being awarded in January 2016.</p> <p>The project has reached construction stage, with tender submissions underway at the end of 2015/16 and scheduled to close on 6 July 2016. It is intended to award the package early in 2016/17.</p> |

| INITIATIVES   | PROGRESS                    | COMMENT   |
|---|-----------------------------|---|
| <p><b>To undertake a Planning Scheme Amendment to introduce a local Environmentally Sustainable Design (ESD) policy, in conjunction with other partner councils.</b></p> <p>Measure: Preparation, exhibition and panel hearing held in relation to an amendment to the Manningham Planning Scheme to introduce an ESD Policy by 30 June 2016.</p> | <p><b>100% complete</b></p> | <p>The Environmentally Sustainable Design (ESD) Policy was prepared and exhibited as part of Amendment GC42 from 11 February to 15 March 2016.</p> <p>One submission was received and the amendment was referred to an Independent Panel for further consideration. The panel hearing was held on 6 June and is anticipated for Council adoption in August 2016.</p>  |
| <p><b>To continue to implement the high priority actions of the Manningham Residential Strategy by developing new planning policies and controls.</b></p> <p>Measure: Commencement or progression of 90 per cent of short term actions by 30 June 2016.</p>   | <p><b>100% complete</b></p> | <p>This initiative has been reached, with more than 92 per cent of short term actions commenced or progressed.</p> <p>This includes Amendment C109, which seeks to update flooding overlays throughout the municipality and was exhibited in November and December 2015; Amendment GC42, the ESD Policy which was reported to a Panel Hearing in June 2016; and gazettal of Amendment C110 providing greater policy direction for low density zone and non-residential uses in residential areas.</p> |

## OUR PERFORMANCE – COUNCIL SERVICES

The following statement provides information in relation to the services funded in the 2015/16 Budget and the sections of the community provided the service.

| SERVICES   | DESCRIPTION   | NET COST<br>\$'000<br>ACTUAL<br>BUDGET<br>VARIANCE  |
|--|---|---|
| <b>Geographic Information Systems (GIS)</b>        | This service provides data for Council's Geographic Information System (GIS), Global Positioning Systems (GPS), 3D Virtual Modelling, Intranet, Internet, Census Demographics, mapping and general data collection.   | <p style="text-align: right;">383</p> <p style="text-align: right;">547</p> <hr/> <p style="text-align: right;">164</p>           |
| <b>Strategic land use planning and Development</b> | This service provides strategic planning, urban design, landscape, heritage and development activities to ensure management of growth that is responsive to demographic, community, economic and social trends.   | <p style="text-align: right;">2,562</p> <p style="text-align: right;">2,576</p> <hr/> <p style="text-align: right;">14</p>        |
| <b>Statutory planning</b>                          | This service is responsible for the administration and enforcement of the Manningham Planning Scheme and various Acts and regulations pertaining to the statutory planning functions of Council.  | <p style="text-align: right;">2,356</p> <p style="text-align: right;">2,329</p> <hr/> <p style="text-align: right;">(27)</p>      |
| <b>Strategic projects</b>                          | This service is responsible for the delivery and implementation of Major Building Projects and other complex projects on Council's Capital Works Program and is responsible for the provision of strategic advice to Council on the development of strategies for sustainable transport, water conservation, water quality improvements and other sustainability matters. | <p style="text-align: right;">656</p> <p style="text-align: right;">663</p> <hr/> <p style="text-align: right;">7</p>             |
| <b>Infrastructure planning</b>                     | <p>This service provides for the provision of engineering expertise to prepare Council strategies and policies in the key infrastructure categories of road transport and safety, drainage, pathways and traffic design.</p> <p>The service plays a key role in delivering the capital works program and in the preliminary designs for future capital projects.</p>      | <p style="text-align: right;">3,119</p> <p style="text-align: right;">3,289</p> <hr/> <p style="text-align: right;">170</p>       |
| <b>Developer contributions</b>                     | <p>This service relates to the collection of developer contributions required under the Manningham planning framework with funds for Council's capital works program.</p> <p>This includes open space and drainage contributions and the Doncaster Hill Developer Contributions Plan.</p>   | <p style="text-align: right;">(5,430)</p> <p style="text-align: right;">(2,351)</p> <hr/> <p style="text-align: right;">3,079</p> |

**OUR PERFORMANCE – SERVICE PERFORMANCE INDICATORS**

The following statement provides the results of the Local Government Performance Reporting Framework prescribed service performance indicators and measures for statutory planning.

| Service / Indicator / measure  | 2014/15    | 2015/16    | MATERIAL VARIANCES  |
|--|------------|------------|---|
| <b>STATUTORY PLANNING</b>  |            |            |   |
| <b>Timelines</b>   |            |            |   |
| <i>Time taken to decide planning applications</i>  |            |            |   |
| [The median number of days between receipt of a planning application and a decision on the application].   | 45 days    | 67 days    | The assessment of planning applications in 2015/16 was influenced by a significant increase in planning applications (25%) lodged compared to previous years. Ongoing improvements in processing and a focus on reducing timeframes has seen Manningham's median processing days increase (from 45 days in 2014/15) but the figure remains well below the metro average (88) which is provided by the State Government. |
| <b>Service standard</b>  |            |            |   |
| <i>Planning applications decided within 60 days</i>  |            |            |   |
| [Number of planning application decisions made within 60 days / Number of planning application decisions made] x100.   | 69.0%      | 38.6%      | The assessment of planning applications in 2015/16 was influenced by a 25% increase in planning applications lodged compared to previous years. As a result the proportion dropped to 38.6%.  |
| <b>Service cost</b>  |            |            |   |
| <i>Cost of statutory planning service</i>  |            |            |   |
| [Direct cost of the statutory planning service / Number of planning applications received].  | \$2,196.12 | \$1,964.70 | 1,207 planning applications were received in 2015/16 and 951 decisions on planning applications were made. The 2015/16 year saw a 25% increase in the number of planning applications lodged. The unprecedented level of applications relates to the desirability of parties looking to invest in locations identified through Council's Planning Policy.   |
| <b>Decision making</b>   |            |            |   |
| <i>Council planning decisions upheld at VCAT</i>   |            |            |   |
| [Number of VCAT decisions that did not set aside council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100. | 44.4%      | 72.7%      | Manningham is dedicated to consulting with its community to achieve acceptable outcomes in planning. 2015/16 realised 22 applications determined by VCAT and six decisions were overturned. This result also reflects a sound process of decision making consistent with State and Local Planning Policy.   |

## CASE STUDY:

# MULLUM MULLUM RESERVE STADIUM

The \$19.6 million Mullum Mullum Reserve Stadium will provide a much needed boost for local sports clubs in Manningham, with five new indoor courts to help cater for a range of sports, including basketball, netball, badminton, table tennis and volleyball.

The stadium will help address the shortage of indoor court space in Manningham and will be a sporting hub for thousands in our community.

During 2015/16 a planning permit application was submitted for the construction of the proposed multi-use stadium at Mullum Mullum Reserve in Donvale. During this time Council undertook community consultation, inviting submissions from the community on the proposed stadium during August/September 2015.

Planning approval for the stadium was granted in January 2016.

Key features of the stadium include:

- Five multi-use sports courts
- Seating for up to 500 spectators
- Café on site
- New 235 space car park
- Clubs' administration facilities on-site
- Ability to be used by more than 200,000 participants (anticipated) per year.

The stadium is a key feature of the Mullum Mullum Reserve Management Plan, which was endorsed by Council in 2014.

During 2015/16 a range of works were completed to improve access to the reserve, pedestrian and cycling paths, car parking and landscaping. This included constructing a new roundabout and widening the Springvale Road and Reynolds Road entrances to the reserve.

It is anticipated that the tender to build the stadium will be awarded in August 2016, with construction beginning before the end of 2016. The stadium is anticipated to open in mid 2018.



# EVERYTHING WE NEED IS LOCAL

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

## GOALS

- Accessible services and facilities for people of all abilities and ages.
- Our distinct local villages and activity centres are vibrant places to meet and provide support to local businesses and traders.
- Access to services that promote health, wellbeing and education.

## SERVICES / ACTIVITIES

- Library services
- Community services, including:
  - Maternal and child health
  - Immunisation
  - Children and youth.
- Aged and disability support services.
- Art gallery and programs.
- Economic development and tourism.
- Council buildings.
- Function centre and halls.



## ACHIEVEMENTS

- Completed the \$21.4 million redevelopment Aquarena Aquatic and Leisure Centre including stages four, five and six of the project. This included improving all abilities access, a new therapy pool, enlarged gym space and children's splash play area.
- Reconstructed the Stintons Reserve sportsground in Park Orchards including reshaping, drainage, irrigation, fencing and resurfacing.
- Completed a major upgrade to the oval floodlighting at Koonung Park in Bulleen.
- Launched the new look Manningham Business website, [www.manninghambusiness.com.au](http://www.manninghambusiness.com.au), which includes a range of features to support local businesses and the community, including:
  - A local directory of businesses, designed to make it easy for residents to find local businesses
  - A business events calendar, including Council run and external business events
  - Shopping centre information, highlighting Manningham's larger centres
  - A comprehensive suite of business resources
  - Business news
  - E-news sign-up and archive for the regular Manningham Business e-news.
- Hosted a variety of 54 business development events, attended by 1,622 people, for business owners and operators across the municipality.
- Worked proactively to ensure that the appropriate systems are in place for a smooth transition for Home and Community Care clients to the national Commonwealth Home Support Programme (CHSP) and to ensure they retain the benefits of the Victorian Home and Community Care (HACC) system. From 1 July 2016, Home and Community Care services for Victorian people aged over 65 years (and 50 years and over for Aboriginal and Torres Strait islander people) will be funded and managed by the Australian Government as part of the Commonwealth Home Support Programme (CHSP). The Victorian Government will continue to fund and manage services for people under 65, with some HACC services and clients transferring to the National Disability Insurance Scheme (NDIS) as it rolls out in Victoria.
- Developed a highly productive partnership with Alzheimer's Australia Victoria to pilot a project that supports Council to take a leading role in the creation of a dementia-friendly community. Highlights included:
  - Project launch event in December 2015 which was attended by more than 80 people from a diverse range of backgrounds and organisations across the municipality
  - A community survey developed to capture the community voice about the needs of a dementia friendly community; this survey was made available in Arabic, Cantonese, Greek, Italian, Mandarin and Persian, representing the top six languages spoken in Manningham other than English
  - Endorsing the inaugural Manningham Local Dementia Alliance Group Action Plan for 2016/17.
- Compliance achieved with the Department of Health and Human Services Standards and the National Standards for Disability Services, which is a requirement to provide the highly regard Manningham School Holiday program for young people with a disability.
- Implemented a new client management data system with the Aged and Disability Support Services Unit to enhance the collection and administration of service information and improve outcomes in home care service allocation.
- Expanded the MC<sup>2</sup> community garden, located behind MC<sup>2</sup> (Manningham City Square) to include 24 raised garden beds and held ten gardening events.
- Donated 30 food harvests from the MC<sup>2</sup> community garden to local food banks to assist families in need.
- Endorsed the Manningham Food Security Plan 2016-2021, which aims to build a sustainable food system that has better access to locally produced food and encourages healthier food choices.
- Internal Audit undertaken on Function Centre internal audit undertaken and ensuing actions completed in specified timeframes.
- Launched a new Manningham Function Centre website, [www.manninghamfunctioncentre.com.au](http://www.manninghamfunctioncentre.com.au)
- Launched Manningham's new season health and lifestyle magazine, *Invigorate*, which is produced quarterly and includes the latest news on sport and recreation, health and community wellbeing across the municipality featuring stories from Council and the community.

## CHALLENGES

- National and state wide reform impacting on libraries, early years, maternal and child health and implementation of the National Disability Insurance Scheme.
- Introduction of new legislation to enforce Child Safe Standards across all service areas within Council.
- Uncertainty of State and Federal funding environment is affecting services such as the School Focused Youth Service, Metro Access, 15 hours kindergarten/preschool partnership contribution and library service, which require core funding.
- The growth in community demand for learning how to live more sustainability through environmental stewardship programs.
- The way in which the community uses library spaces continues to change. With increased visitation numbers meeting community expectations at all library branches can be difficult within the constraints of the current buildings.

## YEAR AHEAD

- Continue to implement the actions of the 2011 – 2030 Economic Development Strategy, with a strong focus on engaging local businesses to increase listings on the local business directory by 10 per cent.
- Continue to promote a dementia friendly municipality.
- Consider the findings of the feasibility study, which identifies and investigates options for the future relocation of the Bulleen Library.
- Undertake a minor review of Active for Life Recreation Strategy, which guides the provision of recreation programs and facilities to better support the recreation needs of residents.

## FAST FACTS

- 1,622 business operators took part in 54 business events (1,608 through 57 events in 2014/15)
- 1,844 businesses listed on the Manningham Business Directory
- 1,848 Manningham Business e-news subscribers (1,666 in 2014/15)
- 348,439 visits to the Aquarena Aquatic and Leisure Centre (461,695 in 2014/15) Note: visits during 2014/15 and 2015/16 were reduced due to business interruption associated with the implementation of stages four, five and six of the Aquarena Aquatic and Leisure Centre Master Plan
- 8,255 clients immunised with 14,471 vaccines.
- More than 2,500 Home and Community Care clients receive services both in the home and in the community setting with their support needs
- Home and Community Care, disability and Council funded care support delivered 144,253 hours of care, including :
  - 58,640 hours of domestic assistance
  - 24,705 hours of personal care
  - 17,849 hours of respite care to relieve primary carers
  - 33,761 hours of Planned Activity Groups
  - 9,298 hours of Assessment and Care Planning.
- More than 33,000 phone calls were received relating to healthy and positive ageing support for people of all abilities.
- 1,489 functions/events were held at the Manningham Function Centre, comprising:
  - 68 wedding and social events
  - 437 corporate events
  - 43 community events
  - 941 Council meetings and events.
- 23,151 visitors to Manningham Art Gallery exhibitions, with eight inhouse exhibitions delivered and one exhibition toured to regional NSW.
- 20,353 participants in arts programs delivered by the Manningham Art Studios and Doncaster Playhouse Theatre.
- 14 arts and cultural development projects delivered that engaged a total of 5,900 participants.
- Approximately 12,000 people per week accessed the community services available at MC<sup>2</sup>.
- 120 organisations and groups are permanently utilising space within Council's community venues for hire.

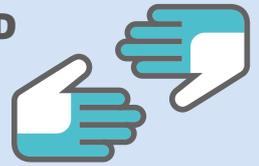
- Six Maternal and Child Health centres have supported 1,090 new births in Manningham.
- 625,079 visits to Manningham's library branches.
- Manningham's four library branches, Bulleen, Doncaster, The Pines and Warrandyte, supported:
  - 1,186,460 loans
  - 63,851 reference inquires
  - 101,731 public computer bookings
  - 193,337 public WIFI sessions
  - 26,197 attendees at youth services programs
  - 5,479 new members
  - A 15 per cent increase in loans of junior fiction titles.

**1,844** 

**BUSINESSES LISTED ON THE MANNINGHAM BUSINESS DIRECTORY**

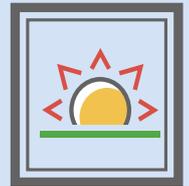
**144,253**

**HOURS OF HOME AND COMMUNITY CARE**



**23,151**

**VISITORS TO MANNINGHAM ART GALLERY EXHIBITIONS**



67

**625,079**

**VISITS TO MANNINGHAM'S LIBRARY BRANCHES**



**SIX MATERNAL AND CHILD HEALTH CENTRES HAVE SUPPORTED 1,090 NEW BIRTHS IN MANNINGHAM**

**OUR PERFORMANCE – COUNCIL PLAN**

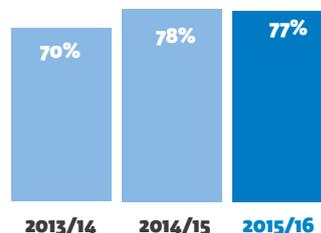
The following statement reviews the performance of Council against the Council Plan 2013 – 2017.

**Indicator / Measure**

**Good local facilities and services**

Percentage of people who believe their local area has good facilities and services.

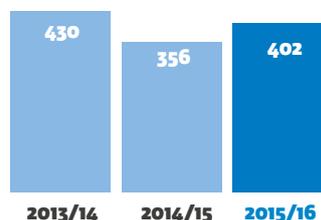
Source: Understanding our Community Survey, Manningham City Council, 2016.



**Extent of footpath trading**

Number of footpath trading permits issues.

Source: Footpath Trading Permits, Manningham City Council, 2016.



**Participation in special rate and charge scheme**

Number of activity centres participating in the special rates and charge scheme for marketing and promotion.

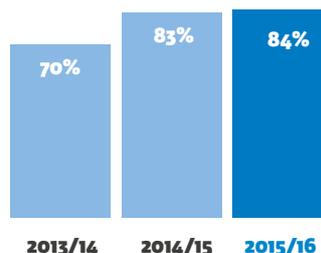
Source: Economic Development Team, Manningham City Council, 2016.



**Access to local shopping**

Percentage of people who believe their local shopping areas provides for their everyday needs.

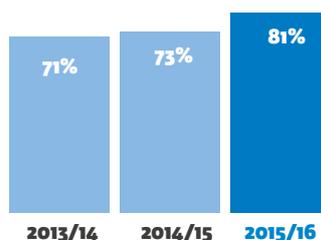
Source: Understanding our Community Survey, Manningham City Council, 2016.



**Access to health services**

Percentage of people who believe their local area has good access to health services.

Source: Understanding our Community Survey, Manningham City Council, 2016.



## OUR PERFORMANCE – MAJOR INITIATIVES AND INITIATIVES

The following statement reviews the progress of Council in relation to the Major Initiatives and Initiatives identified in the 2015/16 Budget and Strategic Resource Plan.

 **action completed**

 **action in progress**

 **action not completed or deferred**

| MAJOR INITIATIVES  | PROGRESS                    | COMMENT   |
|--|-----------------------------|---|
| <p><b>Aquarena redevelopment stages four to six (final stages) – construction of new indoor pool, splash and play area, an expanded health club, redevelopment of the entrance foyer and a sky bridge from the car park into facility.</b></p> <p>Measure: Implementation of Aquarena Master Plan Stages four to six completed by 30 June 2016.</p>  | <p><b>100% complete</b></p> | <p>The implementation of stages four, five and six of the Aquarena Aquatic and Leisure Centre Master Plan is complete.</p> <p>The completed centre opened to the public on 1 July 2016.</p>   |
| INITIATIVES  | PROGRESS                    | COMMENT   |
| <p><b>To monitor and evaluate all 2015/16 actions in relation to the HACC program transition to the Commonwealth Home Support Program.</b></p> <p>Measure: To monitor and evaluate all 2015/16 actions in relation to the HACC program transition to the Commonwealth Home Support Program. By 30 June 2016:</p> <ul style="list-style-type: none"> <li>• Develop a partnership model with respective councils in the Eastern Region for the Regional Assessment Service</li> <li>• Conduct ADSS Service review to best manage Community Care resources.</li> </ul> <p>Complete Commonwealth requirements for the transition of the HACC program to the Commonwealth Home Support Program.</p> | <p><b>100% complete</b></p> | <p>To prepare for the transition to the Commonwealth Home Support Program a partnership with the Regional Councils in the Eastern Region has been developed and members continue to work well together for the Regional Assessment Service (RAS).</p> <p>A service review was also completed to manage Community Care resources. This has resulted in improved data to better analyse service demand and improved service to clients. Council is well placed to support the Manningham community to transition to the new Commonwealth Home Support Program.</p> <p><i>Note: The Commonwealth and State Governments have delayed the transition to the Commonwealth Home Support Program to the next financial year. Council continues to support the transition arrangements internally and with regional partners to ensure that information is disseminated.</i></p> |
| <p><b>To undertake a feasibility study which identifies and investigates options for the future relocation of the Bulleen Library, including a community hub.</b></p> <p>Measure: Completion of the feasibility study report by 30 June 2016.</p> <p>Measure: Installation of at least five heritage plaques by June 2016.</p>   | <p><b>100% complete</b></p> | <p>A feasibility study for the future relocation of the Bulleen Library was completed and presented to Council in June 2016.</p> <p>The study was developed in consultation with a Project Control Group comprising of representatives from key interest areas.</p>   |

**OUR PERFORMANCE – MAJOR INITIATIVES AND INITIATIVES CONTINUED**

| INITIATIVES   | PROGRESS                    | COMMENT   |
|---|-----------------------------|---|
| <p><b>To continue to implement the Economic Development Strategy with a particular focus on enhancing Manningham’s tourism and activity centres to improve the economy of the City.</b></p> <p>Measure: Development and commencement of implementation of a Visitor and Tourism Marketing Plan by 30 June 2016.</p> | <p><b>100% complete</b></p> | <p>The Visitor and Tourism Marketing Implementation Plan 2015/16 was finalised in August 2015 and included a series of activities to encourage people to visit and support the economy in Manningham.</p>   |
| <p><b>To continue to implement the Active for Life Recreation Action Plan.</b></p> <p>Measure: Delivery of six diverse recreation programs that encourage our community to be more physically active in our parks and open spaces by 30 June 2016.</p>  | <p><b>100% complete</b></p> | <p>This goal has been achieved. More than six recreation programs have either commenced or continued including Nature Play events, Nature Play Day at Finns Reserve, four Nature Play Walks at Currawong Bush Park.</p> <p>A series of social fitness events including exercise programs promoting new fitness equipment in local parks and health and wellbeing events at the Plaza Park Project.</p> <p>The Active Travel Program continued with Walk to School month in October, two Active Travel Forums in October 2015 and April 2016. Five Manningham primary schools were supported with Active Travel Plans.</p> |

**OUR PERFORMANCE – COUNCIL SERVICES**

The following statement provides information in relation to the services funded in the 2015/16 Budget and the sections of the community provided the service.

| SERVICES                | DESCRIPTION  | NET COST<br>\$000<br>ACTUAL<br>BUDGET<br>VARIANCE     |
|-------------------------|--|---|
| <b>Library services</b> | <p>This service provides a customer focused public library service that caters for the cultural, educational and recreational needs of residents and provides a focal point for the community where they can meet, relax and enjoy the facilities and services offered. The service is directly managed by the Whitehorse Manningham Regional Library Corporation with branches at Bulleen, Doncaster, The Pines and Warrandyte.</p> | <p><u>3,887</u><br/><u>3,733</u><br/><b>(154)</b></p> |

## OUR PERFORMANCE – COUNCIL SERVICES CONTINUED

| SERVICES                                    | DESCRIPTION  | NET COST<br>\$'000<br>ACTUAL<br>BUDGET<br>VARIANCE |
|---|--|--|
| <b>Community services</b>                   | <p>This service provides strategic planning, policy development and direct service provision for a diverse range of childrens, family and community services. Key services include Maternal and Child Health, Immunisation,</p> <p>Manningham Early Years and the co-ordination of \$1.60 million in Funding and Service Agreement grants to community groups.</p>   | <p>4,452</p> <p>5,128</p> <hr/> <p>676</p>         |
| <b>Aged and disability support services</b> | <p>This service assist clients to remain and function within their own homes and the community with as much dignity and comfort as possible and prevent early or inappropriate admission to long-term residential care.</p> <p>Aged and Disability Support Services also assists older people to remain active and connected within their community. The service provides Council with strategic advice regarding aged and disability issues/trends/ directions.</p> | <p>2,668</p> <p>3,581</p> <hr/> <p>913</p>         |
| <b>Art gallery and programs</b>             | <p>This service provides for the running of the Art Gallery and art exhibitions at MC<sup>2</sup> and associated public education programs, delivery of visual and performing arts courses and workshops at the Manningham Art Studios and the development and delivery of performing arts presentations at the Doncaster Playhouse Theatre.</p>   | <p>282</p> <p>362</p> <hr/> <p>80</p>              |
| <b>Economic development and tourism</b>     | <p>This service provides support for the local business sector including promotional, educational and networking activities, investment attraction, promotion of tourism and driving enhancement of activity (shopping) centres.</p>   | <p>455</p> <p>495</p> <hr/> <p>40</p>              |
| <b>Council buildings</b>                    | <p>This service provides building maintenance services for Council's building assets and includes cyclic, major and emergency maintenance, minor capital works projects, cleaning and security and mechanical service.</p> <p>Essential Safety Measures compliance requirements are also managed by this service. A depreciation expense of \$2.81 million is included relating to the building assets assigned to this activity.</p>                                | <p>5,387</p> <p>5,442</p> <hr/> <p>55</p>          |
| <b>Function centre and halls</b>            | <p>This service provides for the management and hire of the Function Centre and hire of halls and other venues to community and commercial hirers.</p>   | <p>91</p> <p>(108)</p> <hr/> <p>(199)</p>          |

**OUR PERFORMANCE – SERVICE PERFORMANCE INDICATORS**

The following statement provides the results of the Local Government Performance Reporting Framework prescribed service performance indicators and measures for aquatic facilities, home and community care, maternal and child health and libraries.

| Service / Indicator / measure  | 2014/15 | 2015/16 | MATERIAL VARIANCES  |
|--|---------|---------|---|
| <b>AQUATIC FACILITIES</b>  |         |         |   |
| <b>Service standard</b>  |         |         |   |
| <b>Health inspections of aquatic facilities</b>  |         |         |   |
| [Number of authorised officer inspections of Council aquatic facilities / Number of Council aquatic facilities]. | 3       | 5       | Manningham Council aims to ensure that all Council facilities are maintained to the highest safety standard. Aquatic facilities are externally managed. Contractors test the water every four hours and amenities twice daily. Council conducts independent inspections every three months to ensure a high quality of service is maintained by the contractor. No adverse findings, which required intervention by the Health Department, were recorded. |
| <b>Reportable safety incidents at aquatic facilities</b>   |         |         |   |
| [Number of WorkSafe reportable aquatic facility safety incidents].   | 2       | 0       | Manningham Council aims to ensure that all Council facilities are maintained to the highest safety standard. Aquatic facilities are externally managed. Testing is undertaken by Health Protection Officers at each facility in accordance with the Occupational Health and Safety Policy and Regulations, and the Royal Life Saving Society Australia Guidelines for Safe Pool Operation (GSPO).   |
| <b>Service cost</b>  |         |         |   |
| <b>Cost of indoor aquatic facilities</b>   |         |         |   |
| [Direct cost of indoor aquatic facilities less income received / Number of visits to indoor aquatic facilities]. | \$1.38  | \$3.59  | A significant redevelopment of the Aquarena aquatic facility impacted on the 2015/16 result through loss of visitor income and development costs. The new facilities will be open in July.  |
| <b>Utilisation</b>   |         |         |   |
| <b>Utilisation of aquatic facilities</b>   |         |         |   |
| [Number of visits to aquatic facilities / municipal population].   | 3.9%    | 2.9%    | A significant redevelopment of the municipal aquatic facilities impacted visitor door counters over 2015/16. The new facilities will be open in July 2016.  |

## HOME AND COMMUNITY CARE (HACC)

**Timeliness*****Time taken to commence the HACC service***

[Number of days between the referral of a new client and the commencement of HACC service / Number of new clients who have received a HACC service].

– 20.6

2015/16 is the first time that this measure has been calculated. This includes the bulk number of days across 2015/16 divided by the number of clients.

**Service standard*****Compliance with Community Care Common Standards***

[Number of Community Care Common Standards expected outcomes met / Number of expected outcomes under the Community Care Common Standards] x100.

94.4% 94.4%

In 2015/16 Council achieved a good result reaching compliance in 17 out of the 18 Community Common Standards.

**Service cost*****Cost of domestic care service***

[Cost of the domestic care service / Hours of domestic care service provided].

– \$42.22

2015/16 is the first time that this measure has been calculated. Defined as the cost of the domestic care service per hour of service delivered.

**Service cost*****Cost of personal care service***

[Cost of the personal care service / Hours of personal care service provided].

– \$57.26

2015/16 is the first time that this measure has been calculated. Defined as the cost of the personal care service per hour of service delivered.

**Service cost*****Cost of respite care service***

[Cost of the respite care service / Hours of respite care service provided].

– \$59.97

2015/16 is the first time that this measure has been calculated. Defined as the cost of the respite care service per hour of service delivered.

**Participation*****Participation in HACC Service***

Percentage of the municipal target population that receive a HACC service.

23.0% 24.0%

This calculation includes data relating to the provision of domestic assistance, personal care and respite care services. Where a client receives a combination of services they are only counted once.

**Participation*****Participation in HACC Service by CALD people***

[Number of CALD people who receive a HACC service / Municipal target population in relation to CALD people for HACC services] x100.

19.0% 18.1%

This calculation includes data relating to the provision of domestic assistance, personal care and respite care services. Where a client receives a combination of services they are only counted once.

OUR PERFORMANCE – SERVICE PERFORMANCE INDICATORS CONTINUED

| Service / Indicator / measure  | 2014/15 | 2015/16 | MATERIAL VARIANCES   |
|--|---------|---------|--|
| <b>MATERNAL AND CHILD HEALTH (MCH)</b>   |         |         |  |
| <b>Satisfaction</b>  |         |         |  |
| <b>Participation in first MCH home visit</b><br>[Number of first MCH home visits / Number of birth notifications received] x100.   | 102%    | –       | In 2016 there was an initiative to transition the majority of Victorian councils offering Maternal and Child Health services to a new database. The database is not expected to provide reliable information until the end of September 2016. Therefore, Council is unable to report this data for the 2015/16 financial year. |
| <b>Service standard</b>  |         |         |  |
| <b>Infants enrolled in the MCH service</b><br>[Number of infants enrolled in the MCH service (from birth notifications received) / Number of birth notifications received] x100.   | 100%    | –       | In 2016 there was an initiative to transition the majority of Victorian councils offering Maternal and Child Health services to a new database. The database is not expected to provide reliable information until the end of September 2016. Therefore, Council is unable to report this data for the 2015/16 financial year. |
| <b>Service cost</b>  |         |         |  |
| <b>Cost of the MCH service</b><br>[Cost of the MCH service / Hours worked by MCH nurses].  | –       | \$69.69 | 2015/16 is the first time this measure has been collected. Maternal and Child Health aims to provide a quality service that is cost effective.   |
| <b>Participation</b>   |         |         |  |
| <b>Participation in the MCH service</b><br>[Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100.  | 98.6%   | –       | In 2016 there was an initiative to transition the majority of Victorian councils offering Maternal and Child Health services to a new database. The database is not expected to provide reliable information until the end of September 2016. Therefore, Council is unable to report this data for the 2015/16 financial year. |
| <b>Participation</b>   |         |         |  |
| <b>Participation in the MCH service by Aboriginal service</b><br>[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.. | 91.7%   | –       | In 2016 there was an initiative to transition the majority of Victorian councils offering Maternal and Child Health services to a new database. The database is not expected to provide reliable information until the end of September 2016. Therefore, Council is unable to report this data for the 2015/16 financial year. |

## OUR PERFORMANCE – SERVICE PERFORMANCE INDICATORS CONTINUED

| Service / Indicator / measure  | 2014/15 | 2015/16 | MATERIAL VARIANCES  |
|--|---------|---------|---|
| <b>LIBRARIES</b>   |         |         |   |
| <b>Utilisation</b>   |         |         |   |
| <b>Library collection usage</b><br>[Number of library collection item loans / Number of library collection items].                                     | 7.6     | 7.6     | Overall library collection usage continues to be high. The greatest area of growth being loans of electronic resources.   |
| <b>Resource standard</b>   |         |         |   |
| <b>Standard of library collection</b><br>[Number of library collection items purchased in the last 5 years / Number of library collection items] x100. | 77.0%   | 81.4%   | The library collection is maintained at a high level with regards to quality and up to date content.  |
| <b>Service cost</b>  |         |         |   |
| <b>Cost of library service</b><br>[Direct cost of the library service / Number of visits].   | \$5.12  | \$5.08  | All corporate and management overhead costs have been included in the calculation. It should also be noted that for comparative purposes the funding model can vary between Regional Library Agreement.               |
| <b>Participation</b>   |         |         |   |
| <b>Active library members</b><br>[Number of active library members / Municipal population] x100.   | 16.0%   | 16.2%   | The number of borrowers and borrowings increased slightly in 2015/16. This year the definition of "active member" expanded to include not only members who have borrowed a physical collection item, but also eBooks. |

**CASE STUDY:**

# AQUARENA AQUATIC AND LEISURE CENTRE REDEVELOPMENT

The \$21.4 million redevelopment Aquarena Aquatic and Leisure Centre has been completed to ensure this state of the art aquatic centre continues to meet the needs of the growing Manningham community. The redevelopment was completed on 30 June 2016.

In March 2009, Council began the implementation of stages one to six of the Aquarena Aquatic and Leisure Centre Master Plan.

During 2015/16 stages four, five and six of the project were completed; this included:

- Construction of a new indoor warm water program pool and pool hall including new steam room and spa.
- Construction of a new outdoor water splash and play area – located between the existing indoor pool hall and the new outdoor plant room.
- Construction of a new Wellness Centre, providing opportunities for consulting suites for allied health services.
- Expansion and relocation of the gymnasium – the relocation from the ground floor to the first floor has seen the gymnasium facilities at Aquarena double in size.
- Extensive redevelopment of the entrance foyer, administration zone, and reception area.
- Modification works to the existing crèche area
- Expansion and refurbishment of the existing dry change rooms.
- Redevelopment of the external drop off and pick up zones including a new forecourt to provide a more accessible vehicle access zone that incorporates accessible car parking spaces, permit zone bays, a dedicated taxi zone and bicycle parking zones.
- Construction of a sky bridge linking visitors from the upper car park levels to the facility.
- Inclusion of an energy efficient co-generation power plant.

Works were completed by 30 June 2016 and the redeveloped centre was open to the public on 1 July 2016.



# COUNCIL LEADERSHIP AND ORGANISATIONAL PERFORMANCE

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

## GOALS

- A responsive Council which leads through effective planning, advocacy, transparency and accountability.
- An efficient organisation that aims to continuously improve service delivery to benefit community outcomes.

## SERVICES/ACTIVITIES

- Councillors and Chief Executive Officer
- Governance
- Council and committee meetings
- Internal audit
- Records management
- Community relations and marketing
- Manningham website
- Customer service.



### ACHIEVEMENTS

- Upgraded the wider area network (WAN) link between the Civic Centre and the Depot to improve our computer network.
- Provided 24 mobile devices to ADSS and Engineering Operations to improve service delivery and the ability of officers to work remotely.
- Completed the first phase of an independent organisational customer service 'health check' and developed a Customer Service Transformation Roadmap to guide future of customer service within the organisation.
- Launched a new staff Intranet to improve staff communications and collaboration online. The new intranet platform allows staff to access the intranet remotely and includes a wide range of staff resources, news and collaborative opportunities.
- Refreshed the Employee Code of Conduct and implemented associated training with all service units.
- Developed and implemented of Leadership Development Program to build third level coaching capability and skills.
- Completed a review and upgrade of the Occupational Health and Safety System.
- Implemented Your Health, Your Life Program to assist employees in proactively managing their health.
- Expanded graphic 3D models across Manningham.
- Improvement of internal processes in Records Management to ensure we meet our statutory obligations.
- Established a new IT Transformation service unit to deliver a portfolio of transformational projects across the organisation.
- Commenced delivery of a PC technology refresh, which will upgrade all staff personal computers and the operating environment.
- Contracts signed with vendors for delivery of Invoice Scanning, TEA Replacement and Asset Management System projects. Implementation of all three projects is anticipated by the end of 2016.
- Undertook a pilot project to improve knowledge and operational processes for animal management within the Customer Service Team.
- Developed an Election Period Policy in anticipation of the 2016 Council elections.
- Reviewed and approved an updated Councillor Code of Conduct.
- Completed leadership development program for managers to build their coaching capability and resilience.

### CHALLENGES

- Council's budget continues to be affected by the impact of long term cost shifting, grant reductions and increased charges from both State and Federal governments.
- Projects had languished prior to creation of the IT Transformation team, good momentum has been created with the new team established.
- Budget and resourcing for several key organisational transformation projects in progress was insufficient. This was resolved by agreement to allocate additional budget and establish the IT Transformation Team.
- Inconsistencies in project management terminology and project management framework used across the organisation required enhancement and standardisation.
- An ageing workforce means that we need to be proactive in 'whole of person' health and knowledge management.

### YEAR AHEAD

- Engage the community in the development of the 2017 – 2021 Council Plan.
- Undertake the development of Council's Municipal Public Health and Wellbeing Plan in partnership with community, to ensure that Council meets its statutory obligations.
- Employ additional IT resources to help deliver a range of critical IT projects and systems needed to support customer service and service delivery outcomes.
- Enhance Council's customer service quality and responsiveness through strengthening processes and systems.
- Work collaboratively across the organisation to identify improvements that will result in better service delivery and customer satisfaction in preparedness for the future.
- Implement the 'Citizen Connect' program, which will include introducing a new contact centre, knowledge base system and an enterprise customer relationship management (CRM) system to improve our ability to meet citizens' needs, expectations and preferences.

## FAST FACTS

- 405,070 website sessions on [www.manningham.vic.gov.au](http://www.manningham.vic.gov.au) (345,364 sessions in 2014/15).
- 228,690 visitors to [www.manningham.vic.gov.au](http://www.manningham.vic.gov.au) (54.4 per cent of users are returning visitors).
- 543 people followed Council on Twitter (total Twitter followers 2,418 as at 30 June 2016).
- 223 people followed Council on Instagram.
- 832 people followed Council on Facebook (total Facebook followers 1,819 as at 30 June 2016).
- Six issues of *Manningham Matters*, Council's community magazine, 52,000 copies of each issue were distributed.
- Distributed regular community newsletters and publications to the community including:
  - Three issues of Invigorate magazine
  - Four Doncaster Hill e-newsletters
  - 21 Manningham Business e-newsletters.
- 169 media releases and media statements distributed to local media outlets.
- 94 speeches prepared for Council events, project launches and other functions in Manningham.
- There were 491,820 calls received across the organisation (the call volume is a combination of direct inbound calls and calls received at Council's switchboard).
- 125,924 calls were received by Council's switchboard.
- 59 per cent of calls to the Customer Service switchboard are then transferred to the Customer Service queue for response, receiving 73,526 calls.
- 32,000 customer requests were logged via Council's customer service system; this included:
  - 22,275 hard and garden waste collection requests
  - 10,934 other waste management requests
  - 3,358 rates requests
  - 3,087 tree maintenance requests.

1,819 

**FACEBOOK FOLLOWERS AS AT  
30 JUNE 2016**

2,418 

**TWITTER FOLLOWERS AS AT  
30 JUNE 2016**

233 **PEOPLE FOLLOWED  
COUNCIL ON  
INSTAGRAM**



491,820

**CALLS RECEIVED  
ACROSS THE  
ORGANISATION**



405,070



**WEBSITE SESSIONS ON  
[WWW.MANNINGHAM.VIC.GOV.AU](http://WWW.MANNINGHAM.VIC.GOV.AU)**

**OUR PERFORMANCE – COUNCIL PLAN**

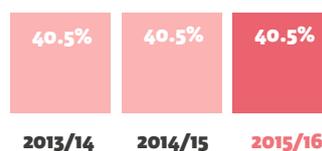
The following statement reviews the performance of Council against the Council Plan 2013 – 2017.

**Indicator / Measure**

**Participation in citizen engagement**

Percentage of people participation in citizen engagement in the last 12 months.

Source: VicHealth Survey, 2011.

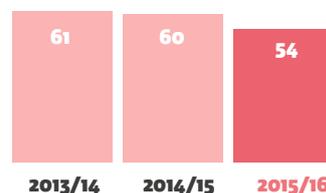


**Lobbying**

Community satisfaction with Council's performance in lobbying on behalf of the community.

Source: Local Government Community Satisfaction Survey, 2016.

**Performance Index Rating**

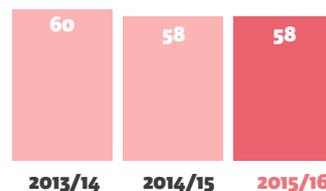


**Community consultation and engagement**

Community satisfaction with Council's performance in community consultation and engagement.

Source: Local Government Community Satisfaction Survey, 2016.

**Performance Index Rating**

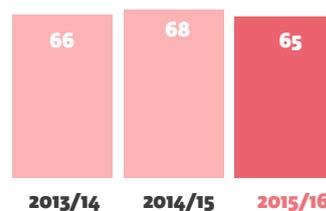


**Overall performance**

Community satisfaction with Council's overall performance.

Source: Local Government Community Satisfaction Survey, 2016.

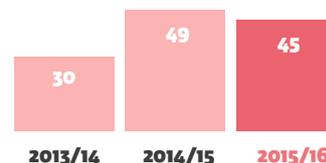
**Performance Index Rating**



**Community engagement opportunities**

Number of opportunities for the community to participate in Council's community engagement activities.

Source: Community Relations and Marketing Unit, Manningham City Council, 2016.



**Financial soundness**

Achievement of Financial Strategy targets.

Source: Financial Service Unit, Manningham City Council, 2016.

For more information, see page 14.

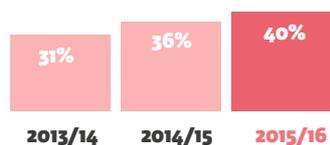
**Number of targets met**



### Transparency and accessibility

The percentage of people who know enough about what Council is doing and what its priorities are.

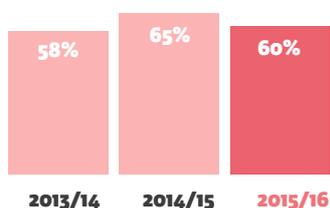
Source: Understanding our Community Survey, Manningham City Council, 2016.



### Quality of communications

Percentage of people who agree that communications they receive from Council are useful and informative.

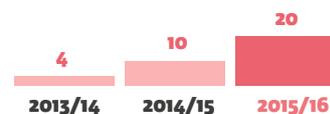
Source: Understanding our Community Survey, Manningham City Council, 2016.



### Service improvements on efficiencies and effectiveness

The number of continuous improvement initiatives undertaken across the organisation.

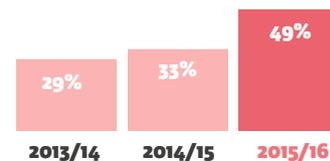
Source: Manningham Improvements Program, Manningham City Council, 2016.



### Value for money

Percentage of people who believe that Council delivers value for money with respect to the services it provides.

Source: Understanding our Community Survey, Manningham City Council, 2016.



**OUR PERFORMANCE – MAJOR INITIATIVES AND INITIATIVES**

The following statement reviews the progress of Council in relation to the Major Initiatives and Initiatives identified in the 2015/16 Budget and Strategic Resource Plan.



**action completed**



**action in progress**



**action not completed or deferred**

| MAJOR INITIATIVES   | PROGRESS                    | COMMENT  |
|---|-----------------------------|--|
| <p><b>To improve the operation of Council’s customer call centre by investigating options to centralise its operation to improve customer service and service delivery outcomes.</b></p> <p>Measure: The Roadmap for customer service improvements and moving to a centralised call centre will be completed by 30 June 2016.</p> | <p><b>100% complete</b></p> | <p>The first phase of an independent organisational customer service ‘health check’ has been completed.</p> <p>The roadmap and service strategy for customer service has been developed.</p>   |
| INITIATIVES   | PROGRESS                    | COMMENT  |
| <p><b>To employ additional IT resources to help deliver a range of critical IT projects and systems needed to support customer service and service delivery outcomes.</b></p> <p>Measure: Implementation of Invoice Scanning, an Asset Management System and a Project and Contract Management System by 30 June 2016.</p>        | <p><b>40% complete</b></p>  | <p>All projects are in progress. Invoice Scanning is 39 per cent complete, the Asset Management System – is 40 per cent complete and Project and Contract Management Solution is 15 per cent complete as this project has been reshaped to focus on a holistic solution, not just a system implementation.</p> |
| <p><b>To review Manningham’s IT infrastructure and provide strategic direction about the use of the latest technologies and practices to improve customer service and service delivery outcomes.</b></p> <p>Measure: Review to be completed by 30 June 2016.</p>  | <p><b>100% complete</b></p> | <p>Review completed and document submitted.</p>  |
| <p><b>To undertake a strategic assessment of Council’s IT services and infrastructure and its overall readiness for Cloud Services, including a strategic roadmap.</b></p> <p>Measure: Review to be completed by 30 June 2016.</p>  | <p><b>100% complete</b></p> | <p>Review completed, document with Council for final review.</p>   |
| <p><b>To partner with similar councils in the MAV LEAP program to review and improve procurement expenditure practices.</b></p> <p>Measure: Cost and process improvement opportunities identified by December 2015 for implementation by the end of December 2016.</p>  | <p><b>100% complete</b></p> | <p>Review completed, document with Council for final review.</p>   |

## OUR PERFORMANCE – COUNCIL SERVICES

The following statement provides information in relation to the services funded in the 2015/16 Budget and the sections of the community provided the service.

| SERVICES                                 | DESCRIPTION   | NET COST<br>\$000<br>ACTUAL<br>BUDGET<br>VARIANCE |
|--|---|---|
| <b>Councillors and Chief Executive</b>   | This area includes the Mayor, Councillors and Chief Executive Officer and associated support which cannot be easily attributed to the direct service provision areas.   | <p>1,109</p> <p>1,095</p> <p>(14)</p>             |
| <b>Community relations and marketing</b> | This service provides a range of activities to facilitate internal communication across the organisation, and between the organisation, the community and key stakeholders.   | <p>1,421</p> <p>1,469</p> <p>48</p>               |
| <b>Customer and civic services</b>       | This service provides a range of customer service, governance, statutory and corporate support services and acts as the main customer interface with the community. Services include the co-ordination of council and committee meetings, contracted internal audit function and office support services at the Civic Centre. | <p>3,954</p> <p>2,270</p> <p>(1,650)</p>          |

**OUR PERFORMANCE – SERVICE PERFORMANCE INDICATORS**

The following statement provides the results of the Local Government Performance Reporting Framework prescribed service performance indicators and measures for governance.

| Service / Indicator / measure  | 2014/15     | 2015/16     | MATERIAL VARIANCES   |
|--|-------------|-------------|--|
| <b>GOVERNANCE</b>  |             |             |  |
| <b>Transparency</b>  |             |             |  |
| <p><b>Council resolutions made at meetings closed to the public</b></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 ] x100.</p> | 2.0%        | 2.2%        | This outstanding result demonstrates Council's commitment to open and transparent decision making. The four decisions made by Council at meetings closed to the public are in accordance with the requirements of Section 89 of the <i>Local Government Act</i> and include contractual and personnel matters, proposed developments and legal advice. |
| <b>Consultation and engagement</b>   |             |             |  |
| <p><b>Satisfaction with community consultation and engagement</b></p> <p>[Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement].</p>   | 58          | 58          | An independent research company conducts the community satisfaction survey annually on behalf of State Government. Manningham achieved above the state wide average for this result, four points above the state wide average.   |
| <b>Attendance</b>  |             |             |  |
| <p><b>Councillor attendance at Council meetings</b></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)] x100.</p>  | 93.0%       | 92.4%       | Councillors attended a very high proportion of council meetings held, reflecting a strong commitment to the role in decision making on behalf of the local community. Councillor Yang resigned on 30 April 2016, resulting in a slightly lower attendance with one Councillor less than elected.   |
| <b>Service cost</b>  |             |             |  |
| <p><b>Cost of governance</b></p> <p>[Direct cost of the governance service / Number of Councillors elected at the last Council general election].</p>  | \$41,044.84 | \$38,632.11 | This result is reflective of operating expenses directly related to the activities of the elected Councillors. Councillor Jennifer Yang resigned on 30 April 2016, resulting in a slightly lower cost than last year.  |
| <b>Satisfaction</b>  |             |             |  |
| <p><b>Satisfaction with Council decisions</b></p> <p>[Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community].</p>   | 60          | 57          | An independent research company conducts the community satisfaction survey annually on behalf of State Government. The result is three points below the Metro benchmarking group (59), but 10 points above the state-wide average.   |

## CASE STUDY:

# USING MOBILE DEVICES TO IMPROVE OUR SERVICES

To improve service delivery to our community and assist with our internal processes, Council is now building the capacity for its officers to work remotely and in 2015/16 commenced using mobile computing devices in its Aged and Disability Support Services and Engineering Operations units.

The devices, including a mix of tablets and laptops, allowed Council officers to complete reports and refer to policies and service requests, while working out in the community. While improving response times this has also resulted in improved productivity and reduced paperwork in both of these service areas.

In Aged and Disability Support Services, the laptops are used by the Assessment Team to collect data from clients while conducting assessments in their homes. The devices were introduced at the same time as the team's new Carelink client management system and have reduced the need for manually inputting and downloading data following each assessment. The mobile computing also allowed assessors to respond to information in real time and log or deal with requests as they happened.

In Engineering Operations tablets are being used to record and allocate maintenance work to teams out in the field. Work instructions are sent electronically to teams to complete maintenance works on Council assets across the municipality. Field staff are also able to record unscheduled or proactive work. The tablets have reduced the hard copies of policies and paperwork required in maintenance vehicles and are used by staff to access working documents such as traffic management plans, safe work method statements and more. The tablets also enable co-ordinators and team leaders to communicate directly with their field staff by email and sms.

A total of 24 mobile devices have been provided to these teams. Both areas will be increasing their use of mobile devices in the coming year.

It is anticipated that the devices will also be provided to the tree maintenance crews and will be used for playground inspections in 2016/17.



## HOW WE GOVERN

The City of Manningham is a public statutory body constituted under the *Local Government Act 1989* to provide leadership for the good governance of the municipal district and the local community.

The elected Council is the formal decision making body and consists of nine Councillors. The administration of the organisation is headed by the Chief Executive Officer.

Council has a number of roles, including:

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

The day to day operational matters are the province of the Chief Executive Officer under the provisions of the Act. The Council also delegates various powers and responsibilities to the Chief Executive Officer.

### GOVERNANCE FRAMEWORK

Manningham Council places a strong emphasis on good governance, ensuring that Council operates effectively, efficiently, impartially and with integrity. Manningham employs good governance principles by making decisions based on proper processes and systems, and making sure Council officers carry out these decisions appropriately.

Good governance involves two types of governance:

1. **Democratic** – elected Councillors and the authority they have to make decisions; and
2. **Corporate** – the way in which Council is run and the framework in which its systems and processes operate.

Council is committed to effective and sustainable forms of democratic and corporate governance as the key to ensuring that Council and its administration meet the community's priorities.

The community has many opportunities to provide input into Council's decision making processes, including:

- Vote for Councillors every four years through the Local Government election for the City of Manningham.
- Write to, email or call elected members of the Council.
- Make a submission on Council's Annual Budget and Strategic Resource Plan when advertised each year, and the Council Plan every four years.
- Public forums such as question time at a Council meeting.
- Participate in surveys, focus groups, workshops and other consultation activities via Council's Your Say Manningham online consultation portal, [www.yoursaymanningham.com.au](http://www.yoursaymanningham.com.au), throughout the year.
- Make submissions on other major projects that are consulted on or advertised throughout the year.

For more information, visit [www.yoursaymanningham.com.au](http://www.yoursaymanningham.com.au)

# DEMOCRATIC GOVERNANCE

## DECISIONS

Council's formal decision making processes are conducted through Council meetings. At these meetings, reports from Council officers are submitted with a recommendation for the consideration of the Council on a range of matters, including planning permit applications, strategic land use and development planning, community services, health and local laws matters, road and traffic management and administration and financial issues.

A Councillor has no authority over Council staff and delegates the majority of its decision making to Council staff. These delegations are exercised in accordance with adopted Council policies.

However, the Council as a whole employs the Chief Executive Officer, and collectively reviews his/her performance.

Although the Mayor has no more authority than other Councillors, the position is significant as a community leader and Council spokesperson. The Mayor performs an important leadership, social and ceremonial function (e.g. citizenship ceremonies) and is chair of all Council meetings.

## MEETINGS

Ordinary Meetings of Council are held in the Council Chamber at the Manningham Civic Centre and are open to the public.

Residents, local traders and community members are encouraged to attend. Some matters, due to their confidentiality, may be considered by Council in a closed session. Special Meetings of Council may also be called to deal with urgent matters. All meetings are conducted in accordance with Council's Meeting

Procedure Local Law. Council's meeting schedule, agendas and minutes, are available on Council's website.

In 2015/16, there were 12 Ordinary Meetings of Council and four Special Meetings of Council. The following table provides a summary of Councillor attendance at these meetings.

| COUNCILLOR                                   | ORDINARY MEETING | SPECIAL MEETING |
|--|------------------|-----------------|
| Cr Meg Downie                                | 12 out of 12     | 3 out of 4      |
| Cr Sophy Galbally                            | 12 out of 12     | 3 out of 4      |
| Cr Geoff Gough                               | 12 out of 12     | 4 out of 4      |
| Cr Jim Grivokostopoulos                      | 12 out of 12     | 4 out of 4      |
| Cr Dot Haynes                                | 12 out of 12     | 4 out of 4      |
| Cr Michelle Kleinert                         | 11 out of 12     | 4 out of 4      |
| Cr Paul McLeish                              | 11 out of 12     | 4 out of 4      |
| Cr Stephen O'Brien                           | 12 out of 12     | 4 out of 4      |
| Cr Jennifer Yang<br>(resigned 30 April 2016) | 8 out of 10      | 2 out of 2      |

## STRATEGIC BRIEFING SESSIONS

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

**COMMITTEES**

Council has established and operates a large number of internal advisory and other committees. Appointments to these committees allow Councillors to have input into Council projects, groups or events in which they may have a particular interest. Council does not have any special committees.

The table below shows the appointments that were made by Council on 10 November 2015. These appointments are reviewed on an annual basis.

| COMMITTEE   | APPOINTEE(S)  | COMMITTEE   | APPOINTEE(S)  |
|---|---|---|---|
| <b>Access and Equity Advisory Committee</b>               | Cr Michelle Kleinert (chair)  | <b>Municipal Emergency Management Planning Committee</b>    | Cr Meg Downie   |
| <b>Audit Committee</b>                                    | Cr Geoff Gough<br>Cr Dot Haynes<br>Cr Paul McLeish  | <b>Municipal Fire Management Planning Committee</b>         | Cr Meg Downie (chair)   |
| <b>Doncaster Rail Advocacy Steering Committee (DRASC)</b> | Cr Jim Grivokostopoulos<br>Cr Paul McLeish (chair)<br>Cr Jennifer Yang (resigned 30 April 2016)           | <b>Open Space and Streetscape Design Advisory Committee</b> | Cr Geoff Gough (chair)<br>Cr Meg Downie<br>Cr Jennifer Yang (resigned 30 April 2016)    |
| <b>Executive Performance Review Committee</b>             | Cr Sophy Galbally<br>Cr Geoff Gough<br>Cr Dot Haynes<br>Cr Jennifer Yang (chair) (resigned 30 April 2016) | <b>Senior Citizens Reference Group</b>                      | Cr Meg Downie (chair)   |
| <b>Heritage Advisory Committee</b>                        | Cr Sophy Galbally (chair)   | <b>Sustainable Design Taskforce</b>                         | Cr Meg Downie<br>Cr Geoff Gough<br>Cr Stephen O'Brien (chair)                           |
| <b>Manningham Art Collection Advisory Committee</b>       | Cr Stephen O'Brien  | <b>Transport Advisory Committee (TAC)</b>                   | Cr Sophy Galbally<br>Cr Dot Haynes (chair)<br>Cr Michelle Kleinert                      |
| <b>Manningham Charitable Fund Grants Assessment Panel</b> | Cr Michelle Kleinert<br>Cr Jennifer Yang (chair) (resigned 30 April 2016)                                 | <b>Integrated Transport Advisory Committee</b>              | Cr Jim Grivokostopoulos<br>Cr Paul McLeish<br>Cr Jennifer Yang (resigned 30 April 2016) |

Councillors also represent Council on a number of external bodies and committees, including:

| COMMITTEE                                  | APPOINTEE(S)            | COMMITTEE   | APPOINTEE(S)                    |
|--|-------------------------|---|---------------------------------|
| <b>Eastern Affordable Housing Alliance</b> | Cr Sophy Galbally       | <b>Municipal Association of Victoria</b>                                  | Cr Paul McLeish                 |
| <b>Eastern Transport Coalition</b>         | Cr Jim Grivokostopoulos | <b>Northern Alliance for Greenhouse Action (NAGA) Executive Committee</b> | Cr Sophy Galbally               |
| <b>Manningham Interfaith Network</b>       | Cr Dot Haynes           | <b>Victorian Local Governance Association</b>                             | Cr Sophy Galbally               |
| <b>Metropolitan Transport Forum</b>        | Cr Paul McLeish         | <b>Whitehorse Manningham Regional Library Corporation</b>                 | Cr Meg Downie<br>Cr Geoff Gough |

## CODE OF CONDUCT

Councillors are bound by a Code of Conduct. The code describes the standards of ethical and moral behaviour expected of Councillors. The code covers relationships between Councillors and staff, the use of Council resources and dispute resolution procedures.

The code was reviewed and revised on 25 June 2013 following the 2012 general election as provided for in the *Local Government Act 1989*. The code was again reviewed and revised by Council on 28 June 2016.

To view the Code of Conduct, visit [www.manningham.vic.gov.au](http://www.manningham.vic.gov.au)

## CONFLICT OF INTEREST

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

A conflict of interest occurs when a personal or private interest might compromise the ability to act in the public interest. A conflict of interest exists even if no improper act results from it. Council has a comprehensive procedure in place to accommodate the disclosure of a conflict of interest.

Declaration of a conflict of interest is a standard agenda item for all Council and Committee meetings. In general it involves disclosing the relevant interests in a specific way and then stepping aside from the relevant decision making process or from the exercise of the public duty. A register is maintained to record all disclosed conflict of interests.

During 2015/16, 11 conflicts of interest were declared at Council meetings.

## ASSEMBLY OF COUNCILLORS

*The Local Government Act 1989* provides that any scheduled meeting between five or more Councillors (in Manningham's case) and at least one Council officer that considers matters intended or likely to come before Council for decision is an 'Assembly of Councillors'.

In addition, a meeting of an advisory committee that has one or more Councillors as members of the committee is also an 'Assembly of Councillors'. A record of meetings that were an 'Assembly of Councillors' is tabled at each ordinary meeting of Council; it discloses business items, those present and any declarations of conflict of interest.

## ALLOWANCES

Councils may set annual allowances for their Mayor and Councillors according to their predetermined category based on criteria such as each council's individual size and revenue base.

Manningham is a 'Category 2' council. Current allowances for Mayors and Councillors across Victoria increased on 1 December 2015 by 2.5 per cent. This was the annual adjustment as determined by the Local Government Minister and permitted under Section 73B(5) of the *Local Government Act 1989*.

In 2015/16, the allowances, including 9.5 per cent superannuation, were set at:

- Mayor, \$81,747.56
- Councillors, \$26,419.73

## EXPENSES

There is an annual budget for councillor expenses of \$10,000 per Councillor and \$12,000 for the Mayor. This budget is all inclusive and covers conferences, training, travel, child minding, telephones, etc. and Councillors are expected to operate within their individual budget.

Council may also reimburse Councillors for any necessary out of pocket expenses they incur while performing their duties as a Councillor. The table below shows the budgeted and actual expenses for 2015/16.

|               | 2013/14  | 2014/15  | 2015/16  |
|---------------|----------|----------|----------|
| <b>Budget</b> | \$88,260 | \$89,320 | \$92,000 |
| <b>Actual</b> | \$56,099 | \$85,835 | \$64,334 |

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

# CORPORATE GOVERNANCE

## CEO AND DELEGATIONS

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

Decisions under delegation can only be exercised in line with existing Council adopted policies. These powers are reviewed by each newly elected Council and regularly thereafter. The CEO's delegate powers include ability to negotiate the sale of Council properties and purchase of land following an in principle decision by Council. The CEO has further delegated powers to Council officers who carry out the functions of Council on a daily basis.

For more information, visit [www.manningham.vic.gov.au/public-registers-and-information](http://www.manningham.vic.gov.au/public-registers-and-information)

## SENIOR OFFICERS (INCLUDING REMUNERATION)

Senior Officers are employed under contracts of up to five years. Performance plans are reviewed annually by the CEO in accordance with the *Local Government Act 1989 97A (2)*. A Senior Officer is the CEO or an 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 \$139,000.

As at 30 June 2016 Manningham had 28 senior officers, with a total remuneration of \$4,657,755.

In May 2012, Council resolved to include a remuneration disclosure in its Annual Report disclosing the remuneration of the five most senior highly remunerated officers including service contract duration, salary and benefits entitlements.

The table below shows this disclosure with information as at 30 June 2016 and is in addition to the disclosure contained in the Related Party note in the Financial Report.

| NAME / POSITION  | DATE COMMENCED POSITION AND CURRENT CONTRACT EXPIRES                                | TOTAL REMUNERATION   |
|--|---|--|
| <b>Warwick Winn</b><br>Chief Executive Officer             | Commenced in position on 11 April 2016.<br>Contract expires on 11 April 2019.       | \$320,000<br>(includes salary and superannuation)                |
| <b>Leigh Harrison</b><br>Director Assets and Engineering   | Commenced in position on 9 March 2010.<br>Contract expires on 9 March 2018.         | \$251,935<br>(includes salary, superannuation and motor vehicle) |
| <b>Philip Lee</b><br>Director Shared Services              | Commenced in position on 16 December 2013.<br>Contract expires on 16 December 2016. | \$244,917<br>(includes salary and superannuation)                |
| <b>Teresa Dominik</b><br>Director Planning and Environment | Commenced in position on 5 April 2012.<br>Contract expires on 4 April 2017.         | \$224,337<br>(includes salary, superannuation and motor vehicle) |
| <b>Chris Potter</b><br>Director Community Services         | Commenced in position on 15 July 2013.<br>Contract expires on 14 July 2018.         | \$201,851<br>(includes salary and superannuation)                |

## **EMPLOYEE CODE OF CONDUCT**

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

- Act impartially
- Act with integrity including avoiding conflicts of interest
- Accept accountability for results
- Provide responsive service.

The purpose of the code is to prescribe the conduct required by employees to deliver the high ethical and moral standards expected in government and to promote excellent service to the community.

Manningham's Employee Code of Conduct contains thirty elements structured around the requirements of the Act. In 2015/16 we provided training to employees on the Employee Code of Conduct. In total 26 sessions were conducted, reaching 518 employees.

## **FRAUD AND CORRUPTION CONTROL**

Council is the custodian of significant public funds and assets therefore it is important that the community has assurance that these are adequately protected from fraud and corruption.

In January 2015, Council adopted a Fraud and Corruption Policy and a Fraud and Corruption Control Plan.

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

# MANAGEMENT

Council has implemented a number of statutory and better practice items to strengthen its management framework. Having a strong governance and management framework leads to better decision making by Council.

The Local Government (Planning and Reporting) Regulations 2014 requires Council to undertake an assessment against the prescribed governance and management checklist which can be found on page 97. The following items have been highlighted as important components of the management framework.

## AUDIT COMMITTEE

Our Audit Committee includes four independent members, one of whom is the chair, and three Councillor representatives, one of whom is the Mayor.

The Audit Committee is an advisory committee of Manningham established in accordance with section 139(2) of the *Local Government Act 1989* to assist Council to discharge its responsibilities by providing oversight in the areas of financial reporting, risk management, systems of internal controls and compliance with regulatory requirements.

Its role also involves input into the development of the strategic and annual audit plans and monitoring of the implementation of the plans and review of the external audit function and findings.

The objectives of the Audit Committee are to:

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

## Audit Committee members as at 30 June 2016

| INDEPENDENT                  | COUNCILLORS                                  |
|------------------------------|--|
| Mr Alan Fotheringham (chair) | Cr Paul McLeish                              |
| Dr Robert Sadler             | Cr Jennifer Yang<br>(Resigned 30 April 2016) |
| Mr Michael Said              | Cr Geoff Gough                               |
| Mr Rob Hogarth               |  |

For independent members, the annual remuneration is \$9,000 for the Chair and \$7,000 for other members.

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

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

## Internal Audit

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

The internal audit process assists Council and the Chief Executive Officer to accomplish our objectives by bringing a systematic, disciplined approach to improve



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

The following reviews were completed in 2015/16:

- Occupational Health and Safety – Staff and Contractors
- Fleet Management
- Events Management
- Contract Management – YMCA Aquarena Aquatic and Leisure Centre
- Volunteer Management
- Buildings Asset Management and General Maintenance.

### External audit

Council is externally audited by the Victorian Auditor-General's Office (VAGO). For the 2015/16 financial year, the financial and performance statements of Council were audited by a representative from VAGO as required by the *Audit Act 1994*. These can be viewed on pages 105 – 169 of this Annual Report.

### RISK MANAGEMENT

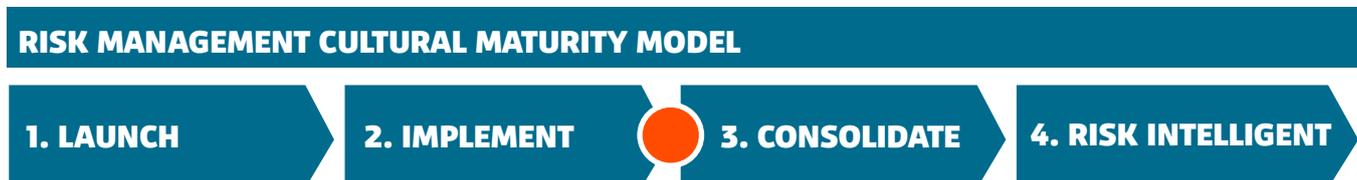
Risk management is the combination of organisational systems, processes, procedures and culture that facilitate the identification, assessment, evaluation and treatment of unwanted risk in order to protect the organisation and assist in the successful pursuit of its strategies and performance objectives.

Manningham's Risk Management Framework is progressively being implemented and embedded across the organisation. A performance tool has been created to monitor and measure the cultural development of enterprise wide risk management through measurement of indicators under the following categories: governance, knowledge and ownership and systems. The below snapshot illustrates the progression of the process to 'Consolidate' stage.

The key elements of the Risk Management Framework are:

- Risk Management Strategy
- Risk Management Policy
- Risk Management Assessment Tool
- Risk Register
- Risk Reporting (Risk Management Committee, Independent Audit Committee and Council)
- Risk Management Incident and Near Miss Procedure
- Risk Management Cultural Measurement Tool
- Risk Management Committee
- Audit Committee.

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



### **Public Liability and Professional Indemnity Insurance**

Manningham Council continues to perform well in regard to the management of its public liability and professional indemnity risk exposure, with focused attention on high risk exposures including trips and falls, tree and water damage. Manningham's proactive under excess claims management system works to mitigate claims from escalating into unnecessary litigated matters and activation of insurance policy indemnity.

No new claims have been made on this policy since 2012, which has resulted in a premium reduction in the forthcoming 2016/17 renewal terms.

### **OCCUPATIONAL HEALTH AND SAFETY**

Council continues its commitment to health and safety with a new Occupational Health and Safety (OHS) Policy Statement under our new slogan of "My Workplace, My Safety".

The Executive Management Team's stated commitment and legislative responsibilities to the health and safety of employees, contractors, volunteers and other stakeholders was reaffirmed in the major review of the OHS management system. In total, 29 policies, procedures and processes have been developed and adopted over the past 18 months.

The OHS management system enables Manningham's continued compliance with the Occupational Health and Safety Act 2004, with the view to continuous improvement and evaluation of Council's OHS management strategies.

In March 2016, an extensive independent internal audit of Manningham's OHS practices and procedures in regard to Employees and Contractors was undertaken, measuring conformance with Australian Standard AS 4801. The audit deemed that 'Council is taking a proactive approach to managing safety hazards and risks, improving safety performance and safety culture', citing a number of strengths to the OHS system including, 'The Depot is well managed and housekeeping at the site is very good. Knowledge of legislative and regulatory requirements is also very strong'.

Over the next year an OHS Strategy will be developed, addressing the recommendations arising out of the internal audit. Key policies and procedures will be further explained and implemented, using the collaborative resources across the organisation including:

- Committees and consultation – two divisional OHS Committees based at the Civic Centre and the Depot, and chaired by a Director, report up to the Central Safety Committee. This structure allows a strategic approach for the identification and resolution of local issues, as well as any broader issues that have organisational wide impact.
- Elected Health and Safety Representatives – attend the OHS committees to discuss topics of interest, including feedback on new or revised policies and procedures. Manningham continues to undertake consultation in regard to health and safety outside of formal committee structures, for example, by involving employees in risk assessments, hazard assessments and incident investigations.

### **Workplace injuries and claims**

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

The cumulative impact of Council's injury management and OHS processes and procedures during the past year has realised a 27.14 per cent reduction in WorkCover Premium for the 2015/16 period.

The charts opposite illustrate two of Council's WorkCover performance criteria for the last three years, with a comparative measure of industry average for Local Government.

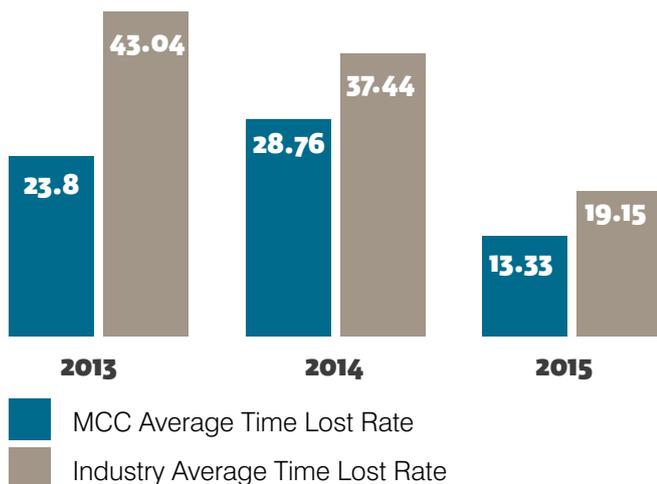
## Manningham Council and Industry Benchmarking Performance Measures

This chart shows Manningham's average days lost per claim versus that of Local Government as an industry over the past three years.

Due to the timing of the data release, 2016 statistics had not been released.

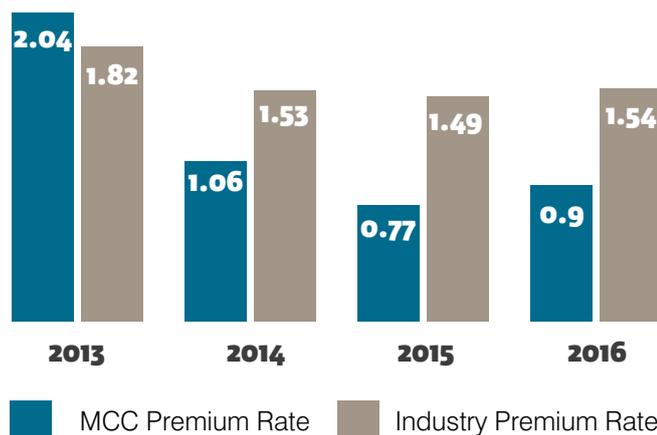
Manningham Council has performed between 20 per cent and 42 per cent better than the industry in general during this period.

### AVERAGE TIME LOST RATE



Council's Premium Rate (applied to remuneration), has been between 47 per cent and 72 per cent lower than industry average for the last three years.

### PREMIUM RATE



In summary, Council's performance remains very good, particularly compared to the Local Government Industry Average. However, we will face some challenges in the year ahead keeping claim costs down, due to some recent significant time lost claims.

## ASSET MANAGEMENT

Council is responsible for an extensive range of infrastructure assets, such as buildings, roads and bridges, drainage, parks and recreational facilities.

This represents a significant investment made over many generations to ensure that the assets and the services that Council delivers are managed in an economical and sustainable manner.

The replacement value of these assets (including land and fixed assets) is estimated at \$2 billion, and Council currently spends, on average, around \$14.5 million per year on the refurbishment and renewal of its infrastructure assets.

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

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

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

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

In 2015/16, Council invested \$15.4 million in asset renewal, highlights include:

- Building restoration and refurbishment works at various Council buildings (Aquarena Aquatic and Leisure Centre, Bulleen Maternal and Child Health Centre, Warrandyte Senior Citizens Centre, Twin Hills Preschool and Wonga Park Tennis Club) – \$3.64 million.
- Road restoration and reseal works (Lincoln Drive, Homestead Road and Brushy Park Road) and other road related infrastructure (kerb and channel, car parks, footpaths and drainage pits) – \$5.13 million.
- Restoration and renewal of Council's open space and recreational assets (fencing, water services, floodlighting, play spaces, sportsgrounds and streetscapes) – \$2.15 million.
- Implementation of IT strategy initiatives and upgrade of computer network systems – \$51,000.
- Ongoing replacement of Council's fleet of vehicles and mobile plant items – \$1.36 million.

**National Asset Management Assessment Framework (NAMAF)**

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

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

The Framework is being used nationally to support improvement in local governments’ asset management planning and performance, and to assist councils to achieve a ‘Core’ or ‘Advanced’ level of asset management maturity within their organisation.

There are 11 key assessment elements that the NAMAF includes to evaluate asset management performance.

A summary of Manningham’s ‘core’ asset management performance (scorecard) for 2015/16 is outlined in the table below and it includes a comparison with outer metropolitan councils.

| KEY ASSET MANAGEMENT ELEMENTS    | OUTER METROPOLITAN | MANNINGHAM        |
|----------------------------------|--------------------|-------------------|
| <b>Strategic planning</b>        | Excellence (95%)   | Excellence (100%) |
| <b>Annual budget</b>             | Excellence (100%)  | Excellence (100%) |
| <b>Annual report</b>             | Excellence (100%)  | Excellence (100%) |
| <b>Asset Management Policy</b>   | Excellence (100%)  | Excellence (100%) |
| <b>Asset Management Strategy</b> | Excellence (100%)  | Excellence (100%) |
| <b>Asset Management Plans</b>    | Excellence (95%)   | Excellence (100%) |
| <b>Governance and management</b> | Excellence (95%)   | Excellence (100%) |
| <b>Levels of service</b>         | Excellence (90%)   | Excellence (100%) |
| <b>Data and systems</b>          | Excellence (95%)   | Excellence (97%)  |
| <b>Skills and processes</b>      | Excellence (95%)   | Excellence (98%)  |
| <b>Evaluation</b>                | Excellence (95%)   | Excellence (100%) |

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

The Step Program will continue to be implemented in 2016/17 and will focus on achieving improved NAMAF outcomes that will move towards advanced maturity, to support further improvement in asset management performance, financial sustainability and service planning that will assist Councils to achieve their strategic outcomes.

# GOVERNANCE AND MANAGEMENT CHECKLIST

The following are the results in the prescribed form of Manningham Council's assessment against the prescribed governance and management checklist.

| GOVERNANCE AND MANAGEMENT ITEMS  | ASSESSMENT   |
|--|--|
| <b>Community engagement policy</b> (policy outlining Council's commitment to engaging with the community on matters of public interest).   | Current policy in operation<br>Date of operation: 31 October 2014  |
| <b>Community engagement guidelines</b> (guidelines to assist staff to determine when and how to engage with the community).  | Current guidelines in operation<br>Date of operation: 31 October 2014  |
| <b>Strategic Resource Plan</b> (plan under section 126 of the Act outlining the financial and non financial resources required for at least the next four financial years).                                  | Adopted in accordance with section 126 of the Act<br>Date of adoption: 28 June 2016  |
| <b>Annual budget</b> (plan under section 130 of the Act setting out the services to be provided and initiatives to be undertaken over the next 12 months and the funding and other resources required).      | Adopted in accordance with section 130 of the Act<br>Date of adoption: 28 June 2016  |
| <b>Asset management plans</b> (plans that set out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next ten years).   | Current plans in operation<br>Drainage Management Plan date of operation: 31 July 2007<br>Roads Management Plan date of operation: 28 August 2012<br>Building Management Plan date of operation: 28 August 2012<br>Parks Management Plan date of operation: 28 August 2012 |
| <b>Rating strategy</b> (strategy setting out the rating structure of Council to levy rates and charges).   | Current strategy in operation<br>Date of operation: 26 June 2007   |
| <b>Risk policy</b> (policy outlining Council's commitment and approach to minimising the risks to Council's operations).   | Current policy in operation<br>Date of operation: 15 December 2015   |
| <b>Fraud policy</b> (policy outlining Council's commitment and approach to minimising the risk of fraud).  | Current policy in operation<br>Date of operation: 20 January 2015  |
| <b>Municipal emergency management plan</b> (plan under section 20 of the <i>Emergency Management Act 1986</i> for emergency prevention, response and recovery).  | Prepared and maintained in accordance with section 20 of the <i>Emergency Management Act 1986</i><br>Date of preparation: 15 March 2016  |
| <b>Procurement policy</b> (policy under section 186A of the <i>Local Government Act 1989</i> outlining the matters, practices and procedures that will apply to all purchases of goods, services and works). | Prepared and approved in accordance with section 186A of the <i>Local Government Act 1989</i><br>Date of approval: 24 June 2014  |

|   |  |
|---|--|
| <p><b>Business continuity plan</b> (plan setting out the actions that will be taken to ensure that key services continue to operate in the event of a disaster).</p>  | <p>Current plan in operation<br/>Date of operation: 29 April 2015</p>  |
| <p><b>Disaster recovery plan</b> (plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster).</p>  | <p>Current plan in operation<br/>Date of operation: 29 April 2015</p>  |
| <p><b>Risk management framework</b> (framework outlining Council's approach to managing risks to the Council's operations).</p>   | <p>Current framework in operation<br/>Date of operation: 15 December 2015</p>  |
| <p><b>Audit Committee</b> (advisory committee of Council under section 139 of the Act whose role is to oversee the integrity of a Council's financial reporting, processes to manage risks to the Council's operations and for compliance with applicable legal, ethical, and regulatory requirements).</p> | <p>Established in accordance with section 139 of the Act<br/>Date of establishment: 13 January 1998</p>  |
| <p><b>Internal audit</b> (independent accounting professionals engaged by the Council to provide analyses and recommendations aimed at improving Council's governance, risk and management controls).</p>   | <p>Internal auditor engaged<br/>Date of engagement: 8 September 2011</p>   |
| <p><b>Performance reporting framework</b> (a set of indicators measuring financial and non financial performance, including the performance indicators referred to in section 131 of the Act).</p>  | <p>Current framework in operation<br/>Date of operation: 29 April 2014</p>   |
| <p><b>Council Plan reporting</b> (report reviewing the performance of the Council against the Council Plan, including the results in relation to the strategic indicators, for the first six months of the financial year).</p>   | <p>Current report<br/>Date of report: 12 November 2015 and 3 May 2016</p>  |
| <p><b>Financial reporting</b> (quarterly statements to Council under section 138 of the Act comparing budgeted revenue and expenditure with actual revenue and expenditure).</p>  | <p>Quarterly statements presented to Council in accordance with section 138(1) of the Act<br/>Quarter 1 statement presented: 27 October 2015<br/>Quarter 2 statement presented: 26 February 2016<br/>Quarter 3 statement presented: 26 April 2016<br/>Quarter 4 statement anticipated to be presented 30 August 2016</p> |
| <p><b>Risk reporting</b> (six monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies).</p>   | <p>Reports prepared and presented<br/>Date of reports: 29 March 2015, 24 November 2015 and scheduled for 26 July 2016</p>  |

|  |  |
|--|--|
| <p><b>Performance reporting</b> (six monthly reports of indicators measuring results against financial and non-financial performance, including the performance indicators referred to in section 131 of the Act).</p> | <p>Reports prepared and presented<br/>Date of reports: 29 September 2015 and 3 May 2016</p>                                      |
| <p><b>Annual report</b> (annual report under sections 131, 132 and 133 of the Act to the community containing a report of operations and audited financial and performance statements).</p>                            | <p>Considered at meeting of the Council in accordance with section 134 of the Act<br/>Date of consideration: 27 October 2015</p> |
| <p><b>Councillor Code of Conduct</b> (Code under section 76C of the Act setting out the conduct principles and the dispute resolution processes to be followed by Councillors).</p>                                    | <p>Reviewed in accordance with section 76C of the Act<br/>Date reviewed: 28 June 2016</p>  |
| <p><b>Delegations</b> (a document setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff).</p>   | <p>Reviewed in accordance with section 98(6) of the Act<br/>Date of review: 26 April 2016</p>                                    |
| <p><b>Meeting procedures</b> (a local law governing the conduct of meetings of Council and special committees).</p>  | <p>Meeting procedures local law made in accordance with section 91(1) of the Act<br/>Date local law made: 28 October 2015</p>    |

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



**Warwick Winn**

Chief Executive Officer

Dated: 30 August 2016



**Cr Paul McLeish**

Mayor

Dated: 30 August 2016

# STATUTORY INFORMATION

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

## DOCUMENTS AVAILABLE FOR PUBLIC INSPECTION

In accordance with Section 12 of the Local Government (General) Regulations 2015 the following is a list of the prescribed documents that are available for inspection on request at the Manningham Civic Centre, 699 Doncaster Road, Doncaster, during normal office hours from 8.00 am to 5.00 pm on weekdays:

- 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 Council staff in the previous 12 months
- Minutes of meetings of Special Committees held in the previous 12 months, except if the minutes relate to parts of meetings that have been closed to members of the public
- Details of all property, finance and operating leases involving land, buildings, plant, computer equipment or vehicles entered into by Council as less or lessee, including the name of the other party to the lease and the terms and the value of the lease
- Register of authorised officers
- A list of grants and donations made by Council during the financial year

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

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

For more information, visit [www.manningham.vic.gov.au/public-registers-and-information](http://www.manningham.vic.gov.au/public-registers-and-information)

## BEST VALUE

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

- Quality and cost of services
- Services being responsive to the needs of the community
- Services being accessible to those for whom they are intended
- An approach of continuous improvement for services
- Regular consultation with the community on the services provided.

The six Best Value principles are:

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

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

The first is to plan and capture all Best Value activity internally by reporting on these in every report, business case and capital works proposal presented to the Executive Management Team and the Council.

Secondly, Council's Manningham Improvements (MI) Program uses a continuous improvement methodology to investigate and improve service delivery. In 2015/16, more than 70 staff took part in Lean A3 training which focussed on evidence based problem solving and measures for benefit realisation.

Council also recruited a full time CI Facilitator to support the Assets and Engineering Directorate with their improvements.

The number of improvement projects commenced in 2015/16 was 20, which is double to the number of projects commenced in 2014/15. Projects included:

- Sports club contributions process
- Depot yard storage review
- Depot administration – closing the loop on Customer Feedback System responses
- Environmental risks review
- Timesheets at the Depot
- Online payments for Engineering and Technical Services
- Staff induction and on-boarding process
- Online payments for early years programs
- First aid kits review
- Community event registration process
- Capital works reconciliation reporting
- Grass cutting schedules
- Depot administration – training records
- Customer relationship managers process
- Community event registration
- Capital works reconciliation reporting
- Depot administration – training records
- Maternal and child health.

## CARERS RECOGNITION

In accordance with the *Carers Recognition Act 2012* Council is required to report annually on its care measurement obligations under Section 11 of that Act.

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

- Displaying posters at the customer service reception at Council's Aged and Disability Support Services unit
- Providing information on Council's website for Carers, [www.manningham.vic.gov.au/ageing-well-carers](http://www.manningham.vic.gov.au/ageing-well-carers), including the availability of carer support groups.

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

- Providing information about the *Carer Recognition Act 2012* to clients in Home and Community Care and disability services through the Client Information packs
- Including reference to the Act in Council's Discrimination, Harassment and Bullying Policy
- Providing information on the care relationship in Council's quarterly staff induction presentations, which all new staff members attend
- References to carers leave and the care relationship in the current Manningham City Council Enterprise Agreement 6, 2014.

Council has taken all practicable measures to review and modify policies, procedures and supports to include recognition of the carer relationship and has provided the following additional activities and resources to recognise the care relationship:

- Respite care support – in home and community based regular and occasional, and school holiday through the Manningham Activities for Special Kids (MASK) program
- Free attendance for carers attending with care recipient at seniors events, including the annual Dapper Day Out afternoon tea dance
- Provided 39 Manningham carers with a day trip to either Williamstown (15 carers) or Sorrento (14 carers) during National Carer's Week in October 2015, supported by funding from Carer's Victoria
- Carers were recognised as part of the pARTicipate Art Expo event held at the Plaza Park at MC Square, which celebrated International Day of People with disabilities
- The Aquarena Aquatic and Leisure Centre continued to accept the Carer Card and offered free entry to all carers while working in their role as a carer.

## CONTRACTS

During the year Council did not enter into any contracts valued at \$150,000 or more without first engaging in a competitive process.

## DISABILITY ACCESS AND INCLUSION PLAN

In accordance with Section 38 of the *Disability Act 2006*, Council is required to develop a Disability Action Plan and report on it in the Annual Report.

In 2015/16, Council implemented the following actions from its Disability Access and Inclusion Plan:

- An Inclusion@Work business breakfast was held and attended by 175 people representing a range of businesses across Manningham. The event promoted and encouraged businesses to be inclusive and employ people from diverse backgrounds including people with disabilities, those experiencing mental health issues, culturally and linguistically diverse (CALD) communities and women
- Three digital video stories were produced demonstrating the benefits of inclusive and diverse workforces through the stories of two local residents, with more than 30,000 combined views since launching the videos
- A White Ribbon Day event, 'i Believe' was held in 2015 and attended by more than 100 people. The event highlighted the prevalence of violence against women in the community and specifically the impact of violence against women with a disability and the importance of advocating for their rights

- Access and Equity Advisory Committee meetings were held bi-monthly. The committee provides advice to Council on local issues, service delivery and planning for improved access, equity and inclusion within Council and the wider community
  - More than 400 people attended the 'Inclusion Matters – access and empowerment for people of all abilities', an event to highlight International Day of People with a Disability 2015. The event aimed to raise the profile and perceptions of people with disabilities in their local community and showcase the talents of individuals with disabilities in Manningham
  - The National Disability Insurance Scheme (NDIS) – Your Questions Answered forum was held and attended by 360 community members. The forum aimed to increase awareness and understanding of the NDIS, increase capacity of people with disability and their families/carers to make informed choices to achieve their goals, access appropriate services and self-manage their lives and increase awareness of rights, entitlements and supports available under the NDIS
  - Ongoing assistance to community organisations in the delivery of peer support and educational programs to support individuals and families to prepare for the NDIS.
- and Bulleen Plaza. Other key highlights included a pop up cinema at Heide Gallery which was attended by more than 1,500 people and a Community Multicultural Festival at the Ajani Centre and Ted Ajani Reserve during Cultural Diversity Week 2016.
- A series of health promotion activities were delivered that encourage Manningham residents to pursue healthier lifestyles and address risk factors impacting on their wellbeing. The key deliverable being the Plaza Park project, funded through a VicHealth grant, which consisted of the following achievements:
    - Engaging 15,000 people to participate in physical activity across 70 sessions from August 2015 to May 2016.
    - An additional 2,400 people used the space outside of the planned activity sessions for general recreation and play.
    - The project benefitted the culturally and linguistically diverse (CALD) community with 40 per cent participation rate as well as 10 per cent of people with a disability participating.
    - Age related participation was children zero to 12 years (27 per cent), teenagers aged 13 to 17 years (5 per cent), adults aged 18 to 65 years (51 per cent) and seniors aged over 65 (18 per cent).

### MANNINGHAM'S HEALTHY CITY PLAN

In accordance with the *Health and Wellbeing Act 2008*, Council is required to prepare, implement and evaluate a Municipal Public Health and Wellbeing Plan to meet the needs of the local community. The plan is required to be monitored and reported on annually.

In 2015/16, Council implemented the following actions from its Municipal Public Health and Wellbeing Plan:

- A partnership project was developed with Alzheimer's Australia to establish Manningham as a Dementia Friendly City. A survey was conducted to engage the community on how they viewed the services and opportunities for those with dementia in Manningham. A Dementia Alliance Group was formed comprising of community organisations, Alzheimer's Australia and Council representatives. An action plan was developed to work towards Manningham becoming a Dementia Friendly City.
- The ongoing implementation of the Live Well in Bulleen Community Strengthening Project designed to address the needs of socially isolated and disadvantaged residents in Bulleen and improve service access through the delivery of a range of initiatives including Café @ Ajani, a pre-employment training program engaging students with an intellectual disability, parent education sessions at two playgroups in Bulleen (Ajani Centre and Bulleen Library) and a Doncare Community Services outreach program at the Living and Learning @ Ajani Centre
- The development and adoption by Council of the Manningham Food Security Plan 2016 – 2021. The plan was informed by community consultation with more than 600 residents, visitors, community organisations and businesses. Actions within the plan include capacity building and partnership, food education and raising awareness in the community about the importance of building a sustainable local food system and providing access to locally grown and sourced food.
- The first edition of *Invigorate* Manningham's new seasonal health and lifestyle magazine was published December 2015 with a wide distribution to libraries, clubs and community organisations to promote health and well being leisure and recreation activities. The magazine is produced quarterly.

## DOMESTIC ANIMAL MANAGEMENT PLAN

In accordance with the *Domestic Animals Act 1994* Council is required to prepare a Domestic Animal Management Plan at four yearly intervals and evaluate its implementation in the Annual Report.

Council adopted the Domestic Animal Management Plan 2014 – 2017 in 2013.

| TOPIC                                  | TOTAL ACTIONS IN PLAN | ACTIONS COMPLETE | ACTIONS OUTSTANDING | COMMENTS  |
|--|-----------------------|------------------|---------------------|---|
| <b>Staff Training</b>                  | 11                    | 11               | 0                   | All actions completed.  |
| <b>Registration/ identification</b>    | 27                    | 27               | 0                   | Only one action remains outstanding which relates to being able to de-register animals online.  |
| <b>Nuisance complaints</b>             | 15                    | 14               | 1                   | Review of enforcement policies to be completed prior to November 2017.  |
| <b>Dog Attacks</b>                     | 22                    | 20               | 2                   | Two actions to be completed prior to November 2017 relating to developing a website page that provides information on dog attacks and also to raise awareness on the risk of dog attacks in the home. |
| <b>Declared Dogs</b>                   | 17                    | 17               | 0                   | All actions completed.  |
| <b>Overpopulation euthanasia rates</b> | 17                    | 15               | 2                   | Two actions to be completed prior to November 2017, relating to the addition of information on Council's website and the setting up of an incentive package to owners who adopt a stray cat.          |
| <b>Domestic Animal Businesses</b>      | 14                    | 14               | 0                   | All actions completed.  |
| <b>Other matters</b>                   | 24                    | 20               | 4                   | Four actions remain outstanding and will be completed prior to November 2017.   |

The plan is reviewed annually and this will be completed prior to 3 November 2016.

A new plan will be developed in 2017 for adoption prior to 3 November 2017.

## FOOD ACT MINISTERIAL DIRECTIONS

In accordance with section 7E of the *Food Act 1984* Council is required to publish a summary of any ministerial directions received during the financial year in its Annual Report.

Council did not receive ministerial directions during the 2015/16 year.

### FREEDOM OF INFORMATION

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

Under legislation Council must decide if the information will be provided (in whole or in part) or whether access will be denied, within 45 days.

In 2015/16, Council received seven Freedom of Information applications. Four of the applications were processed and completed during 2015/16. Three of the applications were carried over into 2016/17.

Two additional requests were received in 2015/16, which were subject to consultations under section 17 of the *Freedom of Information Act 1982*. As there has been no response from the applicants to the section 17 consultation in each case, these requests have not become valid applications in terms of the Act and have not been processed.

Two additional requests were received in 2015/16 which were able to be satisfied outside of the Act.

All enquiries relating to accessing documents under Freedom of Information should be direct to Council's Freedom of Information Officer on 9840 9333.

For more information, visit [www.manningham.vic.gov.au/legislation](http://www.manningham.vic.gov.au/legislation)

### INFORMATION PRIVACY

Council is committed to protecting the personal privacy of residents and ratepayers. Council will only collect, use or disclose personal information where it is necessary to perform Council functions or where required by law. Council is committed to full compliance with its obligations under the *Privacy and Data Protection Act 2014* and the *Health Records Act 2001*.

- *Privacy and Data Protection Act 2014* – no complaints were received during 2015/16
- *Health Records Act 2001* – no complaints were received during 2015/16.

To view Council's Information Privacy Policy, visit, [www.manningham.vic.gov.au/privacy](http://www.manningham.vic.gov.au/privacy)

### LOCAL LAWS

Council adopted Manningham's Community Local Law on 30 April 2013. The Community Local Law replaces Manningham's General, Public Health and Doncaster Hill Local Laws. The preparation, content and format of the Local Law is in accordance with the Ministerial Guidelines.

A Community Impact Statement was developed to inform and consult the community about the Local Law. The Community Local Law complies with National Competition Policy requirements and is compatible and consistent with the Victorian Charter of Human Rights.

For more information, visit [www.manningham.vic.gov.au/community-local-law](http://www.manningham.vic.gov.au/community-local-law)

### PROTECTED DISCLOSURE PROCEDURES

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

Council has adopted a Protected Disclosure Procedure to supplement the provisions of the Act and to facilitate the disclosure of any improper conduct by Councillors and Council officers.

The role of Council's Protected Disclosure Co-ordinator is to receive and consider all disclosures about improper conduct and detrimental action as defined by the Act. A copy of the Protected Disclosure Procedure is available on Council's website.

In 2015/16, there have been no disclosures referred by Council to the Independent Broad-based Anti-corruption Commission (IBAC). For more information, visit [www.manningham.vic.gov.au/legislation](http://www.manningham.vic.gov.au/legislation)

### ROAD MANAGEMENT ACT – MINISTERIAL DIRECTIONS

In accordance with Section 22 of the *Road Management Act 2004* Council must publish a copy or summary of any ministerial directions in its Annual Report.

Council did not receive ministerial directions during the 2015/16 financial year.

# FINANCIAL STATEMENTS



# GUIDE TO THE FINANCIAL STATEMENTS

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

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

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

## WHAT IS CONTAINED IN THE FINANCIAL REPORT?

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

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

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

## COMPREHENSIVE INCOME STATEMENT

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

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

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

## BALANCE SHEET

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

The components of the Balance Sheet are:

### Current and Non-Current Assets

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

## Current and Non-Current Liabilities

- Trade and other payables is the value to whom Council owes money as at 30 June.
- Trust funds and deposits represents monies held in Trust by Council.
- Provisions include accrued salary and leave entitlements.
- Interest bearing loans and borrowings represents monies owe 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 three 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, three 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 four 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 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 break down 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 to the same standard as existing users.
- Upgrade – enhances an existing asset to provide a higher level of service and increases the life of the assets.

## NOTES TO THE ACCOUNTS

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

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

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

- The break down of expenses, revenues, reserves and assets
- Contingent liabilities
- Transactions with persons related to Council
- Financial performance indicators.

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

## STATEMENTS BY PRINCIPAL ACCOUNTING OFFICER AND COUNCILLORS

The Certification of the Principal Accounting Officer is made by the person responsible for the financial management of Council that, in her/his opinion, the Financial Statements have met all the statutory and professional reporting requirements.

The Certification of Councillors is made by two councillors on behalf of Council that, in their opinion, the Financial Statements are fair and not misleading.

## AUDITOR-GENERAL'S REPORT

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

# FINANCIAL STATEMENTS

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**COMPREHENSIVE INCOME STATEMENT**

For the Year Ended 30 June 2016

|   | Note  | 2016<br>\$'000 | 2015<br>\$'000 |
|---|-------|----------------|----------------|
| <b>Income</b>   |       |                |                |
| Rates and charges   | 3     | 81,370         | 75,142         |
| Waste charges   | 3     | 12,040         | 12,149         |
| Statutory fees and fines  | 4     | 2,002          | 1,665          |
| User fees and charges   | 5     | 10,551         | 10,272         |
| Contributions - monetary  | 6     | 5,430          | 2,094          |
| Contributions - non-monetary  | 6     | 494            | 1,618          |
| Grants - operating  | 7     | 10,023         | 12,136         |
| Grants - capital  | 7     | 7,189          | 2,441          |
| Interest income   | 8     | 1,874          | 1,787          |
| Other income  | 8     | 814            | 750            |
| Share of gain from investment in associate  | 9     | 522            | 153            |
| <b>Total income</b>   |       | <b>132,309</b> | <b>120,207</b> |
| <b>Expenses</b>   |       |                |                |
| Employee costs  | 10    | 47,890         | 45,948         |
| Materials, services and contracts   | 11    | 21,595         | 19,951         |
| Net loss on disposal of property, plant and equipment, infrastructure, and other fixed assets | 12    | 129            | 2,330          |
| Depreciation and amortisation   | 13    | 20,221         | 19,754         |
| Borrowing costs   | 14    | 309            | 294            |
| Community grants and contributions  | 15    | 5,203          | 5,137          |
| Utilities   | 15    | 2,186          | 2,538          |
| Other expenses  | 15    | 10,110         | 10,093         |
| <b>Total expenses</b>   |       | <b>107,643</b> | <b>106,045</b> |
| <b>Surplus for the year</b>   |       | <b>24,666</b>  | <b>14,162</b>  |
| <b>Other comprehensive income</b>   |       |                |                |
| <b>Item that will not be reclassified to surplus or deficit in future periods</b>             |       |                |                |
| Net asset revaluation increment/(decrement)   | 27(a) | 56,539         | 180,582        |
| <b>Total comprehensive result</b>   |       | <b>81,205</b>  | <b>194,744</b> |

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

## BALANCE SHEET

As at 30 June 2016

|   | Note | 2016<br>\$'000   | 2015<br>\$'000   |
|---|------|------------------|------------------|
| <b>Assets</b>   |      |                  |                  |
| <b>Current assets</b>   |      |                  |                  |
| Cash and cash equivalents   | 16   | 39,470           | 48,821           |
| Trade and other receivables                                       | 17   | 9,276            | 7,706            |
| Other financial assets  | 19   | 23,500           | -                |
| Other assets  | 18   | 1,444            | 963              |
| <b>Total current assets</b>                                       |      | <b>73,690</b>    | <b>57,490</b>    |
| <b>Non-current assets</b>   |      |                  |                  |
| Trade and other receivables                                       | 17   | 31               | 31               |
| Other financial assets  | 19   | -                | 169              |
| Investment in associate   | 9    | 2,514            | 1,992            |
| Property, plant, equipment and other fixed assets, infrastructure | 20   | 1,845,383        | 1,774,798        |
| Intangible assets   | 21   | 1,819            | 1,617            |
| <b>Total non-current assets</b>                                   |      | <b>1,849,747</b> | <b>1,778,607</b> |
| <b>Total assets</b>   |      | <b>1,923,437</b> | <b>1,836,097</b> |
| <b>Liabilities</b>  |      |                  |                  |
| <b>Current liabilities</b>  |      |                  |                  |
| Trade and other payables  | 22   | 13,338           | 9,702            |
| Trust funds and deposits  | 23   | 7,676            | 6,103            |
| Provisions  | 24   | 12,197           | 11,442           |
| Income received in advance  | 25   | 741              | 643              |
| <b>Total current liabilities</b>                                  |      | <b>33,952</b>    | <b>27,890</b>    |
| <b>Non-current liabilities</b>                                    |      |                  |                  |
| Provisions  | 24   | 914              | 841              |
| Interest-bearing loans and borrowings                             | 26   | 7,279            | 7,279            |
| <b>Total non-current liabilities</b>                              |      | <b>8,193</b>     | <b>8,120</b>     |
| <b>Total liabilities</b>  |      | <b>42,145</b>    | <b>36,010</b>    |
| <b>Net Assets</b>   |      | <b>1,881,292</b> | <b>1,800,087</b> |
| <b>Equity</b>   |      |                  |                  |
| Accumulated surplus   |      | 639,709          | 615,922          |
| Reserves  | 27   | 1,241,583        | 1,184,165        |
| <b>Total Equity</b>   |      | <b>1,881,292</b> | <b>1,800,087</b> |

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

**STATEMENT OF CHANGES IN EQUITY**

For the Year Ended 30 June 2016

| 2016  | Note  | Accumulated surplus<br>\$'000 | Asset revaluation reserves<br>\$'000 | Other reserves<br>\$'000 | Total<br>\$'000  |
|---|-------|-------------------------------|--------------------------------------|--------------------------|------------------|
| Balance at beginning of the financial year  |       | 615,922                       | 1,180,397                            | 3,768                    | 1,800,087        |
| Surplus for the year                        |       | 24,666                        | -                                    | -                        | 24,666           |
| Net asset revaluation increment/(decrement) | 27(a) | 5                             | 56,534                               | -                        | 56,539           |
| Transfers from other reserves               | 27(b) | 3,072                         | -                                    | (3,072)                  | -                |
| Transfers to other reserves                 | 27(b) | (3,956)                       | -                                    | 3,956                    | -                |
| <b>Balance at end of the financial year</b> |       | <b>639,709</b>                | <b>1,236,931</b>                     | <b>4,652</b>             | <b>1,881,292</b> |
| Change in equity for the financial year     |       | 23,787                        | 56,534                               | 884                      | 81,205           |

| 2015  | Note  | Accumulated surplus<br>\$'000 | Asset revaluation reserves<br>\$'000 | Other reserves<br>\$'000 | Total<br>\$'000  |
|---|-------|-------------------------------|--------------------------------------|--------------------------|------------------|
| Balance at beginning of the financial year  |       | 602,090                       | 999,868                              | 3,385                    | 1,605,343        |
| Surplus for the year                        |       | 14,162                        | -                                    | -                        | 14,162           |
| Net asset revaluation increment/(decrement) | 27(a) | 53                            | 180,529                              | -                        | 180,582          |
| Transfers from other reserves               | 27(b) | 1,691                         | -                                    | (1,691)                  | -                |
| Transfers to other reserves                 | 27(b) | (2,074)                       | -                                    | 2,074                    | -                |
| <b>Balance at end of the financial year</b> |       | <b>615,922</b>                | <b>1,180,397</b>                     | <b>3,768</b>             | <b>1,800,087</b> |
| Change in equity for the financial year     |       | 13,832                        | 180,529                              | 383                      | 194,744          |

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 2016

|   | Note | 2016<br>Inflows/(Outflows)<br>\$'000 | 2015<br>Inflows/(Outflows)<br>\$'000 |
|---|------|--------------------------------------|--------------------------------------|
| <b>Cash flows from operating activities</b>   |      |                                      |                                      |
| Rates and charges   |      | 93,042                               | 87,138                               |
| User charges, fees and fines  |      | 12,113                               | 11,379                               |
| Grants - operating  |      | 10,023                               | 12,136                               |
| Grants - capital  |      | 7,243                                | 2,174                                |
| Contributions - monetary  |      | 4,738                                | 2,239                                |
| Interest received   |      | 1,787                                | 1,821                                |
| Net increase in trust funds and deposits  |      | 1,573                                | 924                                  |
| Other receipts  |      | 535                                  | 532                                  |
| GST on receipts   |      | 1,008                                | 899                                  |
| Payments to suppliers   |      | (35,815)                             | (37,305)                             |
| GST on payments to suppliers  |      | (4,099)                              | (3,638)                              |
| Payments to employees   |      | (46,870)                             | (45,980)                             |
| Net GST refund  |      | 2,895                                | 2,727                                |
| <b>Net cash provided by/(used in) operating activities</b>                                      | 28   | <b>48,173</b>                        | <b>35,046</b>                        |
| <b>Cash flows from investing activities</b>   |      |                                      |                                      |
| Payments for property, plant and equipment, infrastructure, and other fixed assets              |      | (34,794)                             | (29,181)                             |
| Proceeds from disposal of property, plant and equipment, infrastructure, and other fixed assets | 12   | 601                                  | 439                                  |
| Payments for other financial assets   | 19   | (23,500)                             | -                                    |
| Proceeds from other financial assets  | 19   | 169                                  | -                                    |
| <b>Net cash provided by/(used in) investing activities</b>                                      |      | <b>(57,524)</b>                      | <b>(28,742)</b>                      |
| Net increase (decrease) in cash and cash equivalents  |      | (9,351)                              | 6,304                                |
| Cash and cash equivalents at the beginning of the financial year                                |      | 48,821                               | 42,517                               |
| <b>Cash and cash equivalents at the end of the financial year</b>                               | 16   | <b>39,470</b>                        | <b>48,821</b>                        |
| Financing arrangements  | 30   |                                      |                                      |
| Restrictions on cash assets   | 16   |                                      |                                      |

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

**STATEMENT OF CAPITAL WORKS**

For the Year Ended 30 June 2016

|  | 2016<br>\$'000 | 2015<br>\$'000 |
|--|----------------|----------------|
| <b>Property</b>                                |                |                |
| Land   | 1,996          | 835            |
| Buildings                                      | 13,302         | 8,973          |
| <b>Total property</b>                          | <b>15,298</b>  | <b>9,808</b>   |
| <b>Plant, machinery and other assets</b>       |                |                |
| Plant, machinery and equipment                 | 1,410          | 1,494          |
| Fixtures, fittings and furniture               | 86             | 108            |
| Computers and telecommunications               | 308            | 98             |
| Artworks                                       | 17             | 3              |
| <b>Total plant, machinery and other assets</b> | <b>1,821</b>   | <b>1,703</b>   |
| <b>Infrastructure</b>                          |                |                |
| Roads  | 7,565          | 6,953          |
| Bridges  | 370            | 216            |
| Footpaths and cycleways                        | 2,668          | 2,780          |
| Off street car parks                           | 114            | 390            |
| Drainage                                       | 1,654          | 3,924          |
| Recreational, leisure and community facilities | 1,349          | 1,496          |
| Parks, open space and streetscapes             | 3,306          | 1,372          |
| <b>Total infrastructure</b>                    | <b>17,026</b>  | <b>17,131</b>  |
| <b>Intangible assets</b>                       |                |                |
| Software                                       | 649            | 539            |
| <b>Total intangible assets</b>                 | <b>649</b>     | <b>539</b>     |
| <b>Total capital works expenditure</b>         | <b>34,794</b>  | <b>29,181</b>  |
| <b>Represented by:</b>                         |                |                |
| New asset expenditure                          | 13,147         | 9,735          |
| Asset renewal expenditure                      | 14,578         | 13,701         |
| Asset expansion expenditure                    | 2,907          | 2,578          |
| Asset upgrade expenditure                      | 4,162          | 3,167          |
| <b>Total capital works expenditure</b>         | <b>34,794</b>  | <b>29,181</b>  |

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

## NOTES TO THE FINANCIAL REPORT

For the Year Ended 30 June 2016

### Introduction

- (a) The City of Manningham was established by an Order of the Governor in Council on 15 December 1994 and is a body corporate. The Council's main office is located at 699 Doncaster Road, Doncaster, Victoria.
- (b) The purpose of the Council is to:
- provide for the peace, order, and good government of the municipal district;
  - promote the social, economic and environmental viability, and sustainability of the municipal district;
  - ensure that resources are used efficiently and effectively and services are provided in accordance with the Best Value Principles to best meet the needs of the local community;
  - improve the overall quality of life of people in the local community;
  - promote appropriate business and employment opportunities;
  - ensure that services and facilities provided by the Council are accessible and equitable;
  - ensure the equitable imposition of rates and charges; and
  - ensure transparency and accountability in Council decision making.
- (c) Other Disclosures:
- External Auditor - Auditor-General of Victoria  
Internal Auditor - Crowe Horwath  
Solicitors - Maddocks  
Bankers - Commonwealth Bank of Australia  
Website address - [www.manningham.vic.gov.au](http://www.manningham.vic.gov.au)

### Statement of compliance

These financial statements are a general purpose financial report that consists of 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, other authoritative pronouncements of the Australian Accounting Standards Board, the *Local Government Act 1989*, and the *Local Government (Planning and Reporting) Regulations 2014*.

### Note 1 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.

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 1 (d) );
- the determination of depreciation for buildings, infrastructure, plant and equipment (refer to Note 1 (e) );
- the determination of employee provisions (refer to Note 1 (m) ).

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.

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) Changes of accounting policies

There have been no changes in accounting policies from the previous period.

**NOTES TO THE FINANCIAL REPORT**

For the Year Ended 30 June 2016

**Note 1 Significant accounting policies (cont.)****(c) Revenue recognition**

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

*Rates and charges*

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.

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

*Grants*

Grant income is recognised when Council obtains control of the contribution. This is normally obtained upon their receipt (or acquittal) or upon earlier notification that a grant has been secured, and are valued at their fair value at the date of transfer.

Where grants or contributions recognised as revenues during the financial year were obtained on condition that they be expended in a particular manner or used over a particular period and those conditions were undischarged at balance date, the unused grant or contribution is disclosed in Note 7. The note also discloses the amount of unused grant or contribution from prior years that was expended on Council's operations during the current year.

*Contributions*

Monetary and non-monetary contributions are recognised as revenue when Council obtains control over the contributed asset.

*User fees and fines*

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

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

*Sale of property, plant and equipment and infrastructure*

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

*Rents*

Rents are recognised as revenue when the payment is due or the payment is received, whichever first occurs.

*Interest*

Interest is recognised progressively as it is earned.

*Other income*

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

**(d) Fair Value Measurement**

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

## NOTES TO THE FINANCIAL REPORT

For the Year Ended 30 June 2016

### Note 1 Significant accounting policies (cont.)

#### (d) Fair Value Measurement (cont.)

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.

#### (e) Depreciation and amortisation of property, plant and equipment, infrastructure, intangible assets

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

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

Artworks are not depreciated.

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

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

| Asset class                                    | Depreciation Period     |
|--|-------------------------|
| <b>Property</b>                                |                         |
| Land   | Infinite life           |
| Land under roads                               | Infinite life           |
| Buildings                                      | 75 - 100 years          |
| Buildings on leased land                       | Term of lease or 75 yrs |
| <b>Plant, equipment and other assets</b>       |                         |
| Plant, machinery and equipment                 | 5 - 25 years            |
| Fixtures, fittings and furniture               | 4 - 20 years            |
| Computers and telecommunications               | 4 - 10 years            |
| Artworks                                       | Not depreciated         |
| <b>Infrastructure</b>                          |                         |
| Road - pavement                                | 25 years                |
| Road - sub-pavement                            | 100 years               |
| Bridges  | 60 - 100 years          |
| Footpaths and cycleways                        | 60 - 100 years          |
| Carparks                                       | 60 - 100 years          |
| Drainage                                       | 100 years               |
| Recreational, leisure and community facilities | 20 years                |
| Parks, open space and streetscapes             | 20 years                |
| Waste garbage bins                             | 15 years                |
| <b>Intangible assets</b>                       |                         |
| Software                                       | 5 years                 |

**NOTES TO THE FINANCIAL REPORT**

For the Year Ended 30 June 2016

**Note 1 Significant accounting policies (cont.)**

**(f) 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.

**(g) Borrowings**

Borrowings are initially measured at fair value, being the cost of the interest bearing liabilities, net of transaction costs. The measurement basis subsequent to initial recognition depends on whether the Council has categorised its interest-bearing liabilities as either financial liabilities designated at fair value through the profit and loss, or financial liabilities at amortised cost. Any difference between the initial recognised amount and the redemption value is recognised in net result over the period of the borrowing using the effective interest method.

The classification depends on the nature and purpose of the interest bearing liabilities. The Council determines the classification of its interest bearing liabilities at initial recognition.

*Borrowing costs*

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

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

**(h) Recognition and measurement of property, plant, equipment and other fixed assets, infrastructure, intangible assets**

*Acquisition*

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

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

The following classes of assets have been recognised in note 20. In accordance with Council's policy, the threshold limits detailed below have applied when recognising assets within an applicable asset class and unless otherwise stated are consistent with the prior year:

| Asset Class                                    | Threshold limit<br>\$'000 |
|--|---------------------------|
| <b>Property</b>                                |                           |
| Land   | 0                         |
| Land under Roads                               | 0                         |
| Buildings                                      | 5                         |
| <b>Plant, equipment and other fixed assets</b> |                           |
| Plant, machinery and equipment                 | 1                         |
| Fixtures, fittings and furniture               | 1                         |
| Computers and telecommunications               | 1                         |
| Artworks                                       | 1                         |
| <b>Infrastructure</b>                          |                           |
| Roads  | 10                        |
| Bridges  | 10                        |
| Footpaths and cycleways                        | 10                        |
| Off street car parks                           | 10                        |
| Other infrastructure                           | 10                        |
| Drainage                                       | 10                        |
| Recreational, leisure and community facilities | 10                        |
| Parks, open space and streetscapes             | 10                        |
| Waste garbage bins                             | 10                        |
| <b>Intangible assets</b>                       |                           |
| Software                                       | 1                         |

## NOTES TO THE FINANCIAL REPORT

For the Year Ended 30 June 2016

### Note 1 Significant accounting policies (cont.)

#### (h) Recognition and measurement of property, plant, equipment and other fixed assets, infrastructure, intangible assets (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 20, Property, plant and equipment, infrastructure 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.

##### *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.

##### *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.

#### (i) Cash and cash equivalents

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

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

#### (j) Financial assets

Term Deposits are measured at amortised cost.

#### (k) Investment in associate

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.

**NOTES TO THE FINANCIAL REPORT**

For the Year Ended 30 June 2016

**Note 1 Significant accounting policies (cont.)****(l) Trust funds and deposits**

Amounts received as trust deposits and retention amounts controlled by Council are recognised as trust funds until they are returned or forfeited (refer to note 23).

**(m) Employee costs and benefits**

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

*Wages and salaries*

Liabilities for wages and salaries, rostered days off and sick leave are recognised and measured as the amount unpaid at balance date.

*Annual leave*

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

*Long service leave*

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

*Termination benefits*

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

*Salary on-costs*

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

*Superannuation*

The superannuation expense for the reporting year is the amount of the statutory contribution made to the superannuation plans which provide benefits to employees, including past employees who are members of a defined benefits scheme, together with any movements in Council's liabilities arising from re-measurement of the superannuation fund's obligations for defined benefit scheme members. Details of these arrangements are recorded in note 10 and 33.

**(n) Leases***Operating leases*

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

## NOTES TO THE FINANCIAL REPORT

For the Year Ended 30 June 2016

### Note 1 Significant accounting policies (cont.)

#### (o) Allocation between current and non-current

##### *Liabilities*

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

##### *Assets*

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

#### (p) Goods and Services Tax (GST)

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

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

#### (q) Rounding

Unless otherwise stated, amounts in the financial report have been rounded to the nearest thousand dollars. Figures in the financial statement may not equate due to rounding.

#### (r) Non-current assets held for sale

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

#### (s) Contingent assets and contingent liabilities and commitments

Contingent assets and contingent liabilities are not recognised in the Balance Sheet but are disclosed by way of a note and, if quantifiable, are measured at nominal value. Commitments are not recognised in the Balance Sheet. Commitments are disclosed at their nominal value by way of Note and presented exclusive of the GST payable.

#### (t) Trade and other receivables

Receivables are carried at nominal amounts.

A provision for doubtful debts is recognised when there is objective evidence that an impairment has occurred.

#### (u) Financial guarantees

Financial guarantee contracts are not recognised as a liability in the balance sheet unless the lender has exercised their right to call on the guarantee or Council has other reasons to believe that it is probable that the right will be exercised. Details of guarantee that Council has provided, that is not recognised in the balance sheet, is disclosed at Note 34 Contingent liabilities and contingent assets.

#### (v) Pending accounting standards

Certain new AAS's have been issued that are not mandatory for the 30 June 2016 reporting period. Council has assessed these pending standards and has identified that no material impact will flow from the application of these standards in future reporting periods.

**NOTES TO THE FINANCIAL REPORT**

For the Year Ended 30 June 2016

**Note 2 Budget comparison**

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

The budget figures detailed below are those adopted by Council on 23 June 2015. The Budget was based on assumptions that were relevant at the time of adoption of the Budget. Council sets guidelines and parameters for revenue and expense targets in this budget in order to meet Council's planning and financial performance targets for both the short and long-term.

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

**a) Income and expenditure**

|   | <b>Budget<br/>2016<br/>\$'000</b> | <b>Actual<br/>2016<br/>\$'000</b> | <b>Variance<br/>2016<br/>\$'000</b> | <b>Ref</b> |
|---|-----------------------------------|-----------------------------------|-------------------------------------|------------|
| <b>Income</b>   |                                   |                                   |                                     |            |
| Rates and charges   | 80,211                            | 81,370                            | 1,159                               | 1          |
| Waste charges   | 11,980                            | 12,040                            | 60                                  |            |
| Statutory fees and fines  | 1,765                             | 2,002                             | 237                                 | 2          |
| User fees and charges   | 9,709                             | 10,551                            | 842                                 | 3          |
| Contributions - monetary  | 2,351                             | 5,430                             | 3,079                               | 4          |
| Contributions - non-monetary  | 464                               | 494                               | 30                                  |            |
| Grants - operating  | 10,828                            | 10,023                            | (805)                               | 5          |
| Grants - capital  | 4,506                             | 7,189                             | 2,683                               | 6          |
| Interest income   | 1,598                             | 1,874                             | 276                                 | 7          |
| Other income  | 850                               | 814                               | (36)                                |            |
| Share of gain from investment in associate  | -                                 | 522                               | 522                                 | 8          |
| <b>Total income</b>   | <u>124,262</u>                    | <u>132,309</u>                    | <u>8,047</u>                        |            |
| <b>Expenses</b>   |                                   |                                   |                                     |            |
| Employee costs  | 47,917                            | 47,890                            | 27                                  |            |
| Materials, services and contracts   | 22,183                            | 21,595                            | 588                                 | 9          |
| Net loss on disposal of property, plant and equipment, infrastructure, and other fixed assets | (402)                             | 129                               | (531)                               | 10         |
| Depreciation and amortisation   | 20,347                            | 20,221                            | 126                                 |            |
| Borrowing costs   | 309                               | 309                               | -                                   |            |
| Community grants and contributions  | 5,329                             | 5,203                             | 126                                 |            |
| Utilities   | 2,818                             | 2,186                             | 632                                 | 11         |
| Other expenses  | 9,495                             | 10,110                            | (615)                               | 12         |
| <b>Total expenses</b>   | <u>107,996</u>                    | <u>107,643</u>                    | <u>353</u>                          |            |
| <b>Surplus for the year</b>   | <u>16,266</u>                     | <u>24,666</u>                     | <u>8,400</u>                        |            |
| <b>Other comprehensive income</b>   |                                   |                                   |                                     |            |
| Net asset revaluation increment/(decrement)   | 32,695                            | 56,539                            | 23,844                              | 13         |
| <b>Total comprehensive result</b>   | <u>48,961</u>                     | <u>81,205</u>                     | <u>32,244</u>                       |            |

variances in brackets = unfavourable

## NOTES TO THE FINANCIAL REPORT

For the Year Ended 30 June 2016

### Note 2 Budget comparison (cont.)

#### a) Income and expenditure (cont.)

#### Explanation of material variations

| Ref. | Item  | Explanation  |
|------|---|--|
| 1    | Rates and charges   | <b>Outcome: Greater than budget \$1,159,000 or 1.4 %</b><br>Rates and charges are \$1.16 million favourable to budget mainly due to rates payable on the former Eastern Golf Club site following its sale and an increase of 641 properties rated for the first time during the year.  |
| 2    | Statutory fees and fines  | <b>Outcome: Greater than budget \$237,000 or 13.4 %</b><br>During the year, Council raised \$2.00 million in statutory charges, \$0.24 million favourable to budget. The increase was mainly due to strong demand for statutory building services and higher traffic compliance income.  |
| 3    | User fees and charges   | <b>Outcome: Greater than budget \$842,000 or 8.7 %</b><br>User fees and charges were greater than budget by \$0.84 million and mainly due to higher than anticipated planning applications (\$0.38 million) and higher engineering referral fees (\$0.28 million).   |
| 4    | Contributions - monetary  | <b>Outcome: Greater than budget \$3,079,000 or 131 %</b><br>Cash developer contributions in lieu of public open space was \$3.08 million greater than budget. These funds are placed into a cash backed reserve to be used for recreation and open space improvements for the community.   |
| 5    | Grants - operating  | <b>Outcome: Less than budget \$805,000 or 7.4 %</b><br>Council received \$1.21 million of the 2015/16 budgeted Victoria Grants Commission allocation late in the 2014/15 financial year. This unfavourable variance is partly offset by higher aged care funding of \$0.14 million and \$0.12 million for children and immunisation services.                        |
| 6    | Grants - capital  | <b>Outcome: Greater than budget \$2,683,000 or 59.5 %</b><br>During 2015/16 Council received \$1.93 million of capital grants in advance for works to be undertaken in 2016/17, \$0.37 million from the Federal Government Roads to Recovery program for works completed in 2014/15.   |
| 7    | Interest income   | <b>Outcome: Greater than budget \$276,000 or 17.3 %</b><br>Interest on investments was greater than budget due to increased cash holdings resulting mainly from unbudgeted cash developer contributions (\$3.08 million), capital works funded in 2015/16 to be completed in 2016/17 (\$6.16 million) and grants received in advance for 2016/17 works and services. |
| 8    | Share of gain from investment in associate  | <b>Outcome: Greater than budget \$522,000 or 100 %</b><br>Council has a 32.0% equity interest in the Whitehorse Manningham Regional Library Corporation (WMRLC). During 2015/16, Council's share of the WMRLC assets increased by \$0.52 million and this is recorded as income for the year.  |
| 9    | Materials, services and contracts   | <b>Outcome: Greater than budget \$588,000 or 2.7 %</b><br>A major redevelopment of Council's Aquarena aquatic facility resulted in higher than budgeted business interruption costs to the operator.   |
| 10   | Net loss on disposal of property, plant and equipment, infrastructure, and other fixed assets | <b>Outcome: Less than budget \$531,000 or 132.1 %</b><br>The replacement of existing assets as part of the capital works program resulted in a write-down of infrastructure assets (roads, footpaths and cycleways and drainage) of \$0.41 million.  |

**NOTES TO THE FINANCIAL REPORT**

For the Year Ended 30 June 2016

**Note 2 Budget comparison (cont.)**

**a) Income and expenditure (cont.)**

**Explanation of material variations**

| Ref. | Item  | Explanation  |
|------|---|--|
| 11   | Utilities                                   | <p><b>Outcome: Less than budget \$632,000 or 22.4 %</b></p> <p>Street lighting expenses were \$0.17 million lower than budget due to a price variation approved by the Australian Energy Regulators in January 2016. A one off lease adjustment to land leased by Council from the State Government resulted in a \$0.46 million favourable variance to the adopted budget.</p>  |
| 12   | Other expenses                              | <p><b>Outcome: Greater than budget \$615,000 or 6.5 %</b></p> <p>Expenditure of \$1.28 million originally funded through the capital works program has been classified as non capital as part of the year end capitalisation process and transferred to operating expenditure. Savings were made in operating expenses including insurance premiums (\$0.24 million), equipment leases (\$0.16 million) and general operational expenses (\$0.29 million).</p> |
| 13   | Net asset revaluation increment/(decrement) | <p><b>Outcome: Greater than budget \$23,844,000 or 72.9 %</b></p> <p>The 2016 revaluation of Council property and infrastructure resulted in an increase in asset values by \$56.54 million, mainly driven by the continued strong growth in property values in Manningham.</p>  |

## NOTES TO THE FINANCIAL REPORT

For the Year Ended 30 June 2016

### Note 2 Budget comparison (cont.)

#### b) Capital Works

|  | Budget<br>2016<br>\$'000 | Actual<br>2016<br>\$'000 | Variance<br>2016<br>\$'000 | Ref |
|--|--------------------------|--------------------------|----------------------------|-----|
| <b>Property</b>                                |                          |                          |                            |     |
| Land   | -                        | 1,996                    | (1,996)                    | 14  |
| Buildings                                      | 11,065                   | 13,302                   | (2,237)                    | 15  |
| <b>Total property</b>                          | <b>11,065</b>            | <b>15,298</b>            | <b>(4,233)</b>             |     |
| <b>Plant, machinery and other assets</b>       |                          |                          |                            |     |
| Plant, machinery and equipment                 | 1,970                    | 1,410                    | 560                        | 16  |
| Fixtures, fittings and furniture               | 43                       | 86                       | (43)                       |     |
| Computers and telecommunications               | 346                      | 308                      | 38                         |     |
| Artworks                                       | -                        | 17                       | (17)                       |     |
| <b>Total plant, machinery and other assets</b> | <b>2,359</b>             | <b>1,821</b>             | <b>538</b>                 |     |
| <b>Infrastructure</b>                          |                          |                          |                            |     |
| Roads  | 9,635                    | 7,565                    | 2,070                      | 17  |
| Bridges  | -                        | 370                      | (370)                      | 18  |
| Footpaths and cycleways                        | 1,160                    | 2,668                    | (1,508)                    | 19  |
| Off street car parks                           | 324                      | 114                      | 210                        | 20  |
| Drainage                                       | 3,396                    | 1,654                    | 1,742                      | 21  |
| Recreational, leisure and community facilities | 2,413                    | 1,349                    | 1,064                      | 22  |
| Parks, open space and streetscapes             | 6,427                    | 3,306                    | 3,121                      | 23  |
| Waste management                               | -                        | -                        | -                          |     |
| <b>Total infrastructure</b>                    | <b>23,355</b>            | <b>17,026</b>            | <b>6,329</b>               |     |
| <b>Intangible assets</b>                       |                          |                          |                            |     |
| Software                                       | 837                      | 649                      | 188                        | 24  |
| <b>Total intangible assets</b>                 | <b>837</b>               | <b>649</b>               | <b>188</b>                 |     |
| <b>Total capital works expenditure</b>         | <b>37,616</b>            | <b>34,794</b>            | <b>2,822</b>               |     |
| <b>Represented by:</b>                         |                          |                          |                            |     |
| New asset expenditure                          | 13,699                   | 13,147                   | 552                        |     |
| Asset renewal expenditure                      | 16,987                   | 14,578                   | 2,409                      |     |
| Asset expansion expenditure                    | 2,179                    | 2,907                    | (728)                      |     |
| Asset upgrade expenditure                      | 4,751                    | 4,162                    | 589                        |     |
| <b>Total capital works expenditure</b>         | <b>37,616</b>            | <b>34,794</b>            | <b>2,822</b>               |     |

variances in brackets = unfavourable

**NOTES TO THE FINANCIAL REPORT**

For the Year Ended 30 June 2016

**Note 2 Budget comparison (cont.)**

**b) Capital Works (cont.)**

**Explanation of material variations**

| Ref. | Item   | Explanation  |
|------|--|--|
| 14   | Land   | <b>Outcome: Greater than budget \$1,996,000 or 100 %</b><br>Council acquired land at 3-7A Glenvill Court, Templstowe as part of the Mullum Mullum Linear Path development. This is funded from the resort and recreation reserve but was not budgeted.   |
| 15   | Buildings                                      | <b>Outcome: Greater than budget \$2,237,000 or 20.2 %</b><br>During 2015/16 Council completed a major upgrade of its Aquarena aquatic and leisure facility. The capital expenditure was funded from within the existing capital works program.   |
| 16   | Plant, machinery and equipment                 | <b>Outcome: Less than budget \$560,000 or 28.4 %</b><br>The programmed replacement of Council's vehicles and mobile plant was \$0.35 million less than budget and can be attributed to a reduction in the sale prices of vehicles disposed.  |
| 17   | Roads  | <b>Outcome: Less than budget \$2,070,000 or 21.5 %</b><br>Capital expenditure of \$1.67 million budgeted in roads was reclassified into footpath and cycleways (\$1.10 million), bridges (\$0.37 million) and drainage (\$0.20 million) asset classes.   |
| 18   | Bridges  | <b>Outcome: Greater than budget \$370,000 or 100 %</b><br>Capital expenditure of \$0.37 million to improve bridges in the municipality was initially budgeted under the roads asset category.  |
| 19   | Footpaths and cycleways                        | <b>Outcome: Greater than budget \$1,508,000 or 130 %</b><br>Capital expenditure of \$1.10 million associated with Bicycle Strategy, footpaths in parks and roadways was reclassified from the roads asset class to the footpath and cycleway asset class.  |
| 20   | Off street car parks                           | <b>Outcome: Less than budget \$210,000 or 64.8 %</b><br>The Leeds Street indented parking bays project was deferred pending further work relating to the proposed Sheahans Road highball facility.   |
| 21   | Drainage                                       | <b>Outcome: Less than budget \$1,742,000 or 51.3 %</b><br>Capital expenditure relating to drainage was less than budget by \$1.74 million due to delays in a number of projects including: Bolin Bolin Wetlands, Gregory Court, Prospect Road and Melbourne Hill Road drainage works. These projects are listed in the 2016/17 capital works program.  |
| 22   | Recreational, leisure and community facilities | <b>Outcome: Less than budget \$1,064,000 or 44.1 %</b><br>The Park Avenue Reserve synthetic soccer pitch budgeted at \$0.95 million encountered planning and design delays resulting in expenditure of \$0.1 million during 2015/16. This project is included in the 2016/17 capital work program.   |
| 23   | Parks, open space and streetscapes             | <b>Outcome: Less than budget \$3,121,000 or 48.6 %</b><br>Capital expenditure relating to Parks, open space and streetscapes was less than budget by \$3.12 million. A number of projects encountered delays including: Mullum Mullum Linear Park footbridge and trail works (\$1.15 million), 100 Acres Reserve path and signage upgrade (\$0.25 million), Koonung Creek Linear Park trail works (\$0.23 million). These projects are included in the 2016/17 capital works program. In addition, capital expenditure budgeted in open space was reclassified into drainage (\$0.42 million) and footpath and cycleways (\$0.37 million) asset classes. |
| 24   | Software                                       | <b>Outcome: Less than budget \$188,000 or 22.5 %</b><br>Capital expenditure on the Project and Contract Management System and Asset Management System was \$0.22 million less than budget. These projects are listed for completion as part of the 2016/17 capital program.  |

## NOTES TO THE FINANCIAL REPORT

For the Year Ended 30 June 2016

|   | 2016<br>\$'000 | 2015<br>\$'000 |
|---|----------------|----------------|
| <b>Note 3</b>   |                |                |
| <b>Rates and charges</b>  |                |                |
| <p>The Council uses Capital Improved Value (CIV) as the basis of valuation of all properties within the municipal district. The CIV of a property is its land value and the value of improvements such as buildings and other improvements.</p> <p>The CIV used to calculate general rates for 2015/16 was \$35,981 million (2014/15, \$35,224 million). The 2015/16 rate in the CIV dollar was 0.002213 (2014/15, 0.002118).</p> |                |                |
| General rates   | 78,616         | 74,584         |
| Supplementary rates   | 2,723          | 486            |
| Waste charges   | 12,040         | 12,149         |
| Recreational land   | 31             | 72             |
| Total rates and charges   | 93,410         | 87,291         |
| <p>The date of the last general revaluation of land for rating purposes within the municipal district was 1 January 2014, and the valuation first applied to the rating period commencing 1 July 2014.</p> <p>The date of the recent general revaluation of land for rating purposes within the municipal district was 1 January 2016, and the valuation first applied to the rating period commencing 1 July 2016.</p>           |                |                |
| <b>Note 4</b>   |                |                |
| <b>Statutory fees and fines</b>   |                |                |
| Infringements and costs   | 1,496          | 1,175          |
| Land and property information certificates  | 305            | 284            |
| Permits   | 201            | 206            |
| Total statutory fees and fines  | 2,002          | 1,665          |
| <b>Note 5</b>   |                |                |
| <b>User fees and charges</b>  |                |                |
| Hall hire and function centre charges   | 1,936          | 1,920          |
| Social and community services charges   | 732            | 621            |
| Town planning fees  | 1,251          | 959            |
| Aged services fees  | 811            | 840            |
| Registration fees   | 1,259          | 1,264          |
| Advertising fees  | 540            | 534            |
| Culture and recreation fees   | 192            | 189            |
| Chargeable works fees   | 820            | 594            |
| Rent and lease charges  | 1,819          | 1,794          |
| Other fees and charges  | 1,191          | 1,557          |
| Total user fees and charges   | 10,551         | 10,272         |

**NOTES TO THE FINANCIAL REPORT**

For the Year Ended 30 June 2016

| Note 6 | Contributions   | 2016<br>\$'000 | 2015<br>\$'000 |
|--------|---|----------------|----------------|
|        | <b>Monetary</b>   |                |                |
|        | Resort and recreation contributions (a)   | 3,956          | 1,837          |
|        | Doncaster hill activity centre contributions (b)  | 1,474          | 237            |
|        | Other contributions   | -              | 20             |
|        | Total monetary contributions  | <u>5,430</u>   | <u>2,094</u>   |
|        | (a) Resort and recreation contributions received during the year are transferred to Other reserves pursuant to section 18 of the Subdivision Act 1988 (Resort and recreation reserve) (refer note 27(b)).   |                |                |
|        | (b) Doncaster hill activity centre contributions are made under the provisions of the Municipal Planning Scheme requiring developer contributions towards the cost of specific infrastructure and services in the Doncaster hill activity centre area (refer note 27(b)). |                |                |
|        | Contributions recognised as revenue during the year that were obtained on condition that they be expended in a specified manner that had not occurred at balance date were:   |                |                |
|        | Other contributions   | -              | 32             |
|        | Net increase/(decrease) in restricted assets resulting from contributions revenue for the year.   | -              | 32             |
|        | <b>Non-Monetary</b>   |                |                |
|        | Developer contributed assets  | 494            | 1,618          |
|        | Total non-monetary contributions  | <u>494</u>     | <u>1,618</u>   |
|        | <i>Contributions of non monetary assets were received in relation to the following asset</i>  |                |                |
|        | Land  | 62             | 823            |
|        | Land under roads  | -              | 124            |
|        | Infrastructure  | 432            | 671            |
|        |   | <u>494</u>     | <u>1,618</u>   |

## NOTES TO THE FINANCIAL REPORT

For the Year Ended 30 June 2016

| Note 7 | Grants   | 2016<br>\$'000 | 2015<br>\$'000 |
|--------|--|----------------|----------------|
|        | Grants were received in respect of the following:  |                |                |
|        | <b>Summary of grants</b>                           |                |                |
|        | Commonwealth funded grants                         | 3,162          | 4,952          |
|        | State funded grants                                | 11,299         | 8,975          |
|        | Others   | 2,751          | 650            |
|        | <b>Total grants</b>                                | <b>17,212</b>  | <b>14,577</b>  |
|        | <b>Operating grants</b>                            |                |                |
|        | <b>Recurrent - Commonwealth Government</b>         |                |                |
|        | Victoria Grants Commission - general purpose grant | 1,188          | 3,646          |
|        | Social and community                               | 140            | 154            |
|        | <b>Recurrent - State Government</b>                |                |                |
|        | Aged services                                      | 6,546          | 6,399          |
|        | Social and community                               | 608            | 587            |
|        | Maternal and child health, and immunisation        | 594            | 572            |
|        | School crossing supervisors                        | 153            | 146            |
|        | Immunisation                                       | 122            | 103            |
|        | Other  | 389            | 293            |
|        | <b>Total recurrent operating grants</b>            | <b>9,740</b>   | <b>11,900</b>  |
|        | <b>Non-recurrent - Commonwealth Government</b>     |                |                |
|        | Social and community                               | 8              | -              |
|        | <b>Non-recurrent - State Government</b>            |                |                |
|        | Maternal and child health                          | 50             | -              |
|        | Aged services                                      | 31             | 2              |
|        | Economic and environment                           | 20             | 3              |
|        | Community health                                   | 13             | 34             |
|        | Immunisation                                       | -              | 26             |
|        | Other  | 14             | 2              |
|        | <b>Non-recurrent - Others</b>                      |                |                |
|        | Community health                                   | 78             | 20             |
|        | Social and community                               | 6              | -              |
|        | Aged services                                      | 5              | -              |
|        | Economic and environment                           | 3              | 4              |
|        | Other  | 55             | 145            |
|        | <b>Total non-recurrent operating grants</b>        | <b>283</b>     | <b>236</b>     |
|        | <b>Total operating grants</b>                      | <b>10,023</b>  | <b>12,136</b>  |
|        | <b>Capital grants</b>                              |                |                |
|        | <b>Recurrent - Commonwealth Government</b>         |                |                |
|        | Victoria Grants Commission - local roads           | 380            | 1,137          |
|        | Roads to Recovery                                  | 1,432          | -              |
|        | <b>Total recurrent capital grants</b>              | <b>1,812</b>   | <b>1,137</b>   |
|        | <b>Non-recurrent - Commonwealth Government</b>     |                |                |
|        | Economic and environment                           | 10             | 15             |
|        | Recreation   | 5              | -              |
|        | <b>Non-recurrent - State Government</b>            |                |                |
|        | Aquarena Masterplan Implementation                 | 503            | -              |
|        | Economic and environment                           | 605            | 29             |
|        | Recreation   | 860            | 128            |
|        | Sportsground refurbishment                         | 88             | 162            |
|        | Other  | 704            | 488            |
|        | <b>Non-recurrent - Others</b>                      |                |                |
|        | Economic and environment                           | 1              | 96             |
|        | Recreation   | 1,609          | 217            |
|        | Transport  | 450            | -              |
|        | Sportsground refurbishment                         | 271            | 15             |
|        | Other  | 271            | 154            |
|        | <b>Total non-recurrent capital grants</b>          | <b>5,377</b>   | <b>1,304</b>   |
|        | <b>Total capital grants</b>                        | <b>7,189</b>   | <b>2,441</b>   |

**NOTES TO THE FINANCIAL REPORT**

For the Year Ended 30 June 2016

|  | 2016<br>\$'000 | 2015<br>\$'000 |
|--|----------------|----------------|
| <b>Note 7</b>  |                |                |
| <b>Grants (cont.)</b>  |                |                |
| <b>Conditions on grants</b>  |                |                |
| Grants recognised as revenue during the year that were obtained on condition that they be expended in a specified manner that had not occurred at balance date were: |                |                |
| Victoria Grants Commission - general purpose grant   | -              | 1,212          |
| Victoria Grants Commission - local roads   | -              | 378            |
| Aged services  | 35             | 45             |
| Community health   | -              | 26             |
| Economic and environment   | 20             | 59             |
| Immunisation   | -              | 7              |
| Recreation   | 1,342          | 38             |
| Social and community   | 22             | 12             |
| Sportsground refurbishment   | -              | 42             |
| Community safety   | 6              | -              |
| Maternal and child health  | 38             | -              |
| Other  | 583            | 411            |
|  | <b>2,046</b>   | <b>2,230</b>   |
| Grants which were recognised as revenue in prior years and were expended during the current year in the manner specified by the grantor were:                        |                |                |
| Aged Services  | 45             | -              |
| Economic and environment   | 374            | 135            |
| Recreation   | 119            | -              |
| Community health   | 26             | -              |
| Social and community   | 22             | 61             |
| Sportsground refurbishment   | 8              | 72             |
| Immunisation   | 7              | -              |
| Victoria Grants Commission - general purpose   | 1,212          | -              |
| Victoria Grants Commission - local roads   | 493            | -              |
| Other  | 102            | 175            |
|  | <b>2,408</b>   | <b>443</b>     |
| Net increase/(decrease) in restricted assets resulting from grant revenues for the year:   | (362)          | 1,787          |
| <b>Note 8</b>  |                |                |
| <b>Other income</b>  |                |                |
| Interest on investments  | 1,523          | 1,487          |
| Interest on rates and charges  | 351            | 300            |
| Other  | 814            | 750            |
| Total other income   | <b>2,688</b>   | <b>2,537</b>   |

## NOTES TO THE FINANCIAL REPORT

For the Year Ended 30 June 2016

|  | 2016<br>\$'000 | 2015<br>\$'000 |
|--|----------------|----------------|
| <b>Note 9 Investment in associate</b>  |                |                |
| <b>Whitehorse-Manningham Regional Library Corporation</b>  |                |                |
| <i>Background</i>  |                |                |
| Manningham City Council has a 32% 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 2016, per draft WMRLC financial statements, has been taken up as income of \$521,854 during the year ended 30 June 2016 (income of \$153,497 in 2014/15). As neither council has a controlling interest, the participating councils show their contributions towards the operating expenditure of the library as an expense. |                |                |
| <b>Current assets</b>  |                |                |
| Cash and cash equivalents  | 2,114          | 2,290          |
| Trade and other receivables  | 77             | 69             |
| Other assets   | 156            | 129            |
|  | 2,347          | 2,488          |
| <b>Non-current assets</b>  |                |                |
| Property & equipment   | 7,462          | 6,294          |
|  | 7,462          | 6,294          |
| <b>Total assets</b>  | 9,809          | 8,782          |
| <b>Current liabilities</b>   |                |                |
| Payables   | 412            | 631            |
| Provisions   | 1,463          | 1,444          |
|  | 1,875          | 2,075          |
| <b>Non-current liabilities</b>   |                |                |
| Provisions   | 78             | 105            |
|  | 78             | 105            |
| <b>Total liabilities</b>   | 1,953          | 2,180          |
| <b>Net assets</b>  | 7,856          | 6,602          |
| <i>Movement in carrying value of investment</i>  |                |                |
| Carrying value of investment at start of year  | 1,992          | 1,839          |
| Share of surplus/(deficit) for year  | 522            | 153            |
| Carrying value of investment at end of year  | 2,514          | 1,992          |

**NOTES TO THE FINANCIAL REPORT**

For the Year Ended 30 June 2016

|   | 2016<br>\$'000 | 2015<br>\$'000 |
|---|----------------|----------------|
| <b>Note 10 (a) Employee costs</b>   |                |                |
| Wages and salaries  | 39,698         | 38,650         |
| Casual staff  | 1,900          | 1,116          |
| Salary oncost *   | 5,909          | 5,901          |
| Other employee costs  | 383            | 281            |
| Total employee costs  | <u>47,890</u>  | <u>45,948</u>  |
| <i>Engineering design work and capital project supervision completed by employees to the value of \$1.895 million (\$1.730 million 2014/15) is reported in the Statement of Capital Works, and is not included in employee costs.</i> |                |                |
| * Salary oncost includes annual leave and long service leave provision, Workcover and superannuation costs.   |                |                |
| <b>Note 10 (b) Superannuation</b>   |                |                |
| Manningham City Council made contributions to the following funds:  |                |                |
| <b>Defined benefit fund</b>   |                |                |
| Employer contributions to Local Authorities Superannuation Fund (Vision Super)  | 354            | 358            |
| Employer contributions - other funds  | -              | -              |
|   | <u>354</u>     | <u>358</u>     |
| Employer contributions payable as at 30 June  | -              | -              |
| <b>Accumulation funds</b>   |                |                |
| Employer contributions to Local Authorities Superannuation Fund (Vision Super)  | 2,546          | 2,437          |
| Employer contributions - other funds  | 978            | 832            |
|   | <u>3,524</u>   | <u>3,269</u>   |
| Employer contributions payable as at 30 June  | -              | -              |
| <i>There was \$nil unfunded liability payments to Vision Super for the year ended 30 June 2016 (2014/15, nil).</i>  |                |                |
| Refer to note 33 for further information relating to Council's superannuation obligations.  |                |                |
| <b>Note 11 Materials, services and contracts</b>  |                |                |
| Materials and services  | 3,731          | 3,442          |
| Fleet costs - fuel, oil tyres   | 547            | 676            |
| Contractors - community building repairs and maintenance  | 1,391          | 1,244          |
| Contractors - parks, gardens, sporting reserves and street trees  | 4,421          | 3,795          |
| Contractors - drains, roads and footpaths   | 1,382          | 1,342          |
| Contractors - waste collection services   | 10,123         | 9,452          |
| Total materials, services and contracts   | <u>21,595</u>  | <u>19,951</u>  |
| <b>Note 12 Net loss on disposal of property, plant and equipment, infrastructure, and other fixed assets</b>  |                |                |
| Proceeds from disposal  | 601            | 438            |
| Written down value of assets disposed   | (318)          | (239)          |
| Written down value of assets scrapped   | (412)          | (2,529)        |
| Total net loss on disposal  | <u>(129)</u>   | <u>(2,330)</u> |

## NOTES TO THE FINANCIAL REPORT

For the Year Ended 30 June 2016

|  | 2016<br>\$'000 | 2015<br>\$'000 |
|--|----------------|----------------|
| <b>Note 13 Depreciation and amortisation</b>   |                |                |
| Property   | 3,249          | 3,183          |
| Plant, machinery and other assets  | 1,902          | 2,060          |
| Infrastructure   | 14,544         | 13,977         |
| Total depreciation   | 19,695         | 19,220         |
| Intangible assets  | 526            | 534            |
| Total depreciation and amortisation  | 20,221         | 19,754         |
| <i>Refer to note 20 and 21 for a more detailed breakdown of depreciation and amortisation charges.</i> |                |                |
| <b>Note 14 Borrowing costs</b>   |                |                |
| Interest - Borrowings  | 309            | 294            |
| Total borrowing costs  | 309            | 294            |
| Rate used to capitalise borrowing costs  | 4.24%          | 4.24%          |
| <b>Note 15 Other expenses</b>  |                |                |
| <b>Community grants and contributions</b>  |                |                |
| Community grants   | 1,781          | 1,787          |
| Library contributions  | 3,422          | 3,350          |
| Total community grants and contributions cost  | 5,203          | 5,137          |
| <b>Utilities</b>   |                |                |
| Utilities, rent, and cleaning  | 1,150          | 1,465          |
| Street lighting  | 1,036          | 1,073          |
| Total utilities cost   | 2,186          | 2,538          |
| <b>Other miscellaneous expenses</b>  |                |                |
| Auditor's remuneration - VAGO - annual financial statement and grant acquittals                        | 59             | 53             |
| Auditor's remuneration - other parties   | 30             | 30             |
| Auditor's remuneration - Internal audit  | 174            | 160            |
| Councillors' allowances  | 283            | 283            |
| Fire levy  | 142            | 139            |
| Insurance  | 809            | 909            |
| Leases   | 225            | 269            |
| Consultants - engineering  | 508            | 350            |
| Consultants - human resources  | 119            | 123            |
| Consultants - economic and environmental   | 416            | 350            |
| Consultants - other  | 322            | 368            |
| Bank charges   | 313            | 299            |
| Catering (including function centre)   | 663            | 742            |
| Legal  | 794            | 707            |
| Software licences  | 1,013          | 838            |
| Telephone  | 542            | 628            |
| Postage  | 377            | 231            |
| Printing   | 257            | 242            |
| Training   | 300            | 285            |
| Design fees and maintenance - non capital  | 1,291          | 1,506          |
| Other  | 1,473          | 1,581          |
| Total other miscellaneous expenses   | 10,110         | 10,093         |
| Total other expenses   | 17,499         | 17,768         |

**NOTES TO THE FINANCIAL REPORT**

For the Year Ended 30 June 2016

|   | 2016<br>\$'000 | 2015<br>\$'000 |
|---|----------------|----------------|
| <b>Note 16 Cash and cash equivalents</b>  |                |                |
| Cash on hand  | 8              | 8              |
| Cash at bank  | 962            | 2,313          |
| Term deposits (with term up to 3 months) and at-call with banks   | 38,500         | 46,500         |
| <b>Total cash and cash equivalents</b>  | <b>39,470</b>  | <b>48,821</b>  |
| Council also has \$23.5 million in term deposits with a term between 3 and 12 months. This is recorded as a financial asset (see note 19)   |                |                |
| Users of the financial report should refer to note 31 for details of Council's commitments.   |                |                |
| <b>Restrictions on cash assets</b>  |                |                |
| Council's cash and cash equivalents are subject to external restrictions that limit amounts available for discretionary use. These include:   |                |                |
| - Trust funds and deposits (Note 23)  | 7,676          | 6,103          |
| - Reserve funds (note 27(b)) **   | 4,456          | 3,572          |
| - Waste initiative funds *  | 14,826         | 14,005         |
| <b>Total restricted funds</b>   | <b>26,958</b>  | <b>23,680</b>  |
| <b>Total unrestricted cash and cash equivalents</b>   | <b>12,512</b>  | <b>25,141</b>  |
| * The Waste initiative fund is the value of waste charges collected under s162 of the Local Government Act, and is to be applied to fund future waste collection and disposal activities.                           |                |                |
| ** Represented by Resort and recreation reserve and Doncaster Hill activities centre reserve.   |                |                |
| <b>Intended allocations</b>   |                |                |
| Although not externally restricted the following amounts have been allocated for specific future purposes by Council:   |                |                |
| - Cash held to fund future capital works  | 6,158          | 5,154          |
| - Loan repayment *  | 1,456          | 728            |
| - Family day care workcover   | 196            | 196            |
| - Manningham Recreation Association contribution for future capital works   | 400            | -              |
| - Grants received in advanced   | 1,646          | 2,230          |
| <b>Total funds subject to intended allocations</b>  | <b>9,856</b>   | <b>8,308</b>   |
| * Council has a \$7.279 million interest only loan which is due for settlement in November 2019 (refer note 26). This intended allocation represents cash set aside by Council to fund future principal repayments. |                |                |
| <b>Note 17 Trade and other receivables</b>  |                |                |
| <i>Current</i>  |                |                |
| Rates debtors   | 4,257          | 3,889          |
| Infringement debtors  | 523            | 378            |
| Special rate schemes  | 254            | 331            |
| Net GST receivable  | 958            | 762            |
| Other debtors   | 3,294          | 2,357          |
| Provision for doubtful debts - other debtors  | (10)           | (11)           |
|   | <b>9,276</b>   | <b>7,706</b>   |
| <i>Non-current</i>  |                |                |
| Other receivables   | 31             | 31             |
| Infringement court  | 826            | 821            |
| Provision for doubtful debts - infringement court   | (826)          | (821)          |
|   | <b>31</b>      | <b>31</b>      |
| <b>Total trade and other receivables</b>  | <b>9,307</b>   | <b>7,737</b>   |

## NOTES TO THE FINANCIAL REPORT

For the Year Ended 30 June 2016

|  | 2016<br>\$'000 | 2015<br>\$'000 |
|--|----------------|----------------|
| <b>Note 17 Trade and other receivables (cont.)</b>   |                |                |
| a) Ageing of other debtors   |                |                |
| At balance date other debtors representing financial assets were past due but not impaired. These amounts relate to a number of independent customers for whom there is no recent history of default. The ageing of the Council's other debtors (excluding statutory receivables) was: |                |                |
| Up to 3 months   | 2,638          | 1,914          |
| 3 to 6 months  | 223            | 136            |
| Over 6 months  | 433            | 307            |
| Total other debtors  | <u>3,294</u>   | <u>2,357</u>   |
| b) Movement in provisions for doubtful debts - other debtors   |                |                |
| Balance at the beginning of the year   | 11             | 4              |
| New Provisions recognised during the year  | -              | 9              |
| Amounts already provided for and written off as uncollectible  | -              | (2)            |
| Amounts provided for but recovered during the year   | (1)            | -              |
| Balance at end of year   | <u>10</u>      | <u>11</u>      |
| <b>Note 18 Other assets</b>  |                |                |
| <b>Current</b>   |                |                |
| Accrued income - interest  | 189            | 102            |
| Accrued income - other   | 951            | 502            |
| Prepayments  | 276            | 359            |
| Other  | 28             | -              |
| Total other assets   | <u>1,444</u>   | <u>963</u>     |
| <b>Note 19 Other financial assets</b>  |                |                |
| <i>Current</i>   |                |                |
| Term deposits (with term between 3 and 12 months)  | 23,500         | -              |
| Total other financial assets - current   | <u>23,500</u>  | <u>-</u>       |
| <i>Non Current</i>   |                |                |
| Term deposit - refundable Manningham Centre Association bond *   | -              | 169            |
| Total other financial assets - non current   | <u>-</u>       | <u>169</u>     |

\* Term deposit investment was withdrawn on 30 June 2016. Principal and interest were refunded to Manningham Centre Association on 30 June 2016.

A new bond of \$500,000 was received on 30 June 2016. This amount is shown in Council's cash at bank.

**NOTES TO THE FINANCIAL REPORT**

For the Year Ended 30 June 2016

**Note 20 Property, plant, equipment and other fixed assets, infrastructure**

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

| <b>As at 30 June 2016</b>               | <b>At Fair Value<br/>\$'000</b> | <b>Accumulated<br/>Depreciation<br/>\$'000</b> | <b>Written Down<br/>Value<br/>\$'000</b> |
|---|---------------------------------|--|--|
| Land                                    | 1,147,567                       | -  | 1,147,567                                |
| Buildings                               | 309,610                         | (124,244)                                      | 185,366                                  |
| Plant, equipment and other fixed assets | 26,302                          | (16,740)                                       | 9,562                                    |
| Infrastructure                          | 872,021                         | (377,841)                                      | 494,180                                  |
| Work in progress                        | 8,708                           | -  | 8,708                                    |
|   | <b>2,364,208</b>                | <b>(518,825)</b>                               | <b>1,845,383</b>                         |

| <b>As at 30 June 2015</b>               | <b>At Fair Value<br/>\$'000</b> | <b>Accumulated<br/>Depreciation<br/>\$'000</b> | <b>Written Down<br/>Value<br/>\$'000</b> |
|---|---------------------------------|--|--|
| Land                                    | 1,068,101                       | -  | 1,068,101                                |
| Buildings                               | 293,519                         | (109,055)                                      | 184,464                                  |
| Plant, equipment and other fixed assets | 25,660                          | (15,952)                                       | 9,708                                    |
| Infrastructure                          | 863,090                         | (365,647)                                      | 497,443                                  |
| Work in progress                        | 15,082                          | -  | 15,082                                   |
|   | <b>2,265,452</b>                | <b>(490,654)</b>                               | <b>1,774,798</b>                         |

**Summary of work in progress**

|   | <b>Opening WIP<br/>1 July 2015<br/>\$'000</b> | <b>Additions<br/>\$'000</b> | <b>Transfers<br/>\$'000</b> | <b>Closing WIP<br/>30 June 2016<br/>\$'000</b> |
|---|---|-----------------------------|-----------------------------|--|
| Land                                    | 8   | -                           | (8)                         | -  |
| Buildings                               | 8,809   | 2,438                       | (8,295)                     | 2,952  |
| Plant, equipment and other fixed assets | 619   | 282                         | (618)                       | 283  |
| Infrastructure                          | 5,646   | 3,554                       | (3,727)                     | 5,473  |
| Total                                   | <b>15,082</b>                                 | <b>6,274</b>                | <b>(12,648)</b>             | <b>8,708</b>                                   |

## NOTES TO THE FINANCIAL REPORT

For the Year Ended 30 June 2016

### Note 20 Property, plant, equipment and other fixed assets, infrastructure (cont.)

| Property                                     | Land      | Land under roads | Total Land | Total Buildings | Total Property | Work in Progress |
|--|-----------|------------------|------------|-----------------|----------------|------------------|
|  | \$'000    | \$'000           | \$'000     | \$'000          | \$'000         | \$'000           |
| At fair value 1 July 2015                    | 1,067,429 | 672              | 1,068,101  | 293,519         | 1,361,620      | 8,817            |
| Accumulated depreciation at 1 July 2015      | -         | -                | -          | (109,055)       | (109,055)      | -                |
|  | 1,067,429 | 672              | 1,068,101  | 184,464         | 1,252,565      | 8,817            |
| <b>Movements in fair value</b>               |           |                  |            |                 |                |                  |
| Acquisition of assets at fair value          | 1,996     | 2                | 1,998      | 10,547          | 12,545         | 2,438            |
| Revaluation increments/decrements            | 77,406    | -                | 77,406     | (2,736)         | 74,670         | -                |
| Fair value of assets disposed                | -         | -                | -          | -               | -              | -                |
| Contributed assets                           | 62        | -                | 62         | -               | 62             | -                |
| Transfer                                     | -         | -                | -          | 8,280           | 8,280          | (8,303)          |
|  | 79,464    | 2                | 79,466     | 16,091          | 95,557         | (5,865)          |
| <b>Movements in accumulated depreciation</b> |           |                  |            |                 |                |                  |
| Depreciation and amortisation                | -         | -                | -          | (3,249)         | (3,249)        | -                |
| Revaluation increments/decrements            | -         | -                | -          | (11,940)        | (11,940)       | -                |
| Accumulated depreciation of disposals        | -         | -                | -          | -               | -              | -                |
| Transfer                                     | -         | -                | -          | -               | -              | -                |
|  | -         | -                | -          | (15,189)        | (15,189)       | -                |
| At fair value 30 June 2016                   | 1,146,893 | 674              | 1,147,567  | 309,610         | 1,457,177      | 2,952            |
| Accumulated depreciation at 30 June 2016     | -         | -                | -          | (124,244)       | (124,244)      | -                |
|  | 1,146,893 | 674              | 1,147,567  | 185,366         | 1,332,933      | 2,952            |

| Plant, equipment and other fixed assets      | Plant, machinery and equipment | Fixtures, fittings and furniture | Computers and telecommunications | Artworks | Total plant, equipment and other assets | Work in Progress |
|--|--------------------------------|----------------------------------|----------------------------------|----------|---|------------------|
|  | \$'000                         | \$'000                           | \$'000                           | \$'000   | \$'000                                  | \$'000           |
| At fair value 1 July 2015                    | 11,734                         | 9,259                            | 2,781                            | 1,886    | 25,660                                  | 619              |
| Accumulated depreciation at 1 July 2015      | (6,809)                        | (6,983)                          | (2,160)                          | -        | (15,952)                                | -                |
|  | 4,925                          | 2,276                            | 621                              | 1,886    | 9,708                                   | 619              |
| <b>Movements in fair value</b>               |                                |                                  |                                  |          |   |                  |
| Acquisition of assets at fair value          | 1,405                          | 86                               | 308                              | 17       | 1,816                                   | 282              |
| Revaluation increments/decrements            | -                              | -                                | -                                | -        | -                                       | -                |
| Fair value of assets disposed                | (1,432)                        | -                                | -                                | -        | (1,432)                                 | -                |
| Contributed assets                           | -                              | -                                | -                                | -        | -                                       | -                |
| Transfer                                     | 258                            | -                                | -                                | -        | 258                                     | (618)            |
|  | 231                            | 86                               | 308                              | 17       | 642                                     | (336)            |
| <b>Movements in accumulated depreciation</b> |                                |                                  |                                  |          |   |                  |
| Depreciation and amortisation                | (1,177)                        | (558)                            | (167)                            | -        | (1,902)                                 | -                |
| Revaluation increments/decrements            | -                              | -                                | -                                | -        | -                                       | -                |
| Accumulated depreciation of disposals        | 1,114                          | -                                | -                                | -        | 1,114                                   | -                |
| Transfer                                     | -                              | -                                | -                                | -        | -                                       | -                |
|  | (63)                           | (558)                            | (167)                            | -        | (788)                                   | -                |
| At fair value 30 June 2016                   | 11,965                         | 9,345                            | 3,089                            | 1,903    | 26,302                                  | 283              |
| Accumulated depreciation at 30 June 2016     | (6,872)                        | (7,541)                          | (2,327)                          | -        | (16,740)                                | -                |
|  | 5,093                          | 1,804                            | 762                              | 1,903    | 9,562                                   | 283              |

NOTES TO THE FINANCIAL REPORT

For the Year Ended 30 June 2016

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

| Infrastructure                                   | Roads     | Bridges | Footpaths and cycleways | Off street car parks | Drainage  | Recreational, leisure and community | Parks open spaces and streetscapes | Waste Management | Total Infrastructure | Work in Progress |
|--|-----------|---------|-------------------------|----------------------|-----------|-------------------------------------|------------------------------------|------------------|----------------------|------------------|
|  | \$'000    | \$'000  | \$'000                  | \$'000               | \$'000    | \$'000                              | \$'000                             | \$'000           | \$'000               | \$'000           |
| At fair value 1 July 2015                        | 330,190   | 19,518  | 101,261                 | 17,434               | 347,226   | 18,292                              | 26,294                             | 2,875            | 863,090              | 5,646            |
| Accumulated depreciation at 1 July 2015          | (163,909) | (5,658) | (44,911)                | (6,659)              | (127,304) | (5,105)                             | (9,226)                            | (2,875)          | (365,647)            | -                |
|  | 166,281   | 13,860  | 56,350                  | 10,775               | 219,922   | 13,187                              | 17,068                             | -                | 497,443              | 5,646            |
| <b>Movements in fair value</b>                   |           |         |                         |                      |           |                                     |                                    |                  |                      |                  |
| Acquisition of assets at fair value              | 6,553     | 370     | 2,531                   | 114                  | 1,244     | 1,266                               | 1,712                              | -                | 13,790               | 3,554            |
| Revaluation increments/decrements                | 507       | 748     | 2,090                   | (538)                | (10,740)  | -                                   | -                                  | -                | (7,933)              | -                |
| Fair value of assets disposed                    | (661)     | -       | (324)                   | -                    | (37)      | -                                   | -                                  | -                | (1,022)              | -                |
| Contributed assets                               | 38        | -       | -                       | -                    | 394       | -                                   | -                                  | -                | 432                  | -                |
| Impairment losses recognised in operating result | -         | -       | -                       | -                    | -         | -                                   | -                                  | -                | -                    | -                |
| Transfers  | 1,163     | -       | 300                     | 326                  | 1,506     | 72                                  | 297                                | -                | 3,664                | (3,727)          |
|  | 7,600     | 1,118   | 4,597                   | (98)                 | (7,633)   | 1,338                               | 2,009                              | -                | 8,931                | (173)            |
| <b>Movements in accumulated depreciation</b>     |           |         |                         |                      |           |                                     |                                    |                  |                      |                  |
| Depreciation and amortisation                    | (7,344)   | (325)   | (1,069)                 | (249)                | (3,487)   | (889)                               | (1,181)                            | -                | (14,544)             | -                |
| Revaluation increments/decrements                | (84)      | (151)   | (1,530)                 | 419                  | 3,088     | -                                   | -                                  | -                | 1,742                | -                |
| Accumulated depreciation of disposals            | 396       | -       | 194                     | -                    | 18        | -                                   | -                                  | -                | 608                  | -                |
| Impairment losses recognised in operating result | -         | -       | -                       | -                    | -         | -                                   | -                                  | -                | -                    | -                |
| Transfers  | -         | -       | -                       | -                    | -         | -                                   | -                                  | -                | -                    | -                |
|  | (7,032)   | (476)   | (2,405)                 | 170                  | (381)     | (889)                               | (1,181)                            | -                | (12,194)             | -                |
| At fair value 30 June 2016                       | 337,790   | 20,636  | 105,858                 | 17,336               | 339,593   | 19,630                              | 28,303                             | 2,875            | 872,021              | 5,473            |
| Accumulated depreciation at 30 June 2016         | (170,941) | (6,134) | (47,316)                | (6,489)              | (127,685) | (5,994)                             | (10,407)                           | (2,875)          | (377,841)            | -                |
|  | 166,849   | 14,502  | 58,542                  | 10,847               | 211,908   | 13,636                              | 17,896                             | -                | 494,180              | 5,473            |

## NOTES TO THE FINANCIAL REPORT

For the Year Ended 30 June 2016

### Note 20 Property, plant, equipment and other fixed assets, infrastructure (cont.)

#### Valuation basis

Valuations were completed as at 30 June 2016 for Council. Valuations for 30 June 2016 are at fair value.

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

#### *Non-specialised land and non-specialised buildings*

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

For non-specialised land and non-specialised buildings, an valuation was performed by Council's Valuer, Mr Graham Brewer FAPI, Certified 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 2016.

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 Valuer, 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 2016.

Details of the Council's land and buildings and information about the fair value hierarchy as at 30 June 2016 are as follows:

|           | <i>Level 1</i> | <i>Level 2</i> | <i>Level 3</i> |
|-----------|----------------|----------------|----------------|
|           | <i>\$'000</i>  | <i>\$'000</i>  | <i>\$'000</i>  |
| Land      | -              | 6,755          | 1,140,812      |
| Buildings | -              | 2,460          | 182,906        |
| Total     | -              | 9,215          | 1,323,718      |

**NOTES TO THE FINANCIAL REPORT**

For the Year Ended 30 June 2016

**Note 20 Property, plant, equipment and other fixed assets, infrastructure (cont.)**

*Infrastructure assets*

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

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

A valuation of Council's infrastructure assets was performed by Council's Manager, Engineering and Technical Service, Mr Roger Woodlock *B.Eng (Civil)*. The valuation was performed based on the depreciated replacement cost of the assets. The effective date of the valuation is 30 June 2016.

There were no changes in valuation techniques throughout the period to 30 June 2016.

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 2016 are as follows:

|                         | <i>Level 1</i> | <i>Level 2</i> | <i>Level 3</i> |
|-------------------------|----------------|----------------|----------------|
|                         | <i>\$'000</i>  | <i>\$'000</i>  | <i>\$'000</i>  |
| Roads                   | -              | -              | 166,849        |
| Bridges                 | -              | -              | 14,502         |
| Footpaths and cycleways | -              | -              | 58,542         |
| Off street car parks    | -              | -              | 10,847         |
| Drainage                | -              | -              | 211,908        |
| Total                   | -              | -              | 462,648        |

## NOTES TO THE FINANCIAL REPORT

For the Year Ended 30 June 2016

|   | 2016<br>\$'000 | 2015<br>\$'000 |
|---|----------------|----------------|
| <b>Note 21 Intangible assets</b>              |                |                |
| Software                                      | 1,819          | 1,617          |
| Total intangible assets                       | 1,819          | 1,617          |
| <b>Gross carrying amount</b>                  |                |                |
| Balance at 1 July                             | 8,127          | 7,784          |
| Additions from internal developments          | 728            | 343            |
| Balance at 30 June                            | 8,855          | 8,127          |
| <b>Accumulated amortisation</b>               |                |                |
| Balance at 1 July                             | (6,510)        | (5,976)        |
| Amortisation expense                          | (526)          | (534)          |
| Balance at 30 June                            | (7,036)        | (6,510)        |
| Net book value at 30 June                     | 1,819          | 1,617          |
| <b>Note 22 Trade and other payables</b>       |                |                |
| <b>Current</b>                                |                |                |
| Trade payables                                | 441            | 517            |
| Employee benefits and related costs           | 1,485          | 1,484          |
| Accrued expenses                              | 11,412         | 7,701          |
| Total trade and other payables                | 13,338         | 9,702          |
| <b>Note 23 Trust funds and deposits</b>       |                |                |
| <b>Current</b>                                |                |                |
| Contract retention                            | 707            | 695            |
| Landscape bonds                               | 3,434          | 2,969          |
| Miscellaneous works deposits                  | 142            | 133            |
| Asset protection bonds                        | 2,240          | 1,787          |
| Subdivider deposits                           | 385            | 138            |
| Refundable Manningham Centre Association bond | 500            | 169            |
| Other refundable deposits                     | 268            | 212            |
| Total trust funds and deposits                | 7,676          | 6,103          |

### *Purpose and nature of items*

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

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.

NOTES TO THE FINANCIAL REPORT

For the Year Ended 30 June 2016

Note 24 Provisions

|  | Annual leave | Long service leave | Total   |
|--|--------------|--------------------|---------|
|  | \$ '000      | \$ '000            | \$ '000 |
| <b>2016</b>                                |              |                    |         |
| Balance at beginning of the financial year | 3,952        | 8,331              | 12,283  |
| Amounts used                               | (2,773)      | (1,534)            | (4,307) |
| Additional provisions                      | 3,039        | 2,096              | 5,135   |
| Balance at the end of the financial year   | 4,218        | 8,893              | 13,111  |

2015

|  |         |         |         |
|--|---------|---------|---------|
| Balance at beginning of the financial year | 3,722   | 7,744   | 11,466  |
| Amounts used                               | (2,414) | (1,154) | (3,568) |
| Additional provisions                      | 2,644   | 1,741   | 4,385   |
| Balance at the end of the financial year   | 3,952   | 8,331   | 12,283  |

Employee benefits

Current

Annual leave

Annual leave liabilities have been classified as current as there is no unconditional right to defer settlement for at least 12 months after reporting date. Assessments indicate that actual settlement of the liabilities will occur as follows and where the settlement is forecast for more than 12 months after reporting date is reported at present value using the 5 year treasury bond as the discount factor.

|  | 2016   | 2015   |
|--|--------|--------|
|  | \$'000 | \$'000 |
| Current short-term: settlement within 12 months of balance date          | 2,872  | 2,781  |
| Current long-term: settlement beyond 12 months of balance date (note 1m) | 1,346  | 1,171  |
|  | 4,218  | 3,952  |

Long service leave

Long service leave liabilities for staff with greater than 7 years service have been classified as current where there is no unconditional right to defer settlement for at least 12 months after reporting date. Assessments indicate that actual settlement of the liabilities will occur as follows and where the settlement is forecast for more than 12 months after reporting date is reported at present value using the 5 year treasury bond as the discount factor.

|  |       |       |
|--|-------|-------|
| Current short-term: settlement within 12 months of balance date          | 583   | 546   |
| Current long-term: settlement beyond 12 months of balance date (note 1m) | 7,396 | 6,944 |
|  | 7,979 | 7,490 |

Non-current

|                    |     |     |
|--------------------|-----|-----|
| Long service leave | 914 | 841 |
|                    | 914 | 841 |

Aggregate carrying amount of employee benefits:

|             |        |        |
|-------------|--------|--------|
| Current     | 12,197 | 11,442 |
| Non-current | 914    | 841    |
| Total       | 13,111 | 12,283 |

Total all provisions

|             |        |        |
|-------------|--------|--------|
| Current     | 12,197 | 11,442 |
| Non-current | 914    | 841    |
|             | 13,111 | 12,283 |

## NOTES TO THE FINANCIAL REPORT

For the Year Ended 30 June 2016

|  | 2016<br>\$'000 | 2015<br>\$'000 |
|--|----------------|----------------|
| <b>Note 25</b>   |                |                |
| <b>Income received in advance</b>  |                |                |
| Rent   | 298            | 319            |
| Rates  | 443            | 324            |
| Total income received in advance   | <u>741</u>     | <u>643</u>     |
| <b>Note 26</b>   |                |                |
| <b>Interest-bearing loans and borrowings</b>                             |                |                |
| <i>Non-Current</i>   |                |                |
| Borrowings - secured (a)   | 7,279          | 7,279          |
|  | <u>7,279</u>   | <u>7,279</u>   |
| Total interest-bearing loans and borrowings                              | <u>7,279</u>   | <u>7,279</u>   |
| The maturity profile for Council's borrowings is:                        |                |                |
| Not later than one year  | -              | -              |
| Later than one year and not later than five years                        | 7,279          | 7,279          |
| Later than five years  | -              | -              |
|  | <u>7,279</u>   | <u>7,279</u>   |
| Aggregate carrying amount of interest-bearing loans and borrowings:      |                |                |
| Current  | -              | -              |
| Non-current  | 7,279          | 7,279          |
|  | <u>7,279</u>   | <u>7,279</u>   |
| (a) The borrowings are secured over the future general rates of Council. |                |                |

## NOTES TO THE FINANCIAL REPORT

For the Year Ended 30 June 2016

## Note 27 Reserves

## (a) Asset revaluation reserves

| 2016   | Balance at<br>beginning of<br>reporting year<br>\$'000 | Increment/<br>(decrement)<br>\$'000 | Realised<br>Revaluation<br>Reserve<br>\$'000 | Balance at<br>end of reporting<br>year<br>\$'000 |
|--|--|-------------------------------------|--|--|
| <b>Property</b>                                |  |                                     |  |  |
| Land   | 872,896  | 77,406                              | -  | 950,302  |
| Buildings                                      | 62,445   | (14,676)                            | -  | 47,769   |
|  | 935,341  | 62,730                              | -  | 998,071  |
| <b>Plant, equipment and other fixed assets</b> |  |                                     |  |  |
| Plant, machinery and equipment                 | 57   | -                                   | (5)  | 52   |
| Fixtures, fittings and furniture               | 1,008  | -                                   | -  | 1,008  |
| Computers and telecommunications               | 75   | -                                   | -  | 75   |
| Artworks                                       | 887  | -                                   | -  | 887  |
|  | 2,027  | -                                   | (5)  | 2,022  |
| <b>Infrastructure</b>                          |  |                                     |  |  |
| Roads  | 83,009   | 423                                 | -  | 83,432   |
| Bridges  | 1,699  | 597                                 | -  | 2,296  |
| Footpaths and cycleways                        | 28,857   | 560                                 | -  | 29,417   |
| Off street car parks                           | 5,327  | (119)                               | -  | 5,208  |
| Drainage                                       | 123,932  | (7,652)                             | -  | 116,280  |
| Parks, open space and streetscapes             | 205  | -                                   | -  | 205  |
|  | 243,029  | (6,191)                             | -  | 236,838  |
| <b>Total</b>                                   | <b>1,180,397</b>                                       | <b>56,539</b>                       | <b>(5)</b>                                   | <b>1,236,931</b>                                 |

| 2015   | Balance at<br>beginning of<br>reporting year<br>\$'000 | Increment/<br>(decrement)<br>\$'000 | Realised<br>Revaluation<br>Reserve<br>\$'000 | Balance at<br>end of reporting<br>year<br>\$'000 |
|--|--|-------------------------------------|--|--|
| <b>Property</b>                                |  |                                     |  |  |
| Land   | 691,325  | 181,571                             | -  | 872,896  |
| Buildings                                      | 81,886   | (19,395)                            | (46)   | 62,445   |
|  | 773,211  | 162,176                             | (46)   | 935,341  |
| <b>Plant, equipment and other fixed assets</b> |  |                                     |  |  |
| Plant, machinery and equipment                 | 62   | -                                   | (5)  | 57   |
| Fixtures, fittings and furniture               | 1,008  | -                                   | -  | 1,008  |
| Computers and telecommunications               | 75   | -                                   | -  | 75   |
| Artworks                                       | 1,276  | (387)                               | (2)  | 887  |
|  | 2,421  | (387)                               | (7)  | 2,027  |
| <b>Infrastructure</b>                          |  |                                     |  |  |
| Roads  | 71,000   | 12,009                              | -  | 83,009   |
| Bridges  | 1,241  | 458                                 | -  | 1,699  |
| Footpaths and cycleways                        | 28,432   | 425                                 | -  | 28,857   |
| Off street car parks                           | 5,229  | 98                                  | -  | 5,327  |
| Drainage                                       | 118,129  | 5,803                               | -  | 123,932  |
| Parks, open space and streetscapes             | 205  | -                                   | -  | 205  |
|  | 224,236  | 18,793                              | -  | 243,029  |
| <b>Total</b>                                   | <b>999,868</b>   | <b>180,582</b>                      | <b>(53)</b>                                  | <b>1,180,397</b>                                 |

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

## NOTES TO THE FINANCIAL REPORT

For the Year Ended 30 June 2016

### Note 27 Reserves (cont.)

#### (b) Other reserves

|  | Balance at<br>beginning of<br>reporting year<br>\$'000 | Transfer from<br>accumulated<br>surplus<br>\$'000 | Transfer to<br>accumulated<br>surplus<br>\$'000 | Balance at<br>end of reporting<br>year<br>\$'000 |
|--|--|---|---|--|
| <b>2016</b>                                |  |   |   |  |
| Resort and recreation reserve (a)          | 3,460  | (2,960)   | 3,956   | 4,456  |
| Doncaster Hill activity centre reserve (b) | 112  | (112)   | -   | -  |
| Family day care workcover levy reserve (c) | 196  | -   | -   | 196  |
| <b>Total</b>                               | <b>3,768</b>   | <b>(3,072)</b>                                    | <b>3,956</b>                                    | <b>4,652</b>                                     |
| <b>2015</b>                                |  |   |   |  |
| Resort and recreation reserve (a)          | 3,127  | (1,504)   | 1,837   | 3,460  |
| Doncaster Hill activity centre reserve (b) | 62   | (187)   | 237   | 112  |
| Family day care workcover levy reserve (c) | 196  | -   | -   | 196  |
| <b>Total</b>                               | <b>3,385</b>   | <b>(1,691)</b>                                    | <b>2,074</b>                                    | <b>3,768</b>                                     |

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

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

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

**NOTES TO THE FINANCIAL REPORT**

For the Year Ended 30 June 2016

|   | 2016<br>\$'000 | 2015<br>\$'000 |
|---|----------------|----------------|
| <b>Note 28 Reconciliation of cash flows from operating activities to surplus for the year</b> |                |                |
| Surplus for the year  | 24,666         | 14,162         |
| Depreciation/amortisation   | 20,221         | 19,754         |
| Loss on disposal of property, plant and equipment, infrastructure                             | 129            | 2,330          |
| Contributed assets  | (494)          | (1,618)        |
| Share of gain from associate  | (522)          | (153)          |
| Adjustment for work in progress write-off to other expenses                                   | 88             | 265            |
| Change in assets and liabilities:   |                |                |
| (Increase)/decrease in trade and other receivables  | (1,570)        | (1,498)        |
| (Increase)/decrease in other assets   | (481)          | 194            |
| Increase/(decrease) in trade and other payables   | 5,210          | 723            |
| (Decrease)/increase in other assets and liabilities   | 98             | 70             |
| (Increase)/decrease in provisions   | 828            | 817            |
| Net cash provided by operating activities   | <u>48,173</u>  | <u>35,046</u>  |
| <b>Note 29 Reconciliation of cash and cash equivalents</b>                                    |                |                |
| Cash and cash equivalents (note 16)   | 39,470         | 48,821         |
|   | <u>39,470</u>  | <u>48,821</u>  |
| <b>Note 30 Financing arrangements</b>   |                |                |
| Bank overdraft  | 1,000          | 1,000          |
| Used facilities   | -              | -              |
| Unused facilities   | <u>1,000</u>   | <u>1,000</u>   |

## NOTES TO THE FINANCIAL REPORT

For the Year Ended 30 June 2016

### Note 31 Commitments

Council has entered into the following commitments

| 2016                              | Not later than 1 year<br>\$'000 | Later than 1 year and not later than 2 years<br>\$'000 | Later than 2 years and not later than 5 years<br>\$'000 | Later than 5 years<br>\$'000 | Total<br>\$'000 |
|-----------------------------------|---------------------------------|--|---|------------------------------|-----------------|
| <b>Operating</b>                  |                                 |  |   |                              |                 |
| Garbage collection                | 4,262                           | 4,412  | 14,186  | -                            | 22,860          |
| Meals for delivery                | 237                             | 243  | 766   | -                            | 1,246           |
| Hard and green waste collection   | 798                             | 870  | 3,109   | -                            | 4,777           |
| Property valuation                | 140                             | 289  | 589   | -                            | 1,018           |
| <b>Total</b>                      | <b>5,437</b>                    | <b>5,814</b>   | <b>18,650</b>   | <b>-</b>                     | <b>29,901</b>   |
| <b>Capital</b>                    |                                 |  |   |                              |                 |
| Roads                             | 2,554                           | -  | -   | -                            | 2,554           |
| Drainage                          | 894                             | -  | -   | -                            | 894             |
| Other - recreation and open space | 1,253                           | -  | -   | -                            | 1,253           |
| Buildings                         | 1,972                           | -  | -   | -                            | 1,972           |
| Plant and equipment               | 646                             | -  | -   | -                            | 646             |
| Waste management replacement bins | 2,933                           | -  | -   | -                            | 2,933           |
| <b>Total</b>                      | <b>10,252</b>                   | <b>-</b>   | <b>-</b>  | <b>-</b>                     | <b>10,251</b>   |

| 2015                            | Not later than 1 year<br>\$'000 | Later than 1 year and not later than 2 years<br>\$'000 | Later than 2 years and not later than 5 years<br>\$'000 | Later than 5 years<br>\$'000 | Total<br>\$'000 |
|---------------------------------|---------------------------------|--|---|------------------------------|-----------------|
| <b>Operating</b>                |                                 |  |   |                              |                 |
| Garbage collection              | 5,205                           | 5,416  | 17,599  | -                            | 28,220          |
| Meals for delivery              | 254                             | 262  | 825   | -                            | 1,341           |
| Hard and green waste collection | 793                             | 865  | 3,093   | -                            | 4,751           |
| Property valuation              | 269                             | 140  | 589   | -                            | 998             |
| <b>Total</b>                    | <b>6,521</b>                    | <b>6,683</b>   | <b>22,106</b>   | <b>-</b>                     | <b>35,310</b>   |
| <b>Capital</b>                  |                                 |  |   |                              |                 |
| Roads                           | 2,017                           | -  | -   | -                            | 2,017           |
| Drainage                        | 383                             | -  | -   | -                            | 383             |
| Other - recreation & open space | 1,241                           | -  | -   | -                            | 1,241           |
| Buildings                       | 6,172                           | -  | -   | -                            | 6,172           |
| Plant and equipment             | 113                             | -  | -   | -                            | 113             |
| <b>Total</b>                    | <b>9,926</b>                    | <b>-</b>   | <b>-</b>  | <b>-</b>                     | <b>9,926</b>    |

### Note 32 Operating leases

#### (a) Operating lease commitments

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

|   | 2016<br>\$'000 | 2015<br>\$'000 |
|---|----------------|----------------|
| Not later than one year                           | 724            | 420            |
| Later than one year and not later than five years | 2,435          | 1,260          |
| Later than five years                             | 1,933          | 1,048          |
|   | <b>5,092</b>   | <b>2,728</b>   |

#### (b) Operating lease receivables

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

|   | 2016<br>\$'000 | 2015<br>\$'000 |
|---|----------------|----------------|
| Not later than one year                           | 1,588          | 1,490          |
| Later than one year and not later than five years | 5,145          | 4,291          |
| Later than five years                             | 6,225          | 25             |
|   | <b>12,958</b>  | <b>5,806</b>   |

## NOTES TO THE FINANCIAL REPORT

For the Year Ended 30 June 2016

**Note 33 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 2016 this was 9.5% as required under Superannuation Guarantee legislation).

**Defined Benefit**

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

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

**Funding arrangements**

Manningham City Council makes employer contributions to the defined benefit category of the Fund at rates determined by the Trustee on the advice of the Fund's Actuary.

As at 30 June 2015, an interim actuarial investigation was held as the Fund provides lifetime pensions in the Defined Benefit category. The vested benefit index (VBI) of the Defined Benefit category of which Manningham City Council is a contributing employer was 105.8%. To determine the VBI, the fund Actuary used the following long-term assumptions:

|                        |          |
|------------------------|----------|
| Net investment returns | 7.00% pa |
| Salary information     | 4.25% pa |
| Price inflation (CPI)  | 2.50% pa |

Vision Super has advised that actual VBI as at 30 June 2016 was 102.0% subject to the finalisation of Fund Actuary report.

The VBI is to be used as the primary funding indicator. Because the VBI was above 100%, the actuarial investigation determined the defined benefit category was in a satisfactory financial position and that no change was necessary to the defined benefit category's funding arrangements from prior years.

**Employer contributions****Regular contributions**

On the basis of the results of the 2015 interim actuarial investigation conducted by the Fund's Actuary, Manningham City Council makes employer contributions to the Fund's Defined Benefit category at rates determined by the Fund's Trustee. For the year ended 30 June 2016, this rate was 9.5% of members' salaries (9.5% in 2014/15). This rate will increase in line with any increase to the Superannuation Guarantee (SG) contribution rate. In addition, Manningham City Council reimburses the Fund to cover the excess of the benefits paid as a consequence of retrenchment above the funded resignation or retirement benefit.

**Funding calls**

If the defined benefit category is in an unsatisfactory financial position at 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.

## NOTES TO THE FINANCIAL REPORT

For the Year Ended 30 June 2016

### Note 33 Superannuation (cont.)

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.

#### 2015 Interim actuarial investigation surplus amounts

The Fund's latest actuarial investigation as at 30 June 2015 identified the following in the defined benefit category of which Manningham City Council is a contributing employer:

- A VBI surplus of \$130.8 million; and
- A total service liability surplus of \$239 million.

The VBI surplus means that the market value of the fund's assets supporting the defined benefit obligations exceed the vested benefits that the defined benefit members would have been entitled to if they had all exited on 30 June 2015. 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. Manningham City Council was notified of the 30 June 2015 VBI during August 2015.

#### Future superannuation contributions

The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2017 is \$350,000.

### Note 34 Contingent liabilities and contingent assets

#### (a) 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, from time to time, met with claims and demands for damages allegedly arising from the actions, or inactions, of Council or its Officers.

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

A recent tender was undertaken for the provision of Insurance Broking Services and as a result Council changed to AON Risk Services Australia Limited in June 2016.

##### Open claims

Council is presently involved in 4 minor open claims, all of which are under Council's insurance policy excess. No allowance has been made for these contingencies in the financial report. Council is not aware of any other contingent liability or claims that would fall outside of the terms of Council's insurance policies.

##### Bank guarantees issues

Council is responsible for the following bank guarantee:

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

##### Capital funding grant

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

**NOTES TO THE FINANCIAL REPORT**

For the Year Ended 30 June 2016

**Note 34 Contingent liabilities and contingent assets (cont.)**

**(a) Contingent liabilities (cont.)**

**Superannuation contribution**

Council has obligations under a defined benefit superannuation scheme, matters relating to this potential obligation are outlined in Note 33. 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.

**(b) Contingent assets**

**Developer contributed assets**

Developer contributions to be received in respect of estates subject to future subdivisions total \$4,682,025 (2014/15, \$4,073,289).

## NOTES TO THE FINANCIAL REPORT

For the Year Ended 30 June 2016

### Note 35 Financial instruments

#### (a) Objectives and policies

The Council's principal financial instruments comprise cash assets, term deposits, receivables (excluding statutory receivables), payables (excluding statutory payables) and bank borrowings. Details of the significant accounting policies and methods adopted, including the criteria for recognition, the basis of measurement and the basis on which income and expenses are recognised, in respect of each class of financial asset, financial liability and equity instrument is disclosed in Note 1 of the financial statements. Risk management is carried out by senior management under policies approved by the Council. These policies include identification and analysis of the risk exposure to Council and appropriate procedures, controls and risk minimisation.

#### (b) Market risk

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

##### *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 2016 Council had long term loans or borrowings and is therefore exposed to interest rate risk on these classes of financial liabilities.

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

#### (c) Credit risk

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

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

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

Details of credit risk for transactions that are not included in the balance sheet are disclosed in note 34, contingent liabilities and contingent assets.

#### (d) Liquidity risk

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

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

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

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

#### (e) Fair value

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

##### *Fair value hierarchy*

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

**NOTES TO THE FINANCIAL REPORT**

For the Year Ended 30 June 2016

**Note 35 Financial instruments (cont.)**

**(f) Sensitivity disclosure analysis**

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

- a parallel shift of +1% and -2% in market interest rates from year-end rates of 1.75%.

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

**Note 36 Related party transactions**

**(i) Responsible Persons**

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

|                                |  |
|--------------------------------|--|
| <b>Councillors</b>             | Councillor Downie (Re-elected 8 November 2012)<br>Councillor Galbally (Elected 8 November 2012)<br>Councillor Gough (Re-elected 8 November 2012)<br>Councillor Grivokostopoulos (Elected 8 November 2012)<br>Councillor Haynes (Elected 8 November 2012)<br>Councillor Kleinert (Elected 8 November 2012)<br>Councillor McLeish (Elected 8 November 2012, Mayor from 3 December 2014 to 10 November 2015, Mayor from 17 May 2016)<br>Councillor O'Brien (Elected 8 November 2012)<br>Councillor Yang (Re-elected 8 November 2012, Mayor from 11 November 2015 to 30 April 2016, resigned on 30 April 2016) |
| <b>Chief Executive Officer</b> | Mr Warwick Winn (Appointed Chief Executive Officer on 9 April 2016)<br>Mr Joe Carbone (Appointed Chief Executive Officer on 21 January 2013, resigned on 29 January 2016)<br>Mr Leigh Harrison (Appointed as Acting Chief Executive Officer between 11 November 2015 to 27 November 2015)<br>Mr Chris Potter (Appointed as Acting Chief Executive Officer between 18 January 2016 to 8 April 2016)   |

**(ii) Remuneration of Responsible Persons**

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

|   | <b>2016</b>   | <b>2015</b>   |
|---|---------------|---------------|
|   | <b>No.</b>    | <b>No.</b>    |
| Less than \$20,000  | -             | -             |
| \$20,000 - \$29,999   | 7             | 7             |
| \$40,000 - \$49,999   | 1             | 1             |
| \$50,000 - \$59,999   | 1             | 1             |
| \$60,000 - \$69,999   | 1             | -             |
| \$220,000 - \$229,999   | 1             | -             |
| \$330,000 - \$339,999   | -             | 1             |
|   | <u>11</u>     | <u>10</u>     |
|   | <b>\$'000</b> | <b>\$'000</b> |
| Total remuneration for the reporting year for Responsible Persons included above amounted to: | 571           | 615           |

**(iii) Responsible persons retirement benefits**

Retirement payments of \$nil were made by the Council to a person who held a position of Responsible Person during the reporting year 2015/16 (2014/15, nil).

**(iv) Loans to responsible persons**

No loans have been made, guaranteed or secured by the Council to a Responsible Person during the reporting year 2015/16 (2014/15, nil).

**(v) Transactions with responsible persons**

No transactions other than remuneration payments, or the reimbursement of expenses as approved by Council with Responsible Persons, or Related Parties of such Responsible Persons, during the reporting year (2014/15, nil).

## NOTES TO THE FINANCIAL REPORT

For the Year Ended 30 June 2016

### Note 36 Related party transactions (cont.)

#### (vi) Senior Officers Remuneration

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

- a) has management responsibilities and reports directly to the Chief Executive; or
- b) whose total annual remuneration exceeds \$139,000.

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

| Income Range:   | 2016<br>No.   | 2015<br>No.   |
|---|---------------|---------------|
| <\$130,000  | -             | -             |
| \$130,000 - \$139,999   | 1             | 4             |
| \$140,000 - \$149,999   | 5             | 3             |
| \$150,000 - \$159,999   | 8             | 10            |
| \$160,000 - \$169,999   | 5             | 3             |
| \$170,000 - \$179,999   | 2             | 2             |
| \$180,000 - \$189,999   | 1             | -             |
| \$190,000 - \$199,999   | -             | 1             |
| \$200,000 - \$209,999   | 1             | 1             |
| \$210,000 - \$219,999   | 1             | -             |
| \$220,000 - \$229,999   | 1             | 1             |
| \$230,000 - \$239,999   | -             | 1             |
| \$240,000 - \$249,999   | 1             | 1             |
| \$250,000 - \$259,999   | 1             | -             |
|   | <u>27</u>     | <u>27</u>     |
|   | <b>\$'000</b> | <b>\$'000</b> |
| Total Remuneration, excluding resignation benefits, for the reporting year for Senior Officers included above, amounted to: | 4,595         | 4,481         |

### Note 37 Events occurring after balance date

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

CERTIFICATION OF THE FINANCIAL REPORT

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

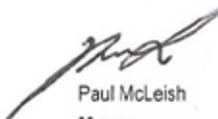


Kevin Ayre CPA  
**Principal Accounting Officer**  
30 August 2016  
Doncaster

In our opinion, the accompanying financial report presents fairly the financial transactions of Manningham City Council for the year ended 30 June 2016 and the financial position of Council as at that date.

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

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



Paul McLeish  
**Mayor**  
30 August 2016  
Doncaster



Dorothy Haynes  
**Deputy Mayor**  
30 August 2016  
Doncaster



Warwick Winn  
**Chief Executive Officer**  
30 August 2016  
Doncaster

# PERFORMANCE STATEMENT



# PERFORMANCE STATEMENT

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## **PERFORMANCE STATEMENT**

For the Year Ended 30 June 2016

### **DESCRIPTION OF MUNICIPALITY**

Manningham City Council is located in Melbourne's north-eastern suburbs, commencing with its western boundary in Bulleen, 10 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 2015, our estimated population was 119,442 people across the City includes 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).

**SUSTAINABLE CAPACITY INDICATORS**

For the Year Ended 30 June 2016

| <b>Indicator/measure</b>  | <b>Results 2015</b> | <b>Results 2016</b> | <b>Material Variations</b>   |
|---|---------------------|---------------------|--|
| <p><b>Own-source revenue</b><br/> <i>Own-source revenue per head of municipal population</i><br/>                     [Own-source revenue / Municipal population]</p> | \$860               | \$914               | This is line with budget forecasts and based on \$109 million own source revenue and a population of 119,442.  |
| <p><b>Recurrent grants</b><br/> <i>Recurrent grants per head of municipal population</i><br/>                     [Recurrent grants / Municipal population]</p>       | \$110               | \$97                | Manningham receives the minimum grant from the Victoria Grants Commission, and as such relies heavily on rates to meet community service and infrastructure needs. |
| <p><b>Population</b><br/> <i>Expenses per head of municipal population</i><br/>                     [Total expenses / Municipal population]</p>                       | \$895               | \$901               | This result is at the lower end of the permissible range and reflects on Council's intended aim to limit the growth of expenditure.                                |
| <p><i>Infrastructure per head of municipal population</i><br/>                     [Value of infrastructure / Municipal population]</p>                               | \$5,944             | \$5,762             | Manningham has more than \$680 million in infrastructure assets (including buildings). This result is consistent with budget forecasts.                            |
| <p><i>Population density per length of road</i><br/>                     [Municipal population / Kilometres of local roads]</p>                                       | 198                 | 200                 | Manningham has approximately 600 km of roads.  |
| <p><b>Disadvantage</b><br/> <i>Relative socio-economic disadvantage</i><br/>                     [Index of Relative Socio-economic Disadvantage by decile]</p>        | 10                  | 10                  | No material variation.   |

## SERVICE PERFORMANCE INDICATORS

For the Year Ended 30 June 2016

|     | <b>Service/indicator/measure</b>  | <b>Results 2015</b> | <b>Results 2016</b> | <b>Material Variations</b>  |
|-----|---|---------------------|---------------------|---|
| AF6 | <p><b>Aquatic Facilities Utilisation</b><br/> <i>Utilisation of aquatic facilities</i><br/>                     [Number of visits to aquatic facilities / Municipal population]</p>   | 3.91                | 2.93                | A significant redevelopment of the municipal aquatic facilities impacted visitor door counters over 2015/16. The new facilities will be open in July 2016.  |
| AM4 | <p><b>Animal Management Health and safety</b><br/> <i>Animal management prosecutions</i><br/>                     [Number of successful animal management prosecutions]</p>   | 24.00               | 15.00               | Council's approach to animal management is outlined in the Council's 2013-2017 Domestic Animal Plan to protect the community. Prosecutions occur when animal or animal owner behaviour is inconsistent with this approach and attempts at mediation have not been successful. 2015/16 saw less reported incidents that required court action, which could indicate an increased effectiveness in the animal management service. |
| FS4 | <p><b>Food Safety Health and safety</b><br/> <i>Critical and major non-compliance outcome notifications</i><br/>                     [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</p> | 92.00%              | 98.33%              | Council is vigilant in ensuring all food premises are followed up after a major or critical non-conformance is detected to protect the residents and visitors to the municipality from unsafe food. The remaining 1.7 per cent are in the process of being followed up but were incomplete as at 30 June 2016.  |
| G5  | <p><b>Governance Satisfaction</b><br/> <i>Satisfaction with council decisions</i><br/>                     [Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]</p>   | 60                  | 57                  | An independent research company conducts the community satisfaction survey annually on behalf of State Government. Performance on the condition of local sealed roads (64) was lower than the previous years result, but 10 points ahead of the State-wide average  |

**SERVICE PERFORMANCE INDICATORS**

For the Year Ended 30 June 2016

|     | <b>Service/indicator/measure</b>   | <b>Results<br/>2015</b> | <b>Results<br/>2016</b> | <b>Material Variations</b>  |
|-----|--|-------------------------|-------------------------|---|
|     | <p><b>Home and Community Care (HACC)</b><br/> <b>Participation</b><br/> <i>Participation in HACC service</i><br/>                     [Number of people that received a HACC service / Municipal target population for HACC services] x100</p>                                   | 23.00%                  | 24.04%                  | <p>This calculation includes data relating to the provision of domestic assistance, personal care and respite care services. Where a client receives a combination of services they are only counted once.</p> <p>This calculation includes data relating to the provision of domestic assistance, personal care and respite care services. Where a client receives a combination of services they are only counted once.</p> |
| HC6 | <p><b>Participation</b><br/> <i>Participation in HACC service by CALD people</i><br/>                     [Number of CALD people who receive a HACC service / Municipal target population in relation to CALD people for HACC services] x100</p>                                 | 19.00%                  | 18.08%                  |   |
| LB4 | <p><b>Libraries</b><br/> <b>Participation</b><br/> <i>Active library members</i><br/>                     [Number of active library members / Municipal population] x100</p>   | 16.00%                  | 16.23%                  | <p>The number of borrowers and borrowings increased slightly in 2015/16. This year the definition of "active member" expanded to include not only members who have borrowed a physical collection item, but also eBooks.</p>  |
|     | <p><b>Maternal and Child Health (MCH)</b><br/> <b>Participation</b><br/> <i>Participation in the MCH service</i><br/>                     [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100</p>  | 99.00%                  | n/a                     | <p>This information is hosted on the Childhood Development Information System (CDIS) managed by the Department of Education. Accurate data was not available at the time of the reporting deadline.</p>   |
| MC4 | <p><b>Participation</b><br/> <i>Participation in the MCH service by Aboriginal children</i><br/>                     [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</p> | 92.00%                  | n/a                     |   |

## SERVICE PERFORMANCE INDICATORS

For the Year Ended 30 June 2016

|  | Results<br>2015 | Results<br>2016 | Material Variations   |
|--|-----------------|-----------------|---|
| <p><b>Roads</b></p> <p><b>Satisfaction</b><br/><i>Satisfaction with sealed local roads</i><br/>R5 [Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]</p>   | 68              | 64              | An independent research company conducts the community satisfaction survey annually on behalf of State Government. Performance on the condition of local sealed roads (64) was lower than the 2014 result, but 10 points ahead of the State-wide average  |
| <p><b>Statutory Planning</b><br/><b>Decision making</b><br/><i>Council planning decisions upheld at VCAT</i><br/>SP4 [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</p> | 44.00%          | 72.73%          | Manningham is dedicated to consulting with its community to achieve acceptable outcomes in planning. 2015/16 realised 22 applications determined by VCAT and 6 decisions were overturned. This result also reflects a sound process of decision making consistent with State and Local Planning Policy. |
| <p><b>Waste Collection</b><br/><b>Waste diversion</b><br/><i>Kerbside collection waste diverted from landfill</i><br/>WC5 [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100</p>              | 54.00%          | 53.10%          | The decrease in diversion is due to the decreasing reliance on printed material (i.e. less junk mail and more online advertising). Products being recycled are lighter in weight but same in volume (such as plastic bottles)   |

**FINANCIAL PERFORMANCE INDICATORS**

For the Year Ended 30 June 2016

| Dimension/indicator /measure   | Results |        | Forecasts |        |        |        | Material Variations   |
|--|---------|--------|-----------|--------|--------|--------|---|
|  | 2015    | 2016   | 2017      | 2018   | 2019   | 2020   |   |
| <b>Operating position</b>  |         |        |           |        |        |        |   |
| <b>Adjusted underlying result</b>  |         |        |           |        |        |        |   |
| <i>Adjusted underlying surplus (or deficit)</i>  | 7.0%    | 9.7%   | 5.3%      | 9.7%   | 10.6%  | 11.8%  | Council is forecasting long-term positive operating surpluses. Underlying surpluses underpin capital investment in infrastructure and community facilities.   |
| [Adjusted underlying surplus (deficit)/ Adjusted underlying revenue] x100                        |         |        |           |        |        |        |   |
| <b>Liquidity</b>   |         |        |           |        |        |        |   |
| <b>Working capital</b>   |         |        |           |        |        |        |   |
| <i>Current assets compared to current liabilities</i>  | 206.1%  | 217.0% | 170.6%    | 172.6% | 155.3% | 161.3% | The working capital ratio for 2016 is higher than the forecast years due to higher cash holdings at the end of the year. This primarily relates to higher developer contributions, capital works funded in 2015/16 which will be completed in 2016/17 and grants received in advance. In each of the forecast years Council retains a strong working capital ratio. |
| [Current assets / Current liabilities] x100  |         |        |           |        |        |        |   |
| <b>Unrestricted cash</b>   |         |        |           |        |        |        |   |
| <i>Unrestricted cash compared to current liabilities</i>   | 60.4%   | 77.0%  | 56.4%     | 51.9%  | 43.9%  | 47.5%  | Refer above.  |
| [Unrestricted cash / Current liabilities] x100   |         |        |           |        |        |        |   |
| <b>Obligations</b>   |         |        |           |        |        |        |   |
| <b>Loans and borrowings</b>  |         |        |           |        |        |        |   |
| <i>Loans and borrowings compared to rates</i>  | 8.3%    | 7.8%   | 9.6%      | 9.0%   | 8.3%   | 4.3%   | Council has a low level of borrowing relative to rates. The reduction in the ratio in 2020 relates to the repayment of \$3.6 million of loan funds.   |
| [Interest bearing loans and borrowings / Rate revenue] x100                                      |         |        |           |        |        |        |   |
| <i>Loans and borrowings repayments compared to rates</i>   | 0.3%    | 0.3%   | 0.7%      | 0.6%   | 0.6%   | 3.9%   | Refer above.  |
| [Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100 |         |        |           |        |        |        |   |
| <b>Indebtedness</b>  |         |        |           |        |        |        |   |
| <i>Non-current liabilities compared to own source revenue</i>                                    | 8.0%    | 7.5%   | 8.7%      | 7.9%   | 4.4%   | 3.9%   | Refer above.  |
| [Non-current liabilities / Own source revenue] x100  |         |        |           |        |        |        |   |

## FINANCIAL PERFORMANCE INDICATORS

For the Year Ended 30 June 2016

| Dimension/indicator / measure   | Results |         | Forecasts |         |         |         | Material Variations   |
|---|---------|---------|-----------|---------|---------|---------|---|
|   | 2015    | 2016    | 2017      | 2018    | 2019    | 2020    |   |
| <p><b>Asset renewal</b></p> <p><i>Asset renewal compared to depreciation</i></p> <p>[Asset renewal expenses / Asset depreciation] x100</p>  | 71.3%   | 74.0%   | 122.3%    | 81.6%   | 86.8%   | 85.8%   | The high asset renewal in 2017 relates to the planned replacement of Council's bin fleet as part of the renewed kerbside waste and recycling service.   |
| <p><b>Stability</b></p> <p><b>Rates concentration</b></p> <p><i>Rates compared to adjusted underlying revenue</i></p> <p>[Rate revenue / Adjusted underlying revenue] x100</p>  | 76.5%   | 78.3%   | 77.9%     | 77.3%   | 78.6%   | 78.9%   | The result is consistent throughout the forecast period and reflects Manningham's heavy reliance on rates to fund services and community assets.  |
| <p><b>Rates effort</b></p> <p><i>Rates compared to property values</i></p> <p>[Rate revenue / Capital improved value of rateable properties in the municipality ] x100</p>  | 0.2%    | 0.3%    | 0.2%      | 0.2%    | 0.2%    | 0.2%    | No material change.   |
| <p><b>Efficiency</b></p> <p><b>Expenditure level</b></p> <p><i>Expenses per property assessment</i></p> <p>[Total expenses / Number of property assessments]</p>  | \$2,282 | \$2,278 | \$2,334   | \$2,309 | \$2,300 | \$2,334 | This result is at the lower end of the permissible range and reflects on Council's intended aim to limit the growth of expenditure.   |
| <p><b>Revenue level</b></p> <p><i>Average residential rate per residential property assessment</i></p> <p>[Residential rate revenue / Number of residential property assessments]</p>   | \$1,832 | \$1,881 | \$1,870   | \$1,924 | \$1,966 | \$2,033 | Council has a high reliance on rate revenue from residential properties with 95% of all properties in the municipality being residential. The outcome for 2016 is within budget forecasts, and the longer term trend reflects the introduction of rate capping. |
| <p><b>Workforce turnover</b></p> <p><i>Resignations and terminations compared to average staff</i></p> <p>[Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100</p> | 8.3%    | 8.7%    | 8.5%      | 8.5%    | 8.5%    | 8.5%    | The result is within the expected range.  |

**OTHER INFORMATION**

For the Year Ended 30 June 2016

**BASIS OF PREPARATION**

Council is required to prepare and include a performance statement within its Annual Report. The performance statement includes the results of the prescribed sustainable capacity, service performance and financial performance indicators and measures together with a description of the municipal district and an explanation of material variations in the results. This statement has been prepared to meet the requirements of the Local Government Act 1989 and Local Government (Planning and Reporting) Regulations 2014.

Where applicable the results in the performance statement have been prepared on accounting bases consistent with those reported in the Financial Statements. The other results are based on information drawn from council information systems or from third parties (e.g. Australian Bureau of Statistics).

The performance statement presents the actual results for the current year and for the prescribed financial performance indicators and measures, the results forecast by the council's Strategic Resource Plan.

Council adopted a set of materiality thresholds on the 28 June 2016.

The forecast figures included in the performance statement are those adopted by council in its Strategic Resource Plan on 28 June 2016 and which forms part of the Council Plan. The Strategic Resource Plan includes estimates based on key assumptions about the future that were relevant at the time of adoption and aimed at achieving sustainability over the long term. Detailed information on the actual financial results is contained in the General Purpose Financial Statements. The Strategic Resource Plan can be obtained by contacting council.

**CERTIFICATION OF THE PERFORMANCE STATEMENT**

In my opinion, the accompanying performance statement has been prepared in accordance with the *Local Government Act 1989* and the Local Government (Planning and Reporting) Regulations 2014.

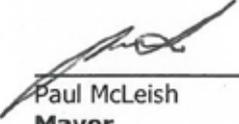
  
\_\_\_\_\_  
Kevin Kyre, CPA  
**Principal Accounting Officer**  
**Dated:** 30 August 2016

In our opinion, the accompanying performance statement of the Manningham City Council for the year ended 30 June 2016 presents fairly the results of council's performance in accordance with the *Local Government Act 1989* and the Local Government (Planning and Reporting) Regulations 2014.

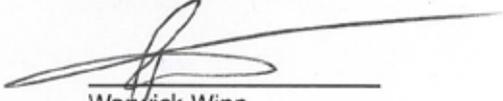
The performance statement contains the relevant performance indicators, measures and results in relation to service performance, financial performance and sustainable capacity.

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

We have been authorised by the council and by the Local Government (Planning and Reporting) Regulations 2014 to certify this performance statement in its final form.

  
\_\_\_\_\_  
Paul McLeish  
**Mayor**  
**Dated:** 30 August 2016

  
\_\_\_\_\_  
Dorothy Haynes  
**Deputy Mayor**  
**Dated:** 30 August 2016

  
\_\_\_\_\_  
Watwick Winn  
**Chief Executive Officer**  
**Dated:** 30 August 2016

**VAGO**

Victorian Auditor-General's Office

Level 24, 35 Collins Street  
Melbourne VIC 3000

Telephone 61 3 8601 7000  
Facsimile 61 3 8601 7010

Website [www.audit.vic.gov.au](http://www.audit.vic.gov.au)

## INDEPENDENT AUDITOR'S REPORT

### To the Councillors, Manningham City Council

#### *The Financial Report*

I have audited the accompanying financial report for the year ended 30 June 2016 of the Manningham City Council which comprises the comprehensive income statement, balance sheet, statement of changes in equity, statement of cash flows, statement of capital works, notes comprising a summary of the significant accounting policies and other explanatory information, and the certification of the financial report.

#### *The Councillors' Responsibility for the Financial Report*

The Councillors of the Manningham City Council are responsible for the preparation and the fair presentation of the financial report in accordance with Australian Accounting Standards, and the financial reporting requirements of the *Local Government Act 1989*.

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

#### *Auditor's Responsibility*

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

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The audit procedures selected depend on judgement, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, consideration is given to the internal control relevant to the entity's preparation and fair presentation of the financial report in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control.

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

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

**Independent Auditor's Report (continued)**

*Independence*

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

*Opinion*

In my opinion the financial report presents fairly, in all material respects, the financial position of the Manningham City Council as at 30 June 2016 and of its financial performance and its cash flows for the year then ended in accordance with applicable Australian Accounting Standards, and the financial reporting requirements of the *Local Government Act 1989*.

MELBOURNE  
2 September 2016



Dr Peter Frost  
Acting Auditor-General

**VAGO**

Victorian Auditor-General's Office

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Website [www.audit.vic.gov.au](http://www.audit.vic.gov.au)

## INDEPENDENT AUDITOR'S REPORT

### To the Councillors, Manningham City Council

#### *The Performance Statement*

I have audited the accompanying performance statement for the year ended 30 June 2016 of the Manningham City Council which comprises the statement, the related notes and the certification of the performance statement.

#### *The Councillors' Responsibility for the Performance Statement*

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

#### *Auditor's Responsibility*

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

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the performance statement. The audit procedures selected depend on judgement, including the assessment of the risks of material misstatement of the performance statement, whether due to fraud or error. In making those risk assessments, consideration is given to the internal control relevant to the entity's preparation and fair presentation of the performance statement in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the overall presentation of the performance statement.

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

**Independent Auditor's Report (continued)**

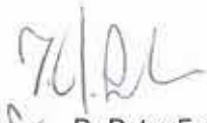
*Independence*

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

*Auditor's Opinion*

In my opinion, the performance statement of the Manningham City Council in respect of the 30 June 2016 financial year presents fairly, in all material respects, in accordance with the *Local Government Act 1989*.

MELBOURNE  
2 September 2016

  
Dr Peter Frost  
Acting Auditor-General

# GLOSSARY

## TERMS

|                                      |   |
|--------------------------------------|---|
| <b>Active library member</b>         | A member of a library who has borrowed a book from the library  |
| <b>Annual report</b>                 | An annual report prepared by a Council under sections 131, 132 and 133 of the Act   |
| <b>Advisory committee</b>            | A committee that assists council with the decision making process and has a councillor representative to assist with the consultation process   |
| <b>Advocacy</b>                      | Publicly supporting or recommending programs or services on behalf of the community to other tiers of government or service providers for community benefit   |
| <b>Asset expansion expenditure</b>   | Expenditure that extends the capacity of an existing asset to provide benefits to new users at the same standard as is provided to existing beneficiaries   |
| <b>Asset expenditure type</b>        | The following types of asset expenditure—<br>(a) asset renewal expenditure                      (b) new asset expenditure<br>(c) asset upgrade expenditure                      (d) asset expansion expenditure |
| <b>Asset renewal expenditure</b>     | Expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability  |
| <b>Asset upgrade expenditure</b>     | Expenditure that –<br>(a) enhances an existing asset to provide a higher level of service; or<br>(b) increases the life of the asset beyond its original life   |
| <b>Best value</b>                    | State legislation that requires council to review services to ensure community expectations and value for money   |
| <b>Budget</b>                        | Council's originally published budget detailing the projected income, expenditure and financial position of council   |
| <b>Capital expenditure</b>           | The expenditure on items which are expected to produce future economic benefits for council with a useful life in excess of 12 months   |
| <b>Capital improved value</b>        | The market value of the property at the date of valuation including the value of the land and all improvements built on the land  |
| <b>Capital works program</b>         | Program of scheduled infrastructure works generally encompassing capital works for road, drainage and building assets   |
| <b>Capitalisation</b>                | The process whereby expenditure is charged to an account in the statement of financial position rather than to an expense account   |
| <b>Council plan</b>                  | The four year plan for the way in which council will deliver its nine strategic objectives  |
| <b>Community grants</b>              | Council allocates a sum of money for the community development community grants program as part of the annual budget process. The funding supports not for profit community organisations in Manningham         |
| <b>Community satisfaction survey</b> | A state government requirement whereby councils conduct a survey once a year to obtain community feedback in order to gauge satisfaction levels with council services   |
| <b>Cultural diversity</b>            | Celebrating our community's many different cultures expressed through language, tradition, religion, dress, arts, dance and lifestyle   |
| <b>Governance</b>                    | Council's responsibility for the economic and ethical performance of the municipality   |
| <b>HACC program</b>                  | The Home and Community Care program established under the Agreement entered into for the purpose of the <i>Home and Community Care Act 1985</i> of the Commonwealth   |
| <b>HACC service</b>                  | Home help, personal care or community respite provided under the HACC program   |
| <b>Infrastructure</b>                | Stock of fixed capital equipment including roads, public buildings, footpaths, etc.   |

|  |   |
|--|---|
| <b>Interplan</b>                               | A service planning tool that enables detailed reporting and analysis of council's progress against the actions listed in the council plan   |
| <b>Key performance indicator</b>               | A significant measure used on its own or in combination with other key performance indicators to monitor how well a business is achieving its quantifiable objectives                 |
| <b>Local Government model financial report</b> | The Local Government Model Financial Report published by the Department from time to time including on the Department's Internet website  |
| <b>Local law</b>                               | The laws adopted by council that prohibit, regulate and control activities, events, practices and behaviours within Manningham  |
| <b>Local roads</b>                             | The municipal road network which is maintained by Manningham Council  |
| <b>Manningham Matters</b>                      | Council's bimonthly newsletter which provides residents with information about council activities. It is delivered to all residents and businesses within Manningham                  |
| <b>Manningham planning scheme</b>              | Outlines state and local planning policies including zones, overlays and other provisions   |
| <b>Master plan</b>                             | A plan which outlines a preferred future vision for a particular area. It is usually developed for an area being considered for redevelopment or redesign                             |
| <b>Maternal and Child Health Service (MCH)</b> | Service provided by a Council to support the health and development of children within the municipality from birth until school age   |
| <b>Municipal Association of Victoria (MAV)</b> | The lobbying body for Victoria's 79 councils  |
| <b>New asset expenditure</b>                   | Expenditure that creates a new asset that provides a service that does not currently exist  |
| <b>Non-current assets</b>                      | All assets other than current assets  |
| <b>Non-recurrent grant</b>                     | A grant obtained on the condition that it be expended in a specified manner and is not expected to be received again during the period covered by a Council's Strategic Resource Plan |
| <b>Performance indicator</b>                   | A statistic identifying the extent of activity in meeting a specific objective  |
| <b>Performance statement</b>                   | The performance statement prepared by a Council under section 131 of the Act  |
| <b>Principal accounting officer</b>            | The person designated by a Council to be responsible for the financial management of the Council  |
| <b>Recurrent grant</b>                         | A grant other than a non-recurrent grant  |
| <b>Report of operations</b>                    | The report of operations prepared by a Council under section 131 of the Act   |
| <b>Reserves</b>                                | Monies set aside in the statement of financial position for specific purposes in accordance with statutory and discretionary principles   |
| <b>Revised budget</b>                          | The revised budget prepared by a Council under section 128 of the Act   |
| <b>Risk Management</b>                         | A policy and process for identifying business risks and controlling the likelihood and/or impact of a risk event occurring  |
| <b>Strategy</b>                                | A plan of action intended to accomplish specific objectives   |
| <b>Statement of capital works</b>              | A statement of capital works prepared in accordance with the Local Government Model Financial Report  |
| <b>Statement of human resources</b>            | A statement which shows all Council staff expenditure and the number of full time equivalent Council staff  |
| <b>Sustainable</b>                             | Meet present day needs without compromising future generations' ability to meet their needs   |
| <b>Triple bottom line</b>                      | Measures community wellbeing by assessing the economic, social and environmental considerations   |
| <b>Vision</b>                                  | A description of the future we aim to achieve for our city and community  |
| <b>Ward</b>                                    | The delineation of a district within a municipality for the purposes of administration and representation   |
| <b>Wellbeing</b>                               | A general term to encompass health, happiness, welfare, security, comfort, quality of life and a sense of belonging   |

# ACRONYMS

**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

**KSA** Key Strategic Activity

**LGPRF** Local Government Performance Reporting Framework

**MAV** Municipal Association of Victoria

**MCH** Maternal Child Health

**NDIS** National Disability Insurance Scheme

**OHS** Occupational Health and Safety

**SBS** Strategic Briefing Session

**UNHCR** United Nations High Commission for Refugees

**VEC** Victorian Electoral Commission

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# THANK YOU

Thank you for reading Manningham Council's Annual Report 2015/16. We hope that this document has given you a good understanding of the achievements of Council in the past 12 months.

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

## ANNUAL REPORT 2015/16

This report provides a comprehensive account of our achievements, our challenges, our aspirations for the future and our commitments to the community.

It details our performance against our strategic objectives outlined in the Council Plan 2013 – 2017 and provides an analysis of our financial performance. Most importantly, this report demonstrates the variety of our operations and the diversity of services delivered to the Manningham community on a daily basis.

## WHY WE HAVE AN ANNUAL REPORT?

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

## FURTHER READING

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

## WHERE TO GET A COPY

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

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

**SUSTAINABILITY**

This Annual Report is printed on Australian made carbon neutral certified paper using vegetable-based inks. This has helped reduce global greenhouse gas emissions by more than 90kgs CO<sup>2</sup>-e. Please recycle.

Precision CN is manufactured in Victoria at an ISO 14001 certified mill, using 50 per cent renewable energy. The paper is made with elemental chlorine free (ECF) bleached pulp, sourced from certified sustainably managed forests.



**INTERPRETER SERVICES  
9840 9355**