

**2014/2015  
Annual  
Report**



MANNINGHAM

# Welcome

Manningham Council provides a wide range of services and infrastructure to its community and is responsible for the effective management of \$2 billion of land and infrastructure assets (e.g. roads, drains, footpaths) across an area of 114 square kilometres in Melbourne's north eastern suburbs.

## OUR MISSION

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

## OUR VISION

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

## OUR VALUES

### Honesty

We commit to truth, integrity and goodwill in our community

### Inclusiveness

We embrace and promote all people

### Transparency

We will be open in our practices and communication with the community

### Equity

We will be fair and impartial in serving the community

### Respect

We will treat people with dignity and courtesy.

## OUR STRATEGIC DIRECTION

Council's objectives and actions to achieve our mission and further improve services and facilities are described in our Council Plan 2014 – 2017 delivered through our annual Strategic Resource Plan 2014/2015 and Budget 2014/2015 and are reported on in this document.

Council is committed to transparent reporting and accountability to the community and the Annual Report 2014/2015 is the primary means 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, and for the first time we are reporting on a number of service performance, financial and sustainability indicators under the new Local Government Performance Reporting Framework (LGPRF).

The following pages provide a summary of Council's performance in 2014/2015. A more detailed performance report starts on page 29.



# Performance highlights

2014 – 2017 COUNCIL PLAN STRATEGIC OBJECTIVES	OUR MAJOR ACHIEVEMENTS IN 2014/2015	RESULTS
<p><b>OUR COMMUNITY SPIRIT</b></p> <p>More information on page 32</p>	<p>\$1.5 million provided in community grants to fund 104 projects.</p>	<p>11 cultural and civic events delivered to 17,450 people.</p>
	<p>Endorsed the inaugural Access, Equity and Diversity Strategy 2014 – 2017.</p>	
	<p>New online animal registration process launched.</p>	<p>66 per cent of residents feel part of the community.</p>
	<p>Continued implementation of Active for Life Recreation Strategy with 96 per cent of actions now complete.</p>	
	<p>Delivered an Emergency Management Prevention and Preparedness Education Program.</p>	<p>111 food premises issued a Five Star Food Safety Award.</p>
	<p>Adopted a new Road Safety Strategy Action Plan.</p>	
	<p>Commenced the Live Well in Bulleen Community Strengthening Project.</p>	
	<p>Gaming Policy adopted by Council for inclusion in the Manningham Planning Scheme.</p>	
<p><b>ENJOY AND PROTECT OUR NATURAL SPACES</b></p> <p>More information on page 36</p>	<p>Recycled more than half of collected residential kerbside waste.</p>	<p>53.7 per cent household waste diverted from landfill.</p>
	<p>Signed a Memorandum of Understanding with Cofely Australia to prepare a district energy project proposal for Doncaster Hill.</p>	<p>11,030 trees/shrubs planted.</p>
	<p>Implemented a domestic solar panel program with sustainability provider Positive Charge.</p>	<p>5,408 people participated in sustainability programs.</p>
	<p>Completed a review of the Domestic Wastewater Management Plan.</p>	
	<p>Finalist in the LGPro Awards for Excellence for the Three Partners Environmental Research initiative.</p>	
<p><b>GETTING FROM PLACE TO PLACE</b></p> <p>More information on page 40</p>	<p>Doncaster Hill Mode Shift Plan adopted.</p>	<p>8 per cent of residents travel on buses.</p>
	<p>Installed a new pedestrian bridge over Mullum Mullum Creek to create a 4.5 kilometre off-road walking circuit.</p>	
	<p>Presented the Doncaster Rail petition containing more than 4,000 signatures to State Parliament.</p>	<p>1.09 kilometres of new shared/bicycle paths and 0.95 kilometres of new footpaths built.</p>
	<p>\$620,000 spent on footpath construction.</p>	
	<p>Five primary schools implemented Active Travel Plans supporting the behaviour change program to approximately 2,900 students and their families, encouraging them to be active in their commute to school.</p>	

2014 – 2017 COUNCIL PLAN STRATEGIC OBJECTIVES	OUR MAJOR ACHIEVEMENTS IN 2014/2015	RESULTS
<p><b>PLANNING FOR WHERE WE LIVE</b></p> <p>More information on page 44</p>	Tunstall Square Structure Plan adopted.	69 per cent of planning applications determined within 60 statutory days.
	Started implementation of the Mullum Mullum Reserve Management Plan, including design for a five court stadium.	920 planning applications processed comprising: — 100 Fast Track applications — 795 Non-Fast Track applications — 25 VicSmart applications.
	Stage two of Tindals Road reconstruction underway.	55 out of 61 Capital Works Projects delivered.
	\$1.88 million spent on drainage improvement works.	341 building permits issued for single dwellings, multi unit developments and apartments.
	Minister for Planning approved Amendment C101 to rezone the Eastern Golf Course site for residential development.	90,599m <sup>2</sup> of Council roads resurfaced.
	In Doncaster Hill, five development sites are under construction and works are set to start at three more sites (690 apartments), along with 17 approved planning permits (2,420 apartments).	
	<p><b>EVERYTHING WE NEED IS LOCAL</b></p> <p>More information on page 50</p>	87 per cent of all actions in the Economic Development Strategy delivered.
Started work on the final stages (four, five and six) of the Aquarena Aquatic and Leisure Centre Master Plan.		615,679 visits to Manningham libraries.
Completed a major review of library services.		167,692 hours of Home and Community Care provided.
Spent \$345,000 to refurbish the Bulleen and Templestowe Senior Citizen Centre.		Delivered 57 business events to 1,608 attendees.
88.7 per cent satisfaction rate with Council's public immunisation service.		14,232 visits to the Manningham Gallery and 12 exhibitions.
143 entries received for the 2015 Manningham Victorian Ceramic Awards.		
<p><b>COUNCIL LEADERSHIP AND ORGANISATIONAL PERFORMANCE</b></p> <p>More information on page 56</p>		Endorsed a new Community Engagement Framework.
	Completed an evaluation of the formal continuous improvement program.	29,480 customer service requests actioned.
	Implemented a new Customer Service Policy and Complaint Handling Procedure.	
	Adopted in principle a revised Reconciliation Action Plan 2015 – 2017.	Performance index rating of 68 out of 100 for overall performance, which is significantly higher than the state wide average of 60.
	Negotiated 2014 – 2017 Enterprise Agreement.	
	Solar panels (99 kW Photo Voltaic system) installed at the Council Depot.	Performance index rating of 58 out of 100 for community engagement, which is higher than the state wide average of 56.

\* The source for results is the 2015 Local Government Community Satisfaction Survey.

# Challenges and future outlook

## CHALLENGES

- The State Government intends to introduce legislation that will cap the rates of local government in Victoria. It is foreshadowed that this will have a significant impact on future financial forecasting in the Strategic Resource Plan beyond the 2015/2016 financial year
- 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. Two such examples are:
  - » Federal Government freezing assistance grants funding which has reduced money available for roads in Manningham
  - » Library funding from the State Government has continually declined over the past decade, and Council has had to rely on rate revenue to cover the funding gap
- Council is pushing for the State Government to reassess its position not to proceed with Phase Two of the Doncaster Rail Study – the detailed planning work – to ensure delivery of rail to Doncaster by 2029.

## LOOKING FORWARD

- Implementation of the Live Well in Bulleen Community Strengthening Project to promote better health outcomes and minimise social isolation and disadvantage
- Completion of the remaining one kilometre of the Mullum Mullum Trail
- Continuation of Council's advocacy for improved public transport options for Manningham, including heavy rail to Doncaster
- Finalising the planning permit for the proposed Mullum Mullum Stadium at Mullum Mullum Reserve
- Completing the final stage of the Aquarena Aquatic and Leisure Centre redevelopment, including the construction of a new indoor pool, expanded health club and the redevelopment of the entrance foyer and a skybridge from the car park
- Investigating options to improve our customer service to make it easier to do business with Council.

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## Council snapshot

<p>Population: 118,521 as of 30 June 2014*</p> <p>Up 1,086 from previous year</p> <p>* The 2015 estimated resident population is yet to be released</p>	<p>1,415 building permits issued</p>
	<p>8,710 kilometres of street sweeping completed</p>
<p>46,870 rateable properties</p>	<p>90,599m<sup>2</sup> Council roads resurfaced</p>
<p>\$103 million operating budget</p>	<p>463,312 visits to Aquarena</p>
<p>15,663 cats and dogs registered</p>	<p>1,218,825 library items borrowed</p>
<p>718 requests for graffiti removal</p>	<p>167,692 hours of home and community care provided</p>
<p>14,232 visits to the Manningham Art Gallery</p>	<p>56,463 meals provided</p>
<p>\$1.5 million provided in community grants</p>	<p>Maternal and child health centres supported 1,124 births and 4,067 clients</p>
<p>11,030 trees planted</p>	<p>37 school crossings supervised</p>
<p>53.7 per cent household waste diverted from landfill</p>	<p>345,364 visits to <a href="http://www.manningham.vic.gov.au">www.manningham.vic.gov.au</a></p>
<p>\$30.419 million (non-capitalised) in capital works projects delivered</p>	<p>169,452 calls answered by customer service</p>
<p>920 planning applications determined</p>	<p>49 projects put out for public consultation</p>



## Service provided during 2014/2015 per \$100 of your rates:

### Capital Works Program



**\$26.44**

### Roads, Footpaths and Drainage



**\$13.70**

### Waste Services and Recycling



**\$12.18**

### Parks, Gardens and Sportsgrounds



**\$13.58**

### Planning and Environmental Management



**\$9.50**

### Arts, Culture and Libraries



**\$6.95**

### Aged and Disability Support Services



**\$3.99**

### Health, Children and Families



**\$4.45**

### Community Support and Development



**\$4.30**

### Customer Service, Governance and Administration



**\$0.30**

### Council Owned Community Buildings



**\$2.81**

### Risk Management and Insurances



**\$1.78**

Note: The above amounts cover only the funds raised from household rates and charges. Most services also attracted further funds, such as grants, Federal and State Government funding and other revenue.

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*As a Council we are committed to supporting and working with our community to meet the ever changing needs of our City and its people and the environment. The past year has seen a great deal accomplished to support community wellbeing, build and maintain valuable community infrastructure, and improve service delivery.*

*– Cr Paul McLeish, Manningham Mayor*

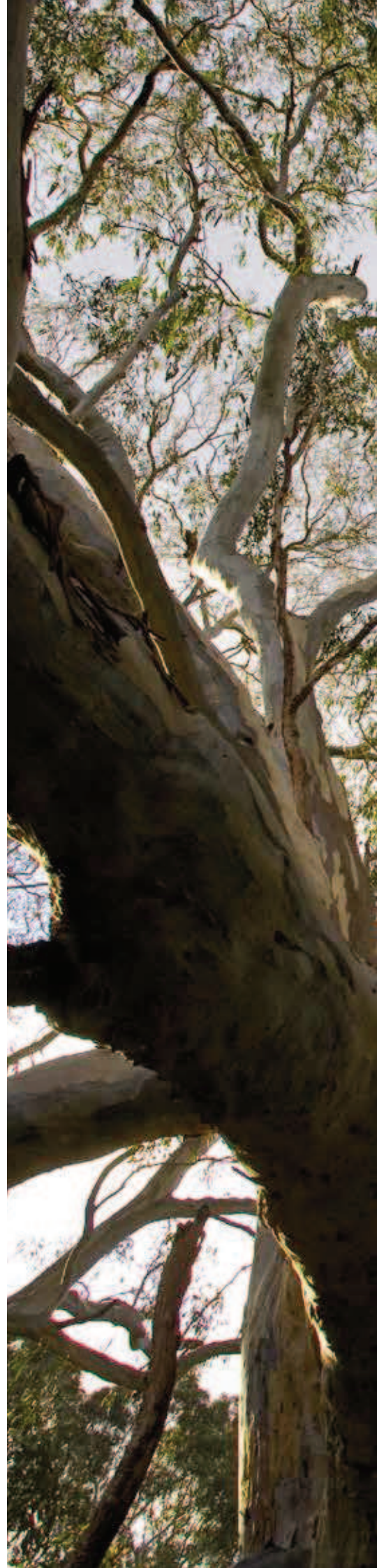
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*The preparation of the Annual Report affords both Council and the community the opportunity to reflect on the year that has passed and provide a thorough and in depth report on the highlights, challenges and wide ranging activities undertaken on behalf of our residents.*

*– Joe Carbone, CEO*

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# Year in Review

## Mayor's Message



On behalf of my fellow Councillors it is with great pleasure that I present Manningham Council's 2014/2015 Annual Report. As a Council we are committed to supporting and working with our community to meet the ever changing needs of our City and its people and the environment. The past year has seen a great deal accomplished to support community wellbeing, build and maintain valuable community infrastructure, and improve service delivery.

I am pleased to report at the end of our second financial year that we have continued to make significant progress in the implementation of our 2013 – 2017 Council Plan. The Council Plan is the major strategic document we developed, within the wider social and economic context, to outline the goals of Council and to guide the delivery of services and facilities.

In 2014/2015 a few of the highlights include:

- The start of work on the final stages of the Aquarena Aquatic and Leisure Centre Master Plan
- Providing \$1.5 million in community grants to fund 104 projects across Manningham
- The installation of a new pedestrian bridge over Mullum Mullum Creek to create a 4.5 kilometre off-road walking circuit
- Commencing the Live Well in Bulleen Community Strengthening Project
- Signing a Memorandum of Understanding with Cofely Australia to prepare a district energy project proposal for Doncaster Hill
- Presenting the Doncaster Rail petition with more than 4,000 signatures to State Parliament as part of our continued advocacy for heavy rail to Doncaster.

We have achieved a lot of important milestones this year; this report outlines our achievements and challenges as well as what is proposed in the year ahead for our Council and community.

In 2014/2015, Council's overall financial position remained strong and I encourage you look at the Financial performance overview starting on page 14 for more details.

One of the greatest challenges facing Manningham and all Councils in Victoria is the State Government's intention to introduce legislation that will cap the rates of local government in Victoria. When introduced, this will have a significant impact on future financial forecasting and planning for Council in and beyond the 2015/2016 financial year.

As a Council I believe we can all be proud of what has been achieved during 2014/2015 and I encourage all members of our community to read through this Annual Report to understand the wide range of initiatives underway and, the challenges and opportunities facing our 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 overview



The preparation of the Annual Report affords both Council and the community the opportunity to reflect on the year that has passed and provide a thorough and in depth report on the highlights, challenges and wide ranging activities undertaken on behalf of our residents.

We are living in testing and demanding times on both a national and state level, and local government in particular is about to go through a period of change and reform.

I am very pleased to report that thanks to many years of responsible governance and a range of recent initiatives, the City of Manningham is well positioned to not only provide for the current needs of our community but be flexible and resilient enough to face the future with confidence.

It is wonderful to have the opportunity to provide this update as I am very proud of what has been achieved throughout the past year with Council working with the community to deliver a variety of services and programs, complete a wide range of vital infrastructure projects and upgrades that support residents and community groups, while enhancing life in our City.

Our Capital Works program continues to deliver much needed community projects which includes both new and refurbished sports, recreation and community facilities, as well as upgrades to our much loved and highly frequented neighbourhood activity centres.

As part of our commitment to improve service and community wellbeing, some of our key activities included undertaking a major review of library services, introducing a new online animal registration process and delivering an emergency management prevention and preparedness education program.

In the past year we have also endorsed a new Community Engagement Framework to guide the way Council engages with our community and implemented a new Customer Service Policy and Complaint Handling Procedure.

We are continually endeavouring to find new and more efficient ways of doing things to improve the interaction between Council and our community and in 2014/2015 we completed an evaluation of our formal continuous improvement program with the goal of enhancing and expanding this program in the year ahead.

During the year there were also a number of changes to the organisational structure to assist us to better meet the needs of our internal staff and the community. This included some realignment of internal service units resulting in a reduced executive structure and formation of the Strategic Governance service unit. More details on these changes can be found on page 24 of this report.

In closing, I would like to take this opportunity to thank our Councillors, staff, volunteers and the community for their ongoing dedication to our wonderful City. I look forward to seeing what 2015/2016 will bring for Manningham as our city continues to grow and flourish.



**Joe Carbone**  
Chief Executive Officer

# Financial performance overview

## FINANCIAL PLANNING AND ACCOUNTABILITY FRAMEWORK

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

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

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



## FINANCIAL OVERVIEW 2014/2015

Council continues to maintain a strong financial position. A summary of Council's performance is outlined below. Detailed information relating to Council's financial position and performance is included within the Financial Statements section of this Annual Report, (see page 79).

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

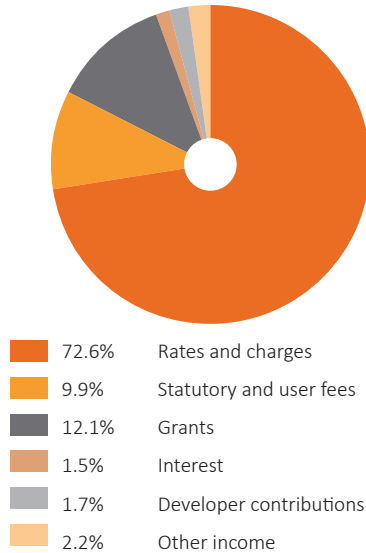
2014/2015 FINANCE OUTCOMES	ACTUAL (\$ MILLION)	BUDGET (\$ MILLION)	MOVEMENT (\$ MILLION)	
Operating surplus for the year	\$14.16	\$12.15	\$2.01	↑
Capital works program	\$34.27	\$29.18	\$5.09	↑
Net assets	\$1,800.09	\$1,585.08	\$215.01	↑
Operating revenues	\$120.21	\$115.56	\$4.65	↑
Operating expenditure	\$106.05	\$103.41	(\$2.64)	↑
Cash assets	\$48.82	\$35.06	\$13.76	↑
Borrowings	\$7.28	\$7.28	\$0	–

## OPERATING SURPLUS

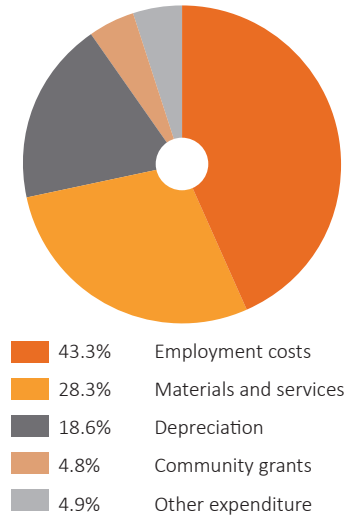
Council's operating surplus of \$14.16 million for 2014/2015 was \$2.01 million favourable to the Council's adopted budget of \$12.15 million.

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

## OPERATING INCOME 2014/2015



## OPERATING EXPENDITURE 2014/2015



### INCOME

A breakdown of Council's sources of income is shown in the graph above. Council remains dependant on rates and charges as its major source of income to fund community services and the renewal and upgrade of community assets. Other key sources of income include Government grants \$14.58 million (12.1 per cent of total income) and statutory and user fees of \$11.94 million (9.9 per cent).

Total income for the 2014/2015 financial year was \$120.21 million, \$3.88 million or 4 per cent above budget. The main factors contributing to the increase include:

- Higher than budgeted grants (operating and capital) of \$1.83 million; including \$1.59 million Financial Assistance Grants received in advance and \$440,000 in additional grants for the provision of Aged Care and Family and Children services
- Land assets transferred to Council from developers \$1.15 million
- Developer contributions for open space and development \$950,000
- User charges and fees \$640,000
- Interest on investments \$250,000.

### EXPENDITURE

Council spent a total of \$106.05 million in 2014/2015 which was \$2.64 million, or 2.6 per cent, more than the estimated. The result was mainly affected by the operating component of replacing infrastructure assets as part of the 2014/2015 capital works program. In addition to this, some expenditure budgeted in the capital works program has now been classified as non capital and transferred to operating expenditure.

A breakdown of Council's sources of income is shown in the graph above.

### CAPITAL INVESTMENT

During 2014/2015, Council invested \$29.18 million in renewing and upgrading community assets throughout the municipality. The major categories of capital works were roads, drains and bridges (\$11.09 million), community buildings, parks and recreation facilities (\$10.47 million) and enhancing our streetscapes and open spaces (\$1.37 million). For more information on key capital projects delivered during 2014/2015 please refer to page 18.

### FINANCIAL POSITION

Council's net worth (assets less liabilities) increased by \$215.01 million during 2014/2015 to \$1.80 billion.

The increase is mainly attributed to a 20.5 per cent increase in land assets of \$181.57 million that is broadly in line with property price increases in the community, and Council's extensive \$29.18 million investment in renewing and upgrading community assets through the capital works program.

## PERFORMANCE REPORTING

The Victorian Government has developed a new performance reporting framework to ensure that all councils are measuring and reporting on their performance in a consistent way. The framework became mandatory from 1 July 2014 and Council is required to report an audited performance statement (see page 125) as part of the 2014/2015 annual report.

The following table highlights Council's 2014/2015 performance across a range of key financial performance indicators.

FINANCIAL PERFORMANCE MEASURES			2014/2015	
			ACTUAL	ESTIMATE
<b>EFFICIENCY</b>				
E1	64	Average residential rate per residential property assessment	\$1,832	\$1,825
E2	63	Expenses per property assessment	\$2,282	\$2,225
E3	65	Resignations and terminations compared to average staff	8.3%	8.5%
<b>LIQUIDITY</b>				
L1	55	Current assets compared to current liabilities	206.1%	167.8%
L2	56	Unrestricted cash compared to current liabilities	60.4%	51.9%
<b>OBLIGATIONS</b>				
O2	57	Loans and borrowings compared to rates	8.3%	8.3%
O3	58	Loans and borrowings repayments compared to rates	0.3%	0.3%
O4	59	Non-current liabilities compared to own source revenue	8.0%	8.5%
O1	60	Asset renewal compared to depreciation	71.3%	85.7%
<b>OPERATING POSITION</b>				
OP1	54	Adjusted underlying surplus (or deficit)		
<b>STABILITY</b>				
S1	61	Rates compared to adjusted underlying revenue	76.5%	78.2%
S2	62	Rates compared to property values	0.2%	0.20%
<b>SUSTAINABLE CAPACITY INDICATION</b>				
C1	68	Expenses per head of municipal population	\$895	\$865
C2	69	Infrastructure per head of municipal population	\$5,944	\$5,786
C3	70	Population density per length of road	198	202
C4	66	Own-source revenue per head of municipal population	\$860	\$847
C5	67	Recurrent grants per head of municipal population	\$110	\$96
C6	71	Relative socio-economic disadvantage	10	10



# Services delivered

## SERVICES DELIVERED

In responding to community needs, Manningham Council provides more than 100 services in addition to the provision and maintenance of community assets. These services cover a range of areas, including aged care, parks and recreation, arts and culture, family and youth, building, planning, roads, governance, waste and recycling, environment, economic development, drains and footpaths.

For every \$100 of expenditure of which \$66.85 comes from rates, Council delivered the following services during 2014/2015.

SERVICES	AMOUNT FROM RATES	AMOUNT FROM OTHER REVENUE/ GRANTS	TOTAL
Capital works program	\$17.68	\$8.15	\$25.83
Roads, footpaths and drainage	\$9.16	\$0.77	\$9.93
Parks, gardens and sportsgrounds	\$9.08	\$0.26	\$9.34
Waste services and recycling	\$8.14	\$1.07	\$9.21
Planning and environmental management	\$6.35	\$1.24	\$7.60
Arts, culture and libraries	\$4.65	\$2.13	\$6.78
Health, children and families	\$2.98	\$3.91	\$6.89
Community support and development	\$2.88	\$0.09	\$2.97
Aged and disability support services	\$2.67	\$6.41	\$9.08
Council owned community buildings	\$1.88	\$0.01	\$1.89
Risk management and insurances	\$1.19	\$0.43	\$1.62
Customer service, governance, administration	\$0.20	\$8.67	\$8.87
<b>TOTAL</b>	<b>\$66.85</b>	<b>\$33.15</b>	<b>\$100.00</b>

## Manningham's major projects

Effective delivery of our capital 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 44 for a capital works expenditure breakdown.

Throughout 2014/2015, Council was committed to achieving real outcomes from our capital works program.



\$30.419 million (non-capitalised) capital projects were delivered in 2014/2015. A summary of projects and detailed examples are shown below.

- **Aquarena** – completed Stage 3A of the Aquarena Master Plan implementation works (upgrade of plant room) and commenced construction of stages four, five and six (therapy pool, increased dry fitness/exercise space, entry foyer, cafe, water play feature, and high level walkway access off the lower tier car park) – \$5.99 million
- **Tindals Road** – completed construction of stage one (Mullum Mullum Creek to Rainbow Valley Road) and started construction of stage two (Rainbow Valley Road to Stintons Road) – \$1.97 million
- **Drainage** – continued implementation of the Drainage Strategy Program, including upgrade and improvement works at Rosella/Cassowary Street, Birrarung Park, Summitt Drive, Thea Grove and Caprice Court – \$1.88 million
- **Neighbourhood Activity Centres** – implemented improvements and upgrade works at Jackson Court and Tunstall Square
- shopping centres – \$75,000
- **Mullum Mullum Creek Linear Park** – constructed a footbridge and boardwalks, carried out landscaping, erosion control works, fencing, bushland works and improvements to the Currawong Bush Park Conference Centre – \$650,000
- **Sportsground refurbishments** – improvements at Colman Park and Wonga Park Reserve – \$800,000.

# Our Council, Our City



# Manningham profile

## Manningham's suburbs include:

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

## THE CITY

Manningham is located in Melbourne's north-eastern suburbs, about 10 kilometres from the Melbourne CBD at its western boundary in Bulleen and extending to Wonga Park at its eastern extremity, 32 kilometres from the CBD. The City is bounded by the Yarra River and the municipalities of Banyule and Nillumbik in the north, Yarra Ranges in the east, Maroondah, Whitehorse and Boroondara together with Koonung Creek in the south, and Banyule and the Yarra River in the west.

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 our 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.

## POPULATION

Manningham is a diverse community with its current estimated resident population of 118,521 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 139,771.

- 51.4 per cent are female, 48.6 per cent are male
- Median age 42 years
- Children 0 – 14 years of age make up 16.4 per cent of the population and people aged 65 years and over 19 per cent

- 36.5 per cent were born overseas, with China and Italy providing the highest representation
- 38.8 per cent, almost four out of ten, speak a language other than English at home. Almost 15 per cent speak a Chinese dialect at home.

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

## 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)

# Councillors

Manningham is divided into three wards – Heide, Koonung, and Mullum Mullum – with three Councillors elected to represent each ward.

Councillors are elected by the community for a four year term following an election.

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. The next Council election is due in October 2016.

Together, the Councillors develop the strategies and policies, and make the key decisions to help shape how our City will develop in the future.



**CR GEOFF GOUGH**

**HEIDE WARD**

Date elected: 27 October 2012  
**p** 0412 345 081  
**e** geoff.gough@manningham.vic.gov.au



**CR DOT HAYNES**

**KOONUNG WARD**

Date elected: 27 October 2012  
**p** 0425 718 937  
**e** 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



**CR JIM GRIVOKOSTOPOULOS**

**HEIDE WARD**

Date elected: 27 October 2012  
**p** 0407 822 103  
**e** 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



**CR SOPHY GALBALLY**

**MULLUM MULLUM WARD**

Date elected: 27 October 2012  
**p** 0409 417 369  
**e** sophy.galbally@manningham.vic.gov.au



**CR MICHELLE KLEINERT (DEPUTY MAYOR)**

**HEIDE WARD**

Date elected: 27 October 2012  
**p** 0400 902 822  
**e** 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



**CR PAUL MCLEISH (MAYOR)**

**MULLUM MULLUM WARD**

Date elected: 27 October 2012  
**p** 0435 806 684  
**e** paul.mcleish@manningham.vic.gov.au

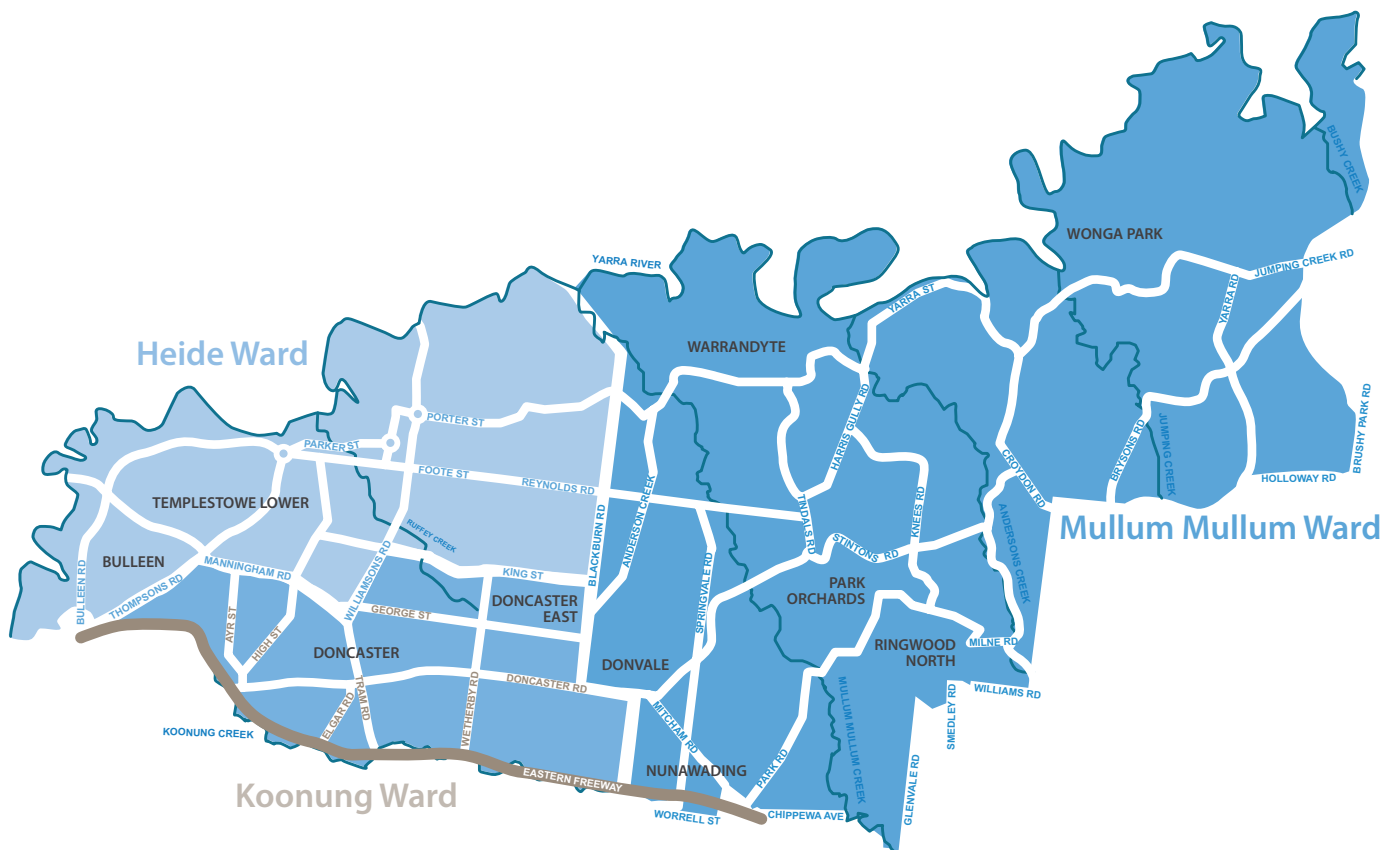
# Council wards

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

HEIDE WARD
<ul style="list-style-type: none"> <li>— Bulleen</li> <li>— Templestowe</li> <li>— Templestowe Lower</li> </ul>

KOONUNG WARD
<ul style="list-style-type: none"> <li>— Doncaster</li> <li>— Doncaster East (south of Doncaster Road)</li> <li>— Nunawading (part)</li> </ul>

MULLUM MULLUM WARD
<ul style="list-style-type: none"> <li>— Doncaster East</li> <li>— Donvale (significant parts)</li> <li>— Park Orchards</li> <li>— Ringwood North (part)</li> <li>— Warrandyte</li> <li>— Warrandyte South</li> <li>— Wonga Park</li> </ul>



# The organisation

Manningham Council is led by the Chief Executive Officer, who operates under the guidance of the elected Council. The CEO is supported by four Directors, who collectively form the Executive Management Team.

The CEO is directly accountable to the Mayor and Councillors who are elected by Manningham residents. 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.

## JOE CARBONE CHIEF EXECUTIVE OFFICER Commenced position January 2013

### 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** Bachelor of Health Administration (UNSW)

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

## TERESA DOMINIK DIRECTOR PLANNING AND ENVIRONMENT Commenced position April 2012

### Areas of responsibility

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

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

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

## PHILIP LEE DIRECTOR SHARED SERVICES Commenced position December 2013

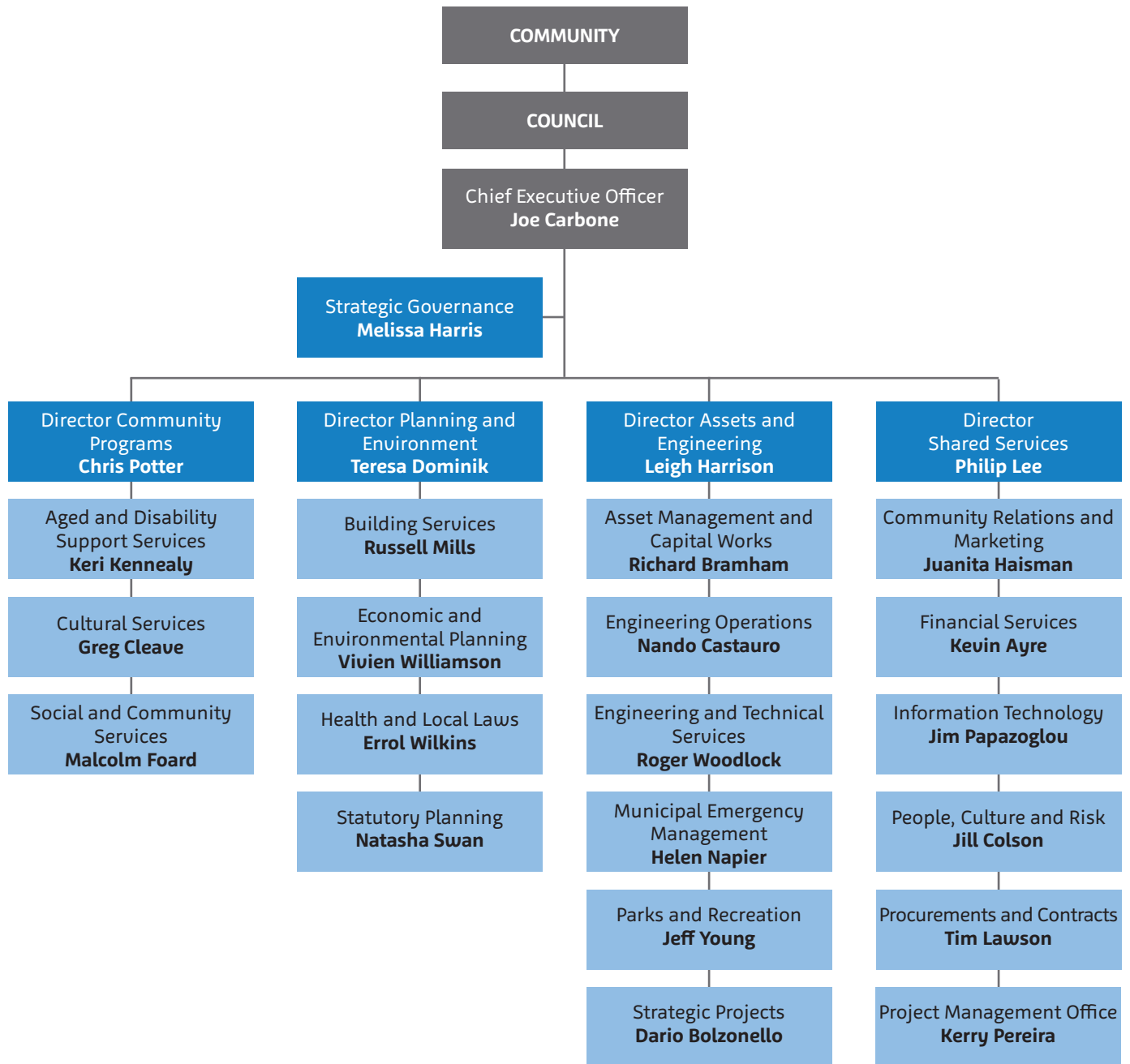
### Areas of responsibility

- Community Relations and Marketing
- Customer Service and Function Centre
- Financial Services
- Information Technology
- People, Culture and Risk
- Procurement and Contracts
- Project Management Office

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

# Organisational chart

Manningham Council's organisational structure as at 30 June 2015.



## MAJOR CHANGES

During 2014/2015, there were a number of changes to the organisational architecture to realign the structure to better meet the needs of external and internal customers.

This included the realignment of the former Governance Services directorate. A number of service units changed reporting lines – Records Management to Information

Technology, Customer Service (incorporating the Function Centre) and part of the Engagement and Corporate Development service unit to Communications and Marketing, and Continuous Improvement and Audit functions to Human Resources.

The changes included the formation of the Strategic Governance service unit, comprising the Governance Team, Mayor and Councillors Support, Corporate Planning, Grants and Advocacy.

As a result, there were changes to service unit names – Human Resources to People, Culture and Risk, and Communications and Marketing to Community Relations and Marketing – to more accurately reflect their portfolio scope.



# Employee profile

The next few years will be a time of great transformation for the organisation as we prepare to meet the changing expectations of our community and State Government.

We need to shift mindsets 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 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
- 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

- Enterprise Agreement 6 was successfully negotiated and approved by the Fair Work Commission on 29 January 2015. The agreement became operative on 5 February 2015 and is effective until 30 June 2017 and provides the terms and conditions of employment for our employees
- Completed a review and roll out of a new Staff Code of Conduct. The Code is pivotal in enabling Council to provide contemporary professional and ethical services to our community
- Undertook a review and refresh of Council's Reward and Recognition Program. A revitalised program for Service and Excellence Awards, comprising quarterly presentations recognising staff who have achieved a service milestone was launched in April 2015, with a formal awards program to be rolled out in late 2015
- Revised our recruitment policy and procedures
- Participated in the 2015 Local Government Managers Australia (LGMA) Leadership Challenge
- Refined our corporate learning calendar to ensure it fulfills our strategic needs
- Commenced implementation of e-learning and performance and review software to ensure that we fulfill our legislative obligations.

*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 people

As at 30 June 2015, Manningham employed 737 people in a full time, part time and 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 and management. This equates to 507 full time equivalent (FTE) employees.

### MANNINGHAM EMPLOYEES 2015

The tables below shows the total number of full time equivalent (FTE) Council employees as at 30 June 2015 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*	9	23	34	29	40	135
Full Time – Male*	6	124	4	32	36	202
Part Time – Female*	1	6	101	20	11	139
Part Time – Male*	0	2	14	4	2	22
Casual – Female	5	0	0	2	2	9
Casual – Male	0	0	0	0	0	0
<b>TOTAL</b>	<b>21</b>	<b>155</b>	<b>153</b>	<b>87</b>	<b>91</b>	<b>507</b>

\* Includes permanent and temporary employees

### WORKFORCE PROFILE

The majority of our workforce is aged over 35 years (80.9 per cent), which is slightly lower than in 2013/2014. As at 30 June 2015, 52.1 per cent of our employees were aged between 46 and 65 years and 19.1 per cent less than 35 years. Most of our employees are positioned at the officer level (96.2 per cent) with senior management representing just 3.8 per cent of the total workforce. As reflected in the table below, our staff turnover was nine per cent, which is a slight decrease from the turnover rate for 2013/2014.

EMPLOYMENT CLASSIFICATION	Female FTE	Male FTE	Total FTE
Band 1	4	4	8
Band 2	34	11	45
Band 3	38	56	94
Band 4	35	25	60
Band 5	54	31	85
Band 6	60	34	94
Band 7	27	24	51
Band 8	10	21	31
Band not applicable	18	21	39
<b>TOTAL</b>	<b>280</b>	<b>227</b>	<b>507</b>

	2012/2013	2013/2014	2014/2015
Staff turnover	8%	10%	9%
Age profile (<35 years)	80.7%	81%	80.9%
Other level	96%	96.1%	96.2%
Senior officers*	4%	3.9%	3.8%

\* Comprises CEO, directors and managers

# Conditions of employment

Employees at Manningham are currently covered by the Manningham Council Enterprise Bargaining Agreement 2014 (EBA), which became operative on 5 February 2015.

Manningham offers a range of benefits to employees, including:

- Employee Assistance Program (for employees requiring personal or professional support. This program is provides confidential and independent support)
- Education Assistance Program to support staff to obtain TAFE and undergraduate/postgraduate qualifications. It provides up to \$2,406 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/governance training, project management)
- Leadership development, including participation in the annual LGMA Challenge and bi-monthly Manningham Leadership Team meetings.

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

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

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

In 2014/2015, the organisation partnered with the Australian Services Union (ASU) to deliver Equal Opportunity, Harassment and Bullying Awareness training across our indoor and outdoor Depot teams.

140 employees attended this training in 2014/2015, in addition to another 130 employees attending EO refresher training in 2013/2014.

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

- **Indicator:** Percentage of new employees receiving equal opportunity training within six months of commencement.  
Target: 100 per cent.  
Result: 98 per cent
- **Indicator:** Number of contact officers available across the organisation.  
Target: 6. Result: 6.

An e-learning software has also been purchased and is currently being implemented, which will support further EO training as part of the organisation's induction program.

## Celebrating achievements

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.

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. This year, 69 employees celebrated notable lengths of service with Manningham.

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

Manningham Council, individual staff and specific projects delivered by Council have also received external awards and recognition in 2014/2015, including:

- **Annual Report Awards** – the 2013/2014 Annual Report received a Gold Award at the Australasian Reporting Awards
- **LGPro Awards for Excellence** – finalist in the Special Projects category for the Three Partners Environmental Research initiative.



# Reporting on our performance



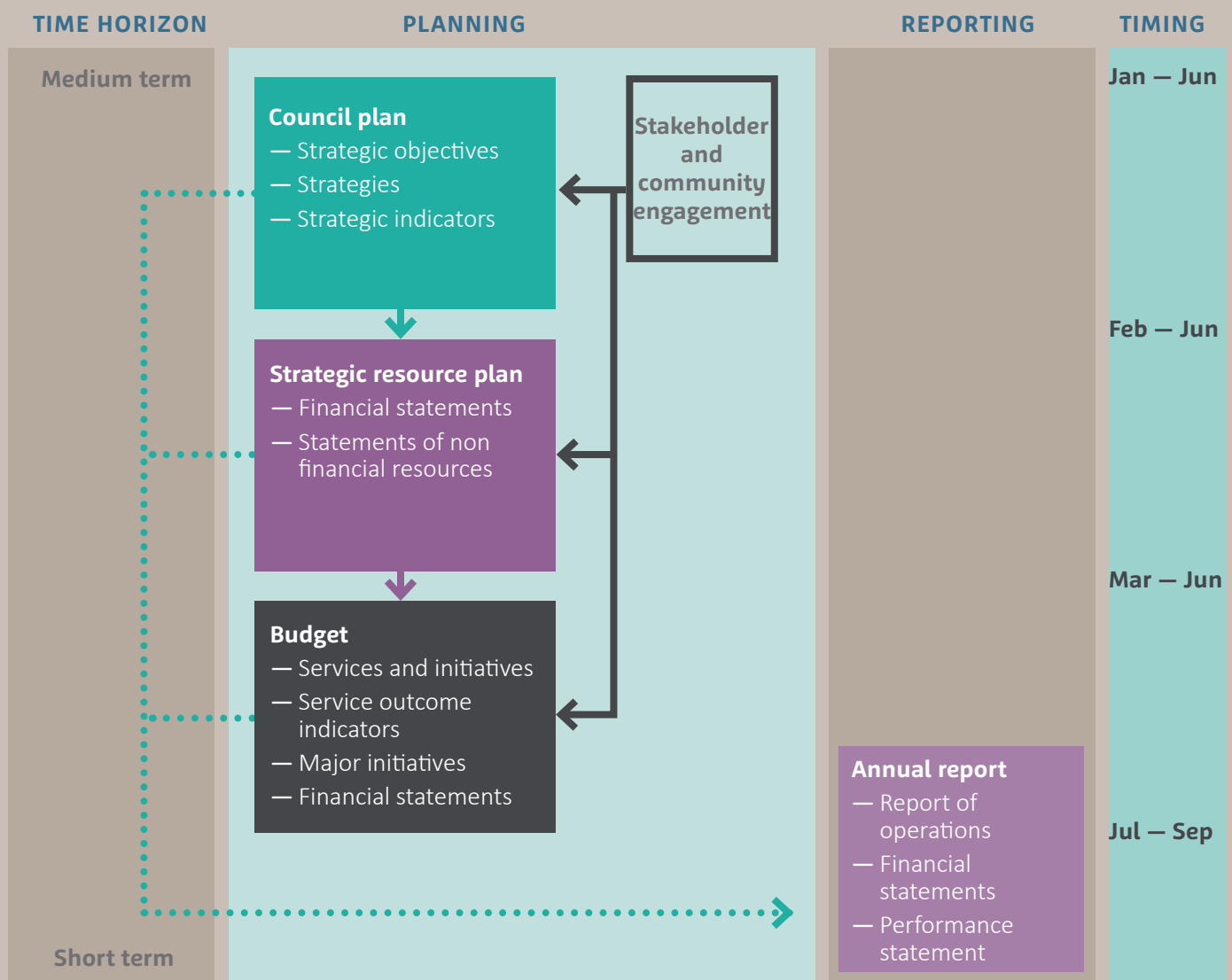
# Planning and Reporting Framework

In January 2014, the *Local Government Amendment (Performance Reporting and Accountability) Act 2014* was passed by the Victorian Parliament.

It requires Councils to prepare the following planning and reporting documents:

- Council Plan within the six months after each general election or 30 June, whichever is later
- Strategic Resource Plan for a period of at least four years
- Budget for each financial year
- 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 2014/2015 Annual Report, which is a requirement of the *Local Government Act 1989*, measures Council’s performance against what we said we would do in our 2013 – 2017 Council Plan.

For the first time, we will also be reporting on the outcomes of the annual Strategic Resource Plan 2014/2015 and annual Budget 2014/2015.

The Council Plan outlines the strategies to achieve the strategic objectives for the four year Council term. It also contains strategic indicators which are used to monitor the achievement of the strategic objectives.

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

The following are the six strategic objectives as detailed in the Council Plan.

## PERFORMANCE

Council’s performance for 2014/2015 has been reported against each strategic objective to demonstrate how we are performing in achieving the Council Plan. Performance has been documented as follows:

- Results achieved in relation to the Strategic Indicators in the Council Plan
- Progress in relation to the Initiatives and Major Initiatives identified in the Strategic Resource Plan
- Services funded in the Budget and the persons or sections of the community who are provided those services
- Results against the prescribed Service Performance Indicators and Measures.

In addition, we have included the key achievements and challenges for the year, along with service statistics, for each strategic objective, to further illustrate Council’s performance for the 2014/2015 financial year.

<b>OUR COMMUNITY SPIRIT</b>	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.
<b>ENJOY AND PROTECT OUR NATURAL SPACES</b>	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.
<b>GETTING FROM PLACE TO PLACE</b>	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.
<b>PLANNING FOR WHERE WE LIVE</b>	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.
<b>EVERYTHING WE NEED IS LOCAL</b>	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.
<b>COUNCIL LEADERSHIP AND ORGANISATIONAL PERFORMANCE</b>	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.

## Our community spirit

### ABOUT THIS OUTCOME

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

### 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

- Installed a series of Indigenous interpretative signs at Pound Bend in Warrandyte
- Launched a new online animal registration process; 198 online applications were made using the new application and this is expected to increase to 1,000 applications in the 2015/2016 financial year
- Endorsed the Access, Equity and Diversity Strategy 2014 – 2017 to highlight the importance of enhancing our rich diversity in Manningham
- Completed a major review of Council's Community Grants Program resulting in a streamlined program, reduced red tape and administrative procedures for community organisations
- Commenced the Live Well in Bulleen Community Strengthening Project to improve service access and delivery of programs and services, including:
  - » Development of a research paper, including consultation with more than 700 community members and funding of a project worker
  - » Project funding of \$322,828 by Council and the project partners to commence new community development projects in Bulleen and strengthen community partnerships.
- Provided opportunities to have a positive influence on people's mental wellbeing by reviewing and implementing the Mental Health Action Plan in July 2014
- Addressed the increase of youth binge drinking issues by delivering of youth binge drinking sessions to schools and sporting clubs in Manningham
- Public declaration of Manningham as a Migrant and Refugee Welcome Zone and hosting of a Regional Welcome Celebration on 26 June 2015. Attended by 450 community members, community groups and service agencies along with representatives of UNHCR (United Nations High Commission for Refugees) and the Refugee Council of Australia
- Hosted a range of activities including walks, tours, exhibitions and seminars for the annual Manningham Heritage Festival, which this year commemorated the ANZAC centenary
- Gaming Policy endorsed by Council for inclusion in the Manningham Planning Scheme on 26 June 2015.

## CHALLENGES

- Communicating with people in our linguistically diverse community with limited government funding available to access interpreter services in areas of high demand
- Addressing social isolation, depression, mental illness and health in our community
- Creating partnerships and securing grants to lever in-kind support for community programs and initiatives
- Achieving consequence focused, community led disaster resilience within Manningham, particularly given its diverse community composition and varying emergency risk exposure levels.

## YEAR AHEAD

- Implementation of the Live Well in Bulleen Community Strengthening Project
- Continued implementation of Emergency Management Prevention and Preparedness Education Programs to promote community resilience in times of emergency events
- Installation of Warrandyte township heritage plaques.

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## FAST FACTS

- 11 cultural and civic events, including:
  - » Dapper Day Out Seniors Event: 230 attendances
  - » Seniors Music Concert: 100 attendances
  - » Wurundjeri Stories Signage Launch: 250 attendees
  - » Witton's Reserve Wurundjeri Women's Ceremony: 200 attendees
  - » White Ribbon Day: 100 attendees
  - » Carols by Candlelight: 8,500 attendees
  - » Australia Day: 150 attendees
  - » International Women's Day: 50 attendees
  - » Pop Up Park @ MC Square: 5,000 attendees
  - » Reconciliation Week: 2420 attendees
  - » Seniors Morning Tea: 450 attendees
- 550 participants engaged in arts and cultural development projects
- 1,567 food premises inspections performed (1,463 in 2013/2014)
- 302 health premises inspections (335 in 2013/2014)
- 11,215 dogs registered (11,198 in 2013/2014)
- 4,448 cats registered (4,335 in 2013/2014)
- 32 drivers assisted through the L2P Learner Driver Program
- 718 requests for graffiti removal (782 in 2013/2014)
- \$1.5 million provided in community grants to fund 104 projects
- 37 school crossings supervised.

The following statement reviews the performance of Council against the Council Plan, including results achieved in relation to the strategic indicators included in the Council Plan.

STRATEGIC INDICATOR/MEASURE	2013/2014	2014/2015
<b>PERCEPTIONS OF SAFETY – WALKING ALONE DURING THE DAY</b> Percentage of people who feel safe walking alone in local area during the day.	97.4 per cent	97.4 per cent
<b>PERCEPTIONS OF SAFETY – WALKING ALONE DURING THE NIGHT</b> Percentage of people who feel safe walking alone in local area during the night.	67.8 per cent	67.8 per cent
<b>CULTURAL DIVERSITY MAKES OUR COMMUNITY A BETTER PLACE TO LIVE</b> Percentage of people who believe cultural diversity makes our community a better place to live.	65 per cent	72 per cent
<b>FEELING PART OF THE COMMUNITY</b> Percentage of people who believe they feel part of the community.	61 per cent	66 per cent
<b>OPPORTUNITIES TO VOLUNTEER</b> Percentage of people who agree they have opportunities to volunteer and contribute to their community.	67 per cent	74 per cent
<b>FOOD SAFETY EXCELLENCE</b> The number of food premises issued with the Five Star Food Safety Award.	116	111

The following statement reviews the progress of Council in relation to the Initiatives and Major Initiatives identified in the 2014/2015 Budget.

MAJOR INITIATIVE/MEASURE	PROGRESS
<b>Implement the Active for Life Recreation Strategy to improve the health and wellbeing outcomes for the community.</b> Completion of the remaining high priority actions in the Recreation Strategy by 30 June 2015.	Completed. The nominated high priority actions in the Recreation Strategy have been completed.
INITIATIVE/MEASURE	PROGRESS
<b>Undertake an Emergency Management Prevention and Preparedness Education Program to increase community resilience in times of disaster.</b> Delivery of the Emergency Management Prevention and Preparedness Education Program by 31 March 2015.	Completed. All programs and initiatives scheduled for 2014/15 were delivered as planned in partnership with key agencies and community groups.
<b>Develop a Road Safety Strategy Action Plan for 2015 and 2016 designed to target behavioural change, resulting in safer roads and a reduction in road related casualties and fatalities.</b> A Road Safety Action Plan for 2015 and 2016 submitted to Council by 31 December 2014 for adoption.	Completed. The Action Plan was adopted by Council by 31 December 2014.

The following statement provides information in relation to the services funded in the 2014/2015 Budget and the persons and/or sections of the community who are provided the service.

SERVICE	DESCRIPTION	NET COST
		ACTUAL BUDGET VARIANCE \$000
<b>CULTURAL SERVICES</b>	This service manages, develops and delivers a range of arts and cultural facilities, services and programs for residents of, and visitors to, Manningham.	415 414 (1)
<b>COMMUNITY EVENTS, PROGRAMS AND COMMUNITY GRANTS</b>	Delivery of a comprehensive events and festivals program, provides support for community-run festivals and cultural services.	356 445 89
<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.	663 723 60
<b>HEALTH AND LAWS, FOOD SAFETY AND ANIMAL MANAGEMENT</b>	Protecting the community's health and wellbeing by coordinating food safety support programs, animal management and enforcement of municipal local laws.	1,156 1,066 (90)
<b>BUILDING SERVICES</b>	Provision of statutory building services to the community including processing of building permits, emergency management responsibilities, fire safety inspections, audits of swimming pool barriers and investigations of complaints and illegal works.	415 498 83
<b>STREET LIGHTING</b>	Provision of street lighting on Council's road network to enhance the safety and security of our community.	1,078 1,289 211
<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.	1,095 1,134 39
<b>TRAFFIC CONTROL AND SCHOOL CROSSINGS</b>	Supervision and monitoring of car parking facilities, school crossings and traffic control at community events to promote the safe use of Council and community assets.	85 81 (4)
<b>GRAFFITI REMOVAL</b>	Facilitates the prompt removal of graffiti from Council properties and private properties where the graffiti is in a prominent position along main roads.	87 72 (15)

The following statement provides the results of the prescribed Service Performance Indicators and measures.

SERVICE/INDICATOR/MEASURE	RESULT	VARIANCE
<b>ANIMAL MANAGEMENT</b>		
<b>Service standard</b> <i>Animals reclaimed</i> Percentage of collected registrable animals under the <i>Domestic Animals Act 1994</i> reclaimed.	67.2 per cent	First year of LGPRF reporting
<b>Service cost</b> <i>Cost of animal management service</i> Cost to Council of the animal management service per registered animal under the <i>Domestic Animals Act 1994</i> .	\$33.12	First year of LGPRF reporting
<b>Health and safety</b> <i>Animal management prosecutions</i> Number of successful animal management prosecutions.	24	First year of LGPRF reporting
<b>FOOD SAFETY</b>		
<b>Service standard</b> <i>Food safety assessments</i> Percentage of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment.	99.7 per cent	First year of LGPRF reporting
<b>Service cost</b> <i>Cost of food safety service</i> Direct cost to Council of the food safety service per food premises registered by Council, or for which Council has received notification, during the year.	\$575.74	First year of LGPRF reporting
<b>Health and safety</b> <i>Critical and major non-compliance outcome notifications</i> Percentage of critical and major non-compliance outcome notifications followed up by Council.	91.6 per cent	First year of LGPRF reporting

## Enjoy and protect our natural spaces

### ABOUT THIS OUTCOME

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

### 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
- Open space and recreation planning
- Septic tank inspections
- Parks and recreation
- Drainage
- Graffiti removal.



## ACHIEVEMENTS

- Finalist in the LGPro Awards for Excellence Special Projects category for the Three Partners Environmental Research initiative
- More than half the collected residential kerbside collection waste was recycled
- Delivered the inaugural 'Smart Living' program which educated more than 1,300 residents on healthy buying habits, meal planning and smart garden design, with the overall aim of helping residents reduce the amount of waste sent to landfill
- Demonstrated energy efficiencies, reduced carbon emissions and cost reductions through installation of a large solar system at the Council Depot (99kW) and endorsement of duct-sealing and draught-proofing measures at the Civic Centre
- Completed the Integrating Regional Vulnerability Analysis (IRVA) project in partnership with other northern councils which will help set directions for dealing with fire, flood and heatwave
- Signed a Memorandum of Understanding with Cofely Australia (a subsidiary of the

multinational utility company GDF SUEZ); the first step in preparing a detailed district energy project proposal for the Doncaster Hill Activities Area

- Implemented a domestic solar panel program with sustainability provider Positive Charge with more than 200 requests received for home inspections and quotes
- Reviewed the Domestic Wastewater Management Plan. As a result, Council will continue to monitor septic systems and ensuring they are maintained appropriately, and take part in current EPA legislative reforms and the Yarra Valley Water trial of onsite solutions for the Park Orchards backlog area
- Delivered a Litter Hotspot Project in Warrandyte which involved the installation of additional bin infrastructure, including recycling bins and an education program at three local primary schools.

## CHALLENGES

- Preparation of the Open Space Future Needs Plan required much greater financial analysis than originally envisaged and this has consequently delayed its finalisation

- Council has had to address a rise in the incidences of illegal dumping in street litter bins, by increasing the frequency of collection from twice per week to daily, and removing or relocating bins
- Environmental work is large scale and requires the participation of multiple players, partnerships, agencies, policies and funds to be successful. The last several years has seen a decline as a result in changes in legislation, funding, etc. which has been partially been offset by a highly motivated local community.

## YEAR AHEAD

- Identify and resolve long term management issues associated with Council's ownership of land
- 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
- Implement the Bolin Bolin Billabong Integrated Water Management Project.

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## FAST FACTS

- 11,030 trees/shrubs planted (10,750 in 2013/2014)
- 28 sportsgrounds have been converted to warm season grass since 2006/2007
- Waste services provided to households, including:
  - » 43,492 domestic garbage bins
  - » 43,331 recycle bins emptied
  - » 24,483 – 240 litre garden waste bins emptied
  - » 13,428 – 120 litre garden waste bins emptied
  - » 1,316 commercial bins emptied on a weekly basis
- Collected 9,502 kilograms of household chemical waste at the annual Detox Your Home Chemical Drop Off Day for recycling
- 11,500 recycle bin inspections completed, with 5,517 households presented 'congratulatory cards' for placing correct material in their recycle bin
- Council's environmental education and information programs, events and activities continue to be popular with residents:
  - » Delivered 10 nature walks, along with 11 environment seminars and five associated field trips
  - » 4,300 volunteer hours direct to land management works by Landcare networks
  - » 11 properties totalling 44 hectares received weed control works
  - » More than 400 primary school students attended a Young Leaders Sustainability Day to participate in a range of hands-on sustainability activities
  - » 85 landowners took advantage of Council's Local Environment Assistance Fund (LEAF) for restorative and management works
  - » 1,300 people attended the Smart Living Program, a series of six seminars designed to introduce residents to sustainability.

The following statement reviews the performance of Council against the Council Plan, including results achieved in relation to the strategic indicators included in the Council Plan.

STRATEGIC INDICATOR/MEASURE	2013/2014	2014/2015
<b>HOUSEHOLD WASTE RECYCLING</b> Percentage of household waste diverted from landfill.	56 per cent	53.7 per cent
<b>AMOUNT OF TREES PLANTED</b> Number of trees planted in local government area.	10,750	11,030
<b>EXTENT OF OPEN SPACE</b> Total hectares of local government area classified as open space.	N/A	17 per cent
<b>VALUE OF PARKS AND OPEN SPACES</b> Percentage of people who agree that Manningham's parks and open spaces are a feature of this area.	64 per cent	72 per cent
<b>PARTICIPATION IN SUSTAINABILITY PROGRAMS</b> The number of people participating in Council's sustainability programs.	4,968	5,405

The following statement reviews the progress of Council in relation to the Initiatives and Major Initiatives identified in the 2014/2015 Budget.

MAJOR INITIATIVE/MEASURE	PROGRESS
<b>Implementation of the Interim Waste Management Strategy to increase the amount of material being recycled thereby decreasing the amount of waste being sent to landfill.</b> Proportion of waste diverted from landfill greater than 57 per cent.	Completed. All of the activities for the Waste Management Strategy for implementation in 2014/2015 were undertaken. However, the proportion of waste diverted from landfill was 54 per cent, just short of the measure of success, partly due to a reduction in the amount of paper households now receive with e-communications.
INITIATIVE/MEASURE	PROGRESS
<b>Provide education, engagement and monitoring activities to enable Council and the community to enjoy and manage their environment in a sustainable manner.</b> Delivery of: — 18 major natural environment projects — Four major environmental education/stewardship projects, and — Seven major sustainability projects.	Completed. All major projects across Natural, Environmental, Sustainability and Community Education have or continue to be delivered as planned.
<b>Implement the recommendations of the Open Space Strategy 2014, in particular the preparation of an Open Space Future Needs Plan to create an accessible and well connected open space network that supports a healthy community and environment.</b> A draft Open Space Future Needs Plan completed by 30 June 2015.	In progress. The draft Open Space Future Needs Plan is 95 per cent complete, and is expected to be presented to Council for endorsement during 2015/2016.
<b>Develop Energy Performance Contracts (EPC) to improve environmental and financial performance for Council buildings.</b> Implementation of Phase 1 of Energy Performance Contracts.	Completed. Phase 1 of Energy Performance Contracts implemented.

The following statement provides information in relation to the services funded in the 2014/2015 Budget and the persons and/or sections of the community who are provided the service.

SERVICE	DESCRIPTION	NET COST
		ACTUAL BUDGET VARIANCE \$000
NATURAL AND BUILT ENVIRONMENT	Leads the protection and enhancement of biodiversity values, an integrated response to climate and energy issues and sustainable development policy and practice.	1,033
	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.	1,084
	Delivery of a range of programs and community capacity building.	51
OPEN SPACE AND RECREATION PLANNING	Preparation and implementation of Council's Open Space and Recreation Strategies.	620
	Management, planning and development of linear parks, conservation reserves and reserves of municipal significance.	616 (4)
SEPTIC TANK COMPLIANCE	This service includes assessing applications, sand analysis, location identification for property owners. The objective is to protect the environment and enhance community health.	148
		193
		45
PARKS AND RECREATION	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.	11,427
		11,074
		(353)
WASTE SERVICES	Kerbside rubbish collections of garbage, hard waste and green waste from all households and some commercial properties in Council. Provision of a waste call centre, and education services Strategic planning of waste services.	9,400
		10,432
		1,032
UNDERGROUND DRAINS	Inspection, maintenance and cleaning of underground drains to ensure correct operation. A depreciation expense of \$3.34 million is recognised on the \$200 million worth of drainage assets assigned to this activity.	4,286
		4,130
		(156)

The following statement provides the results of the prescribed Service Performance Indicators and measures.

SERVICE/INDICATOR/MEASURE	RESULT	VARIANCE
<b>WASTE COLLECTION</b>		
<b>Satisfaction</b> <i>Kerbside bin collection requests</i> Number of kerbside bin collection requests per 1000 kerbside bin collection households.	74.4 requests	First year of LGPRF reporting
<b>Service standard</b> <i>Kerbside</i> Number of kerbside collection bins missed per 10,000 scheduled kerbside collection bin lifts collection bins missed.	6.41 bins missed	First year of LGPRF reporting
<b>Service cost</b> <i>Cost of kerbside garbage bin collection service</i> Direct cost of the kerbside garbage bin collection service per kerbside garbage collection bins.	\$103.80	First year of LGPRF reporting
<i>Cost of kerbside recyclables collection service</i> Direct cost of the kerbside recyclables bin collection service per kerbside recyclables collection bins.	\$23.36	First year of LGPRF reporting
<b>Waste diversion</b> Percentage of garbage, recyclables and green organics collected from kerbside bins that is diverted from landfill.	53.7 per cent	First year of LGPRF reporting

# Getting from place to place

## ABOUT THIS OUTCOME

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 assets, including:
  - » Roads and streets
  - » Bridges
  - » Footpaths
  - » Kerb and channel
- Line marking
- Traffic management
- Signs and street furniture
- Public transport advocacy.





## ACHIEVEMENTS

- Progressed the implementation of the Manningham Bicycle Strategy. Shared paths were constructed along Denhart Street and Doncaster Road to access Jackson Court Shopping Centre and works were completed on the shared path on Heidelberg-Warrandyte Road between Pound Road and Oakland Drive. This also included installation of warning signs and bicycle symbol markings on local streets designated as preferred bicycle routes to highlight to motorists that cyclists are in the area
- Completed a Safe Road Crossing Points project priority listing for the construction of pedestrian refuge islands and other treatments to facilitate safe pedestrian and cyclist access across arterial and link roads. The priority listing will inform future Council advocacy and capital works delivery
- Footpath construction works completed at Knees Road, Union Street, Reynolds Road and Harris Gully Road at a cost of \$620,000
- Doncaster Hill Mode Shift Plan adopted to encourage residents to walk, cycle and use public transport
- Continued advocacy for Doncaster Rail through the Doncaster Rail Advocacy Steering Committee. Highlights include:
  - » Installation of an innovative virtual 3D station entrance on the MC<sup>2</sup> civic plaza
  - » Collecting more than 4,000 signatures on the Doncaster Rail petition and presenting it to State Parliament
- The installation of a new pedestrian bridge as part of a \$400,000 project to complete missing links over the Mullum Mullum Creek to create a 4.5 kilometre off-road walking circuit
- Works completed to improve access to shared pathway linking Koonung Creek Linear Park with the Doncaster Park and Ride
- Five primary schools implemented Active Travel Plans supporting the behaviour change program to approximately 2,900 students and their families, encouraging them to be active in their commute to school.

## CHALLENGES

- Council is pushing for the State Government to reassess its position not to proceed with Phase Two of the Doncaster Rail Study – the detailed planning work – to ensure delivery of rail to Doncaster by 2029
- Federal Government freezing assistance grants funding which has reduced money available for roads in Manningham
- High demand for public transport has continued to put pressure on both the road network and bus system.

## 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
- Commence implementation of lower Doncaster Hill Mode Shift Plan actions.

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## FAST FACTS

- Five traffic calming devices installed
- 1.09 kilometres of new shared/bicycle paths constructed
- 0.95 kilometres of new footpaths constructed
- Ongoing maintenance and renewal of a range of assets, including:
  - » Freeways/tollways: 13 kilometres
  - » State highways: 2 kilometres
  - » Declared arterial roads: 72 kilometres
  - » Local roads: 599 kilometres
  - » Footpaths: 860 kilometres
  - » Drains: 1,042 kilometres
  - » Kerb and channel: 883 kilometres
  - » Bicycle paths: 75 kilometres
  - » More than 9,000 likes on the Doncaster Rail Facebook page.

The following statement reviews the performance of Council against the Council Plan including results achieved in relation to the strategic indicators included in the Council Plan.

STRATEGIC INDICATOR/MEASURE	2013/2014	2014/2015
<b>EXTENT OF BUS PATRONAGE</b> Percentage of residents who travel on business in Manningham.	7.5 per cent	8 per cent
<b>EXTENT OF SUSTAINABLE CONNECTIVITY</b> Percentage of people who can get to where they need to go without using a car if they choose to.	17.2 per cent	17.5 per cent
<b>EXTENT OF FOOTPATHS</b> Percentage of Capital Works budget for construction of new footpaths and refurbishment and/or replacement of existing footpaths.	N/A	3.5 per cent
<b>EXTENT OF BICYCLE PATHWAYS</b> Length of existing bicycle pathways in local government area.	N/A	75 kilometres
<b>EXTENT OF RELIANCE OF MOTOR VEHICLES</b> Percentage of private dwellings who own two or more registered vehicles.	N/A	66 per cent

The following statement reviews the progress of Council in relation to the Initiatives and Major Initiatives identified in the 2014/2015 Budget.

MAJOR INITIATIVE/MEASURE	PROGRESS
<b>Advocate for the delivery of improved public transport options for Manningham, canvassing both bus service enhancements and delivery of heavy rail.</b> In the lead up to the 2014 state election, advocate to major political parties for a commitment to fund enhancements to bus services and strategic supporting infrastructure, as well as commitment to a rail link to Doncaster.	Completed. Council continues to advocate to the State Government to improve the delivery of public transport options for Manningham.
INITIATIVE/MEASURE	PROGRESS
<b>Identification and compilation of a prioritised list of proposed safe road crossing points on Council roads for funding advocacy purposes.</b> — Completion of a prioritised list of proposed safe road crossing points on Council roads. — Identification of the highest priority projects associated with State Arterial Roads for advocacy purposes.	Completed. A total of 32 crossings have been identified and prioritised for inclusion in Council's ten year capital works program or earmarked for advocacy to the State Government. Council will continue to advocate to VicRoads for funding the identified arterial roads.

The following statement provides information in relation to the services funded in the 2014/2015 Budget and the persons and/or sections of the community who are provided the service.

SERVICE	DESCRIPTION	NET COST
		ACTUAL BUDGET VARIANCE \$000
ROADS, STREETS AND BRIDGES	Day to day maintenance of Council roads, bridges and footpaths and includes both sealed and unsealed road maintenance such as repairs to potholes, patching, re-sheeting and minor works.	12,489
	A depreciation expense of \$8.62 million is included relating to the \$245 million value of roads, streets and bridges assigned to this activity.	12,747 258
FOOTPATHS, VEHICLE CROSSINGS, AND KERB AND CHANNEL MAINTENANCE	Maintenance of Council's extensive footpath, vehicle crossings and kerb and channel assets.	694
		592 (102)
LINE MARKING	Maintenance of line marking on roads.	334
	Traffic management treatments at school crossings, local roads and car parks.	351
		17
SIGNS AND STREET FURNITURE	Maintenance and repair of all traffic signals and roadside signs and furniture including guard rails on Council roads.	314
		236
		(78)
PUBLIC TRANSPORT	Advocate for improved public transport including Heavy Rail for Doncaster.	19
		20
		1

The following statement provides the results of the prescribed Service Performance Indicators and measures.

SERVICE/INDICATOR/MEASURE	RESULT	VARIANCE
<b>ROADS</b>		
<b>Satisfaction of use</b> <i>Sealed local road requests</i> Number of sealed local road requests per 100 kilometres of sealed local road.	97.1 requests	First year of LGPRF reporting
<b>Condition</b> <i>Sealed local roads below the intervention level</i> Percentage of sealed local roads that are below the renewal intervention level set by Council and not requiring renewal.	97.5 per cent	First year of LG Pro reporting
<b>Service cost</b> <i>Cost of kerbside garbage bin collection service</i> Direct cost of sealed local road reconstruction to Council per square metre of sealed local roads reconstructed.	\$275.97	First year of LGPRF reporting
<i>Cost of kerbside recyclables collection service</i> Direct cost of the kerbside recyclables bin collection service per kerbside recyclables collection bins.	\$20.55	First year of LGPRF reporting
<b>Satisfaction</b> <i>Satisfaction with sealed local roads</i> Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads.	68	First year of LGPRF reporting

# Planning for where we live

## ABOUT THIS OUTCOME

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

### 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
- Manningham Planning Scheme
- Infrastructure planning including for:
  - » Drainage
  - » Pathways
  - » Traffic treatments

- Capital works program
- Major projects (e.g. Doncaster Hill Strategy implementation, Aquarena Aquatic and Leisure Centre redevelopment)
- Geographic Information Systems (GIS)
- Graffiti removal.



## ACHIEVEMENTS

- An independent audit of our road maintenance functions demonstrated full compliance with Council's Road Management Plan
- Adopted a structure plan for Tunstall Square shopping centre. Developed in consultation with residents, traders, property owners and other stakeholders, it will provide direction for the future use and development over the next 20 years
- The Minister for Planning approved an Amendment C101 to the Manningham Planning Scheme to rezone the Eastern Golf Course site for residential development
- New development is underway at five sites in Doncaster Hill, and works are poised to start at a further three sites – a total of 690 apartments – along with 17 approved planning permits totalling 2,420 apartments.
- Council resolved to seek authorisation from the Minister for Planning to prepare and exhibit Amendment C110 which is proposing changes to planning controls for non-residential uses (e.g. medical centres), aged care facilities and outbuildings (e.g. sheds) to provide clearer guidance within the Neighbourhood Residential, General Residential, Low Density Residential and Residential Growth Zones in Manningham
- Completed a major refurbishment of the Currawong Bush Park Conference Centre
- Participation and involvement in the Municipal Association of Victoria (MAV) Step Asset Management Program, and achieving the required 'core' competency levels in asset management
- Worked with local skateboarders and skate park designers on the redevelopment of Bulleen Bowl Skate Park at Swanston Reserve in Templestowe Lower
- Endorsed the Manningham Problem Gambling Study and subsequently amended our Planning Scheme (Amendment C108) to provide a stronger evidence base and planning framework to support our decision making in managing the growth and location of electronic gaming machines and venues in Manningham
- Progressed implementation of the Mullum Mullum Reserve Management Plan following the plan's adoption in September 2014 including:
  - » A planning permit has been granted to carry out a range of improvement works, including line marking the lower car park, widening and upgrading the entrances at Springvale and Reynolds roads, construction of new and upgrade of existing pedestrian paths, landscaping and installation of prototype stormwater treatment rain gardens
  - » Work has commenced on the final design for a five court, multi-use stadium, to address the shortfall of court space in Manningham
- Started works on stage two of the Tindals Road reconstruction, between the western entrance to Donvale Christian College and the western approach to the Stintons Road roundabout. Work is anticipated to be complete by October 2015
- Spent \$1.88 million to implement a range of works from the Drainage Strategy. This includes installing around 230 metres of additional drainage to complement the existing system along Florence Avenue, Donvale to protect Donvale preschool and adjoining properties. Drainage improvement works were also completed in Summit Drive, Caprice Court, Birrarung Reserve and the Rosella/Cassowary catchment
- Playgrounds at seven reserves upgraded with new play equipment, seating, picnic tables, and paths as part of the Neighbourhood Park Development Program. A new fitness station was installed at Doncaster Reserve, and nature play areas set up at Zerbes and Finns reserves.

## CHALLENGES

- 69 per cent of all planning applications were determined within 60 days, which is below the target of 80 per cent. Council has continued to receive a high volume of planning applications in the past 12 months, with 986 applications compared to 949 in 2013/2014 and 734 for 2012/2013. The volume of work has affected our capacity to achieve targeted turnaround times for the year within existing resources
- A growing number of new developments across the municipality, including the Eastern Golf Course site, will create a significant growth in assets needing to be maintained in future. Building activity has also increased with the total number of building permits up by 1,690 in 2014/2015, and building permits for dwellings with more than two units (70) up by 25 per cent
- The State Government announced a refresh of the State Planning Strategy, Plan Melbourne, and as part of this, the former Ministerial Advisory Committee has been reconvened to address a number of issues and matters omitted from the document. Council will continue to advocate for improvements to the document to reflect the needs of the community
- Realising opportunities for affordable and disability housing
- Finalise flood mapping for the first five catchments of the municipality, for introduction into the Manningham Planning Scheme.

**YEAR AHEAD**

- Concept planning and design of a state of the art multi-use sports stadium at Mullum Mullum Reserve
- Undertake a Planning Scheme Amendment to introduce a local Environmentally Sustainable Design policy, in conjunction with partner councils
- Continue to implement the high priority actions of the Manningham Residential Strategy by developing new planning policies and controls.

**FAST FACTS**

- 920 planning applications processed (799 in 2013/2014) comprising:
  - » 100 Fast Track applications
  - » 795 Non-Fast Track applications
  - » 25 VicSmart applications
- Provided advice on 154 pre-application submissions (133 in 2013/2014)
- 69 per cent of planning applications determined within 60 statutory days
- Three Planning Scheme Amendments gazetted
- 1,415 building permits issued (1,224 in 2013/2014)
- Investigated 183 building complaints (158 in 2013/2014)
- \$34.27 million Capital Works Program, of which:
  - » \$30.42 million (\$29.18 million capitalised) was spent (88.8 per cent)
  - » 55 out of 60 projects were delivered (91.7 per cent)
- 900 drainage requests responded to (887 in 2013/2014)
- 15,012 road drainage pits checked and cleared (18,025 in 2013/2014)
- 8,710 kilometres street sweeping completed (excluding transit)
- 90,599m<sup>2</sup> of Council roads resurfaced (61,900m<sup>2</sup> in 2013/2014)
- \$35,000 distributed through the Heritage Restoration Fund.

The following statement reviews the performance of Council against the Council Plan, including results achieved in relation to the strategic indicators included in the Council Plan.

STRATEGIC INDICATOR/MEASURE	2013/2014	2014/2015
<b>HOUSING DIVERSITY</b> Number of approved building permits issued for single dwellings, multi-unit developments and apartments.	246	341
<b>HOUSING AFFORDABILITY</b> Percentage of households spending 30 per cent or more of their gross household income on rent or mortgage payments.	N/A	15.5 per cent
<b>INVESTMENT IN COMMUNITY ASSETS</b> Percentage of annual budget allocated to capital works.	33.9 per cent	33 per cent
<b>DELIVERY OF CAPITAL WORKS PROJECTS</b> Actual capital expenditure against adopted capital works budget greater than 90 per cent.	81.3 per cent	88.8 per cent

The following statement reviews the progress of Council in relation to the Initiatives and Major Initiatives identified in the 2014/2015 Budget.

MAJOR INITIATIVE/MEASURE	PROGRESS
<p><b>Provide a sports complex for increased and broader participation in highball associated events through the progression of the short term priorities of the Highball Infrastructure Plan at Mullum Mullum Reserve.</b></p> <p>Detailed design of a highball facility at Mullum Mullum Reserve 80 per cent complete by 30 June 2015.</p>	<p>Completed. The design of the stadium is being finalised. A report has been prepared for Council consideration and in principle endorsement prior to a planning permit application being submitted.</p>
INITIATIVE/MEASURE	PROGRESS
<p><b>Provide strategic input into the Eastern Region water cycle planning process to form the basis for the development of a strategic position paper in 2015/2016.</b></p> <p>Development of Manningham’s strategic position on a broad range of water cycle management issues by 30 June 2015.</p>	<p>Reassessed. The new State Government has a different focus on the whole of water cycle planning process. While Council awaits clarity for the eastern region, a number of water initiatives have been undertaken with local networks.</p>
<p><b>Implement the short term actions of the Manningham Residential Strategy 2012, consistent with the State Government’s reformed residential zones and Metropolitan Strategy.</b></p> <p>Annual report on the progression of 60 per cent of short term actions.</p>	<p>Completed. The annual report was completed which reported on 65 per cent of short term and ongoing actions of the Residential Strategy.</p>
<p><b>Implement the Doncaster Hill Mode Shift Plan to complement the Doncaster Hill Strategy.</b></p> <ul style="list-style-type: none"> <li>— Completion of Doncaster Hill Mode Shift Plan and commencement of implementation of short term actions, and</li> <li>— Completion of the Doncaster Hill Annual Report.</li> </ul>	<p>Completed. The Mode Shift Plan has been adopted by Council and implementation of the actions has commenced.</p> <p>A key action of is the development of a behaviour change plan to encourage the Doncaster Hill community to consider alternative transport modes when travelling in and around Doncaster Hill.</p>
<p><b>Identify further land subject to flooding in the Manningham Planning Scheme to improve management of future catchment flood levels.</b></p> <p>Preparation of an amendment to the Manningham Planning Scheme to apply the Special Building or Land Subject to Inundation Overlay to further land identified as subject to flooding in several municipal catchments.</p>	<p>In progress. Delays experienced in relation to the completion of the flood mapping. It is likely that final Council adoption of the proposed amendment will not occur until August 2016 for the first five catchments.</p>
<p><b>Completion of the 2014/2015 Capital Works Program to maintain, upgrade and develop Council’s assets to defined standards.</b></p> <p>Actual capital expenditure against adopted capital works budget greater than 90 per cent.</p>	<p>In progress. Council spent \$30.419 million (non-capitalised) on the Capital Works Program this year, or 88.8 per cent of the adopted budget of \$34.269 million, which is below Council’s target of equal to or greater than 90 per cent. The Capital Works Program has delivered 62 completed projects (75.6 per cent) out of a total of 82 against the adopted program.</p>

The following statement provides information in relation to the services funded in the 2014/2015 Budget and the persons and/or sections of the community who are provided the service.

SERVICE	DESCRIPTION	NET COST
		ACTUAL BUDGET VARIANCE \$000
<b>GEOGRAPHIC INFORMATION SYSTEMS (GIS)</b>	Provides data for Council's Geographic Information System (GIS), Global Positioning Systems (GPS), 3D virtual modelling, intranet and internet, Census demographics, mapping and general data collection.	604
		508
		(96)
<b>STRATEGIC LAND USE PLANNING AND PLANNING AND DEVELOPMENT</b>	Provision of strategic planning, urban design, landscape, heritage and development activities to ensure management of growth that is responsive to demographic, community, economic and social trends.	2,382
		2,343
		(39)
<b>STATUTORY PLANNING</b>	Responsible for the administration and enforcement of the Manningham Planning Scheme and various Acts and regulations pertaining to the statutory planning functions of Council.	2,176
		2,316
		140
<b>STRATEGIC PROJECTS</b>	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.	551
		687
		136
<b>INFRASTRUCTURE PLANNING</b>	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. The service plays a key role in delivering the capital works program and in the preliminary designs for future capital projects.	3,315
		3,207
		(108)
<b>DEVELOPER CONTRIBUTIONS</b>	Collection of developer contributions required under the Manningham planning framework with funds for Council's capital works program.	(2,074)
		(1,145)
		929



The following statement provides the results of the prescribed Service Performance Indicators and measures.

SERVICE/INDICATOR/MEASURE	RESULT	VARIANCE
<b>STATUTORY PLANNING</b>		
<b>Timelines</b> <i>Time taken to decide planning applications</i> Time taken to decide planning applications (median number of days between receipt and a decision).	45 days	First year of LGPRF reporting
<b>Service standard</b> <i>Planning applications decided within 60 days</i> Percentage of planning applications decisions made within 60 days.	69 per cent	First year of LGPRF reporting
<b>Service cost</b> <i>Cost of statutory planning service</i> Direct cost to Council of the statutory planning service per planning application.	\$2,196.12	First year of LGPRF reporting
<b>Decision making</b> <i>Council planning decisions upheld at VCAT</i> Percentage of planning application decisions subject to review by VCAT and that were not set aside.*	44.4 per cent	First year of LGPRF reporting

\* Noting this percentage comprises five decisions overturned by VCAT and substantial changes were made to proposed plans for three of the applications following Council's refusal of the application.

# Everything we need is local

## ABOUT THIS OUTCOME

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

### 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

- Libraries
- Aged and disability support
- Maternal and child health
- Immunisation
- Children and youth
- Art gallery and programs
- Economic development
- Tourism
- Manningham Function Centre
- Building maintenance of Council assets.



## ACHIEVEMENTS

- Implemented a range of health promotion activities, in partnership with community organisations, to deliver on actions in the Healthy City Plan and improve health outcomes for residents, including:
  - » Community education seminar for families focusing on obesity prevention in children
  - » Delivered of a targeted forum to the early years sector to encourage the introduction of healthy eating and physical projects in preschools and maternal and child health services
  - » The Biggest Winner Workshop on a no diet approach to health and wellbeing
  - » Men's health education sessions
  - » Participated in Premier's Active April, including the creation of online events calendar promoting a range of activities to encourage residents to do 30 minutes of physical activity each day that month
- Works on the implementation of the final stages (four, five and six) of the Aquarena Aquatic and Leisure Centre Master Plan commenced on 5 August 2014. The redevelopment works, expected to be complete by mid 2016, include a 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 the facility
- 87 per cent of all actions in the Economic Development Strategy have been delivered or completed. Highlights include:
  - » Several major business development events held to create a stronger business community, including the Business Excellence Awards and Women Inspiring Business Expo and Lunch
  - » Expansion of the Business Development Program to further support the local business community
  - » Council was an active participant in the development of a Regional Investment Attraction Strategy which will be finalised in 2015/2016
  - » Securing funding to promote local shopping strips as part of Business Victoria's Support Small Business Day promotion
  - » Finalisation of stage two of the Jackson Court shopping centre upgrade
- Completed a \$345,000 refurbishment of the Bulleen and Templestowe Senior Citizen Centre
- A review of Council's public immunisation services showed an 88.7 per cent satisfaction level from clients. A number of improvement opportunities were identified, including:
  - » Better targeting of children of 3½ years of age to attend age specific immunisation sessions
  - » Introduction of a 'talking book' for parents with limited English so that they understand the risks and benefits of immunisation before vaccinating their children
- Completed a major review of our libraries services which resulted in a commitment to investigate the future redevelopment of Bulleen and The Pines branch libraries
- Spent \$492,000 on upgrades and improvements at Council owned kindergartens, child care centres, community centres and maternal and child health centres

- Manningham Gallery continued to position itself as a major contemporary facility hosting a diverse range of regionally significant exhibitions, including a major exhibition from the National Portrait Gallery. It also developed a touring show 'Woven Worlds' which will be hosted in regional galleries in Victoria and NSW
- 143 entries received for the 2015 Manningham Victorian Ceramic Awards established by Council to support Victorian ceramic artists and acknowledge the special place ceramics has in Manningham.

## CHALLENGES

- Decommissioning and recommissioning of Mental Health Services resulting in relocation of Regional Mental Health service to another municipality, which has impacted on capacity of residents to access services at a local level
- Minimising business interruptions during the redevelopment of the Aquarena Aquatic and Leisure Centre
- Transition of Council's current Home and Community Care (HACC) funded services to the Commonwealth Home Support Programme (CHSP) was delayed as a result in changed timelines from the State and Commonwealth governments. Council will continue to support the transition with minimal disruption to ensure older residents and younger residents with a disability and their carers continue to have access to the care services they require over the transition period
- Library funding from the State Government has continually declined over the past decade, and Council has had to rely on rate revenue to cover the funding gap.

**YEAR AHEAD**

- Finish construction of the final stage of the Aquarena Aquatic and Leisure Centre Master Plan
- Monitor and evaluate the HACC (Home and Community Care) program transition to the Commonwealth Home Support Programme
- Undertake a feasibility study which identifies and investigates options for the future relocation of the Bulleen Library, including a community hub
- Continue to implement the Economic Development Strategy with a focus on enhancing Manningham’s tourism and activity centres to improve the City’s economy
- Continue to implement the Active for Life Recreation Strategy including the delivery of six diverse recreation programs that encourage the community to be more physically active in our open spaces.
- Manningham’s four library branches – Bulleen, Doncaster, The Pines and Warrandyte – provided:
  - » 615,679 visits (607,613 in 2013/2014)
  - » 1,218,826 loans (1,116,120 in 2013/2014)
  - » 62,315 reference inquiries (59,966 inquires in 2013/2014)
  - » 277,575 public computer and WiFi sessions (190,159 in 2013/2014)
- Eight Maternal and Child Health centres have supported:
  - » 1,124 new births
  - » 1,468 enrolments (498 were first time parents)
  - » 159 new parent groups
  - » 1,088 home visits to new families
  - » 4,067 active clients
  - » 73 clients visited by Enhanced Home Visiting Nurse
- 77,870 hours of child care provided to children aged 0 – 5 years at Early Years @ MC Square
- 56,463 meals provided in client homes and in group venues (68,072 in 2013/2014)
- 463,312 people visited Aquarena Aquatic and Leisure Centre
- Home and Community Care, Disability and Council funded support delivered a total of 167,692 hours of care, comprising:
  - » 66,495 hours general home care
  - » 29,625 hours personal care
  - » 23,956 hours respite
  - » 37,834 hours Planned Activity Groups
  - » 9,782 hours of Assessment and Care Planning
- 2,647 building maintenance requests responded to (2,634 in 2013/2014)
- 14,232 visits to the Manningham Gallery and 12 exhibitions
- 161 courses/workshops delivered by Manningham Art Studios to 11,212 participants
- 13 productions held at the Doncaster Playhouse
- 12,000 visitors per week accessing services at MC<sup>2</sup>
- 162 organisations and groups permanently hiring space within Council’s community venues
- 1,629 functions/events held at the Manningham Function Centre.

**FAST FACTS**

- 1,608 business operators engaged with Council through 57 business events (1,395 through 55 events in 2013/2014)

The following statement reviews the performance of Council against the Council Plan, including results achieved in relation to the strategic indicators included in the Council Plan.

STRATEGIC INDICATOR/MEASURE	2013/2014	2014/2015
<b>GOOD LOCAL FACILITIES AND SERVICES</b> Percentage of people who believe their local area has good facilities and services.	70 per cent	78 per cent
<b>EXTENT OF FOOTPATH TRADING</b> Number of footpath trading permits issues.	430	356
<b>PARTICIPATION IN SPECIAL RATE AND CHARGE SCHEME</b> Number of activity centres participating in the special rates and charge scheme for marketing and promotion.	3	3
<b>ACCESS TO LOCAL SHOPPING</b> Percentage of people who believe their local shopping areas provides for their everyday needs.	70 per cent	83 per cent
<b>ACCESS TO HEALTH SERVICES</b> Percentage of people who believe their local area has good access to health services.	71 per cent	73 per cent

The following statement reviews the progress of Council in relation to the Initiatives and Major Initiatives identified in the 2014/2015 Budget.

MAJOR INITIATIVE/MEASURE	PROGRESS
<p><b>Implement the Aquarena Aquatic and Leisure Centre expansion works to increase access to a range of fitness, leisure, relaxation and social opportunities.</b> 50 per cent of capital works implemented by 30 June 2015.</p>	<p>Completed. The implementation of stages four, five and six of the Aquarena Aquatic and Leisure Centre Master Plan continue to progress as scheduled. It is anticipated that the construction works will be completed in June 2016 as planned.</p>
<p><b>Prepare for the transition of Home and Community Care (HACC) services to the Commonwealth Home Care Program.</b> Transition from the current State HACC funded services to the Commonwealth HACC funded services by 1 July 2015.</p>	<p>In progress. Relies on the final agreement for the transition being finalised by the State and Commonwealth governments.</p>
INITIATIVE/MEASURE	PROGRESS
<p><b>Continue to deliver the short and medium term actions of the Manningham Economic Development Strategy in support of local businesses and to boost the local economy.</b> Completion or progression of 20 per cent of the actions of the Economic Development Strategy during 2014/2015.</p>	<p>Completed. As at 30 June 2015, 87 per cent of all actions in the strategy have been delivered or completed. A strong focus on partnerships and an increased role in regional issues has placed Manningham in a good position moving forward.</p>
<p><b>Implement Healthy Living priorities and actions in the Healthy City Plan in collaboration with local and regional services to enhance the health and wellbeing of the community.</b></p> <ul style="list-style-type: none"> <li>— Development of a targeted healthy lifestyle program</li> <li>— With a focus on men and children by 30 June 2015</li> <li>— Delivery of the healthy lifestyle program by 30 June 2015</li> <li>— Complete an evaluation of the program by 30 June 2015.</li> </ul>	<p>Completed. The Healthy Living priority introduced a new healthy lifestyle program targeted at men and children, with a number of activities being run throughout the year and with ongoing evaluation.</p>

The following statement provides information in relation to the services funded in the 2014/2015 Budget and the persons and/or sections of the community who are provided the service.

SERVICE	DESCRIPTION	NET COST
		ACTUAL BUDGET VARIANCE \$000
<b>LIBRARY SERVICES</b>	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.	3,608 3,671 <u>63</u>
<b>COMMUNITY SERVICES</b>	This service provides strategic planning, policy development and direct service provision for a diverse range of children, family and community services. Key services include maternal and child health, immunisation, Manningham early years and the co-ordination of \$1.35 million in funding and service agreement grants to community groups and co-ordinates the Community Grants Program.	4,912 4,861 <u>(51)</u>
<b>AGED AND DISABILITY SUPPORT SERVICES</b>	Assists 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. 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.	2,928 3,525 <u>597</u>
<b>ART GALLERY AND PROGRAMS</b>	Running of the Manningham 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.	233 334 <u>101</u>
<b>ECONOMIC DEVELOPMENT AND TOURISM</b>	Support the local business sector including promotional, educational and networking activities, investment attraction, promotion of tourism and driving enhancement of activity (shopping) centres.	472 475 <u>3</u>
<b>COUNCIL BUILDINGS</b>	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. Essential Safety Measures compliance requirements are also managed by this service. A depreciation expense of \$3.18 million is included relating to the building assets to this activity.	5,256 5,207 <u>(49)</u>
<b>FUNCTION CENTRE AND HALLS</b>	Management and hire of the Manningham Function Centre and hire of halls and other venues to community and commercial hirers.	(85) <u>(287)</u> <u>(202)</u>

The following statement provides the results of the prescribed Service Performance Indicators and measures.

SERVICE/INDICATOR/MEASURE	RESULT	VARIANCE
<b>LIBRARIES</b>		
<b>Utilisation</b> <i>Library collection usage</i> Number of library collection item loans per library collection item.	7.6 items	First year of LGPRF reporting
<b>Resource standard</b> <i>Standard of library collection</i> Percentage of the library collection that has been purchased in the last five years.	76.7 per cent	First year of LGPRF reporting
<b>Service cost</b> <i>Cost of library service</i> Direct cost to Council of the library service per visit.	\$5.12	First year of LGPRF reporting
<b>Participation</b> <i>Active library members</i> Percentage of active library members in the municipal population.	16.2 per cent	First year of LGPRF reporting
<b>HOME AND COMMUNITY CARE</b>		
<b>Service standard</b> <i>Compliance with Community Care Common Standards</i> Percentage of Community Care Common Standards expected outcomes met.	94.4 per cent	First year of LGPRF reporting
<b>Participation</b> <i>Participation in HACC Service</i> Percentage of the municipal target population that receive a HACC service.	22.6 per cent	First year of LGPRF reporting
<i>Participation in HACC Service by CALD people</i> Percentage of the municipal target population in relation to CALD people who receive a HACC service.	18.5 per cent	First year of LGPRF reporting
<b>MATERNAL AND CHILD HEALTH</b>		
<b>Satisfaction</b> <i>Participation in first MCH home visit</i> Percentage of infants enrolled in the MCH service who receive the first MCH home visit.	102.1 per cent	First year of LGPRF reporting
<b>Service standard</b> <i>Infants enrolled in the MCH service</i> Percentage of infants enrolled in the MCH service.	100 per cent	First year of LGPRF reporting
<b>Participation</b> <i>Participation in the MCH service</i> Percentage of children enrolled who participate in the MCH service.	98.6 per cent	First year of LGPRF reporting
<i>Participation in the MCH service by Aboriginal service</i> Percentage of Aboriginal children who attend the MCH service at least once (in the year).	91.7 per cent	First year of LGPRF reporting
<b>AQUATIC FACILITIES</b>		
<b>Service standard</b> <i>Health inspections of aquatic facilities</i> Number of inspections by an authorised officer within the meaning of the <i>Public Health and Wellbeing Act 2008</i> carried out per Council aquatic facility.	3 inspections	First year of LGPRF reporting
<i>Reportable safety incidents at aquatic facilities</i> Number of inspections by an authorised officer within the meaning of the <i>Public Health and Wellbeing Act 2008</i> carried out per Council aquatic facility.	2 incidents	First year of LGPRF reporting
<b>Service cost</b> <i>Cost of indoor aquatic facilities</i> Direct cost to Council less any income received of providing indoor aquatic facilities per visit.	\$1.38	First year of LGPRF reporting
<b>Utilisation</b> <i>Utilisation of aquatic facilities</i> Number of visits to aquatic facilities per head of municipal population.	3.91 visits	First year of LGPRF reporting

## Council leadership and organisational performance

### ABOUT THIS OUTCOME

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

### 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
- Governance
- Council and committee meetings
- Internal audit
- Records management
- Communications and marketing including:
  - » *Manningham Matters*
  - » Media Releases
  - » Speeches
- Manningham website
- Customer service.





## ACHIEVEMENTS

- Council has a new Customer Service Policy and Complaint Handling Procedure, which set out the organisation's expectations and staff responsibilities regarding complaints management, including the practices, procedures and behavioural characteristics necessary to achieve excellence in customer service
- Endorsed a Community Engagement Framework which will guide all engagement activities
- An evaluation of the formal continuous improvement program (Manningham Improvements) was completed in early 2015 which has led to a revised framework focusing on increased accountability, clarity, capacity building and leadership
- Celebrated National Reconciliation Week by exhibiting the revised Reconciliation Action Plan 2015 – 2017 for public comment. It includes a proposed change to the Acknowledgement of Country, and a change to when and where we fly the Flags of Australia
- Residents from a non-English speaking background are able to communicate with Council via a new and improved direct interpreter service

- Adopted a new Fraud and Corruption Policy and Fraud and Corruption Control Plan, and updated the Record Management and Privacy policies
- Council adopted the 2015/2016 Annual Budget together with the Strategic Resource Plan and Annual Initiatives 2015/2016. Highlights include:
  - » \$86 million for operational service delivery and \$37.62 million for the capital works program
  - » Rates for an average residential property in Manningham has been held to an increase of 3.53 per cent (\$64.15) or \$1.23 per week; the lowest increase in more than a decade
  - » Inclusion of 24 Initiatives, including six major initiatives, to deliver on the strategic objectives of the Council Plan
- The total corporate partnership funding achieved during 2014/2015 increased by 15 per cent from 2013/2014.

## CHALLENGES

- The State Government intends to introduce legislation that will cap the rates of local government in Victoria. It is foreshadowed this is will have a significant impact on future financial forecasting beyond the 2015/2016 financial year

- Attracting and retaining staff remains a key priority for Manningham. With an ageing demographic, proactive workforce planning to ensure that we can continue to provide the best services possible to our community remains a focus
- Proactively and creatively identifying and securing partnership funding to alleviate the ongoing pressure cost shifting by other tiers of government to deliver high quality services to our community.

## YEAR AHEAD

- Improve the operation of Council's customer call centre by investigating options to centralise its operation to improve customer service and service delivery outcomes
- Employ additional IT resources to help deliver a range of critical projects and systems needed to support customer service and service delivery outcomes
- 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
- Undertake a strategic assessment of Council's IT services and infrastructure and its overall readiness for cloud services, including a strategic roadmap
- Partner with similar councils in the MAV LEAP program to review and improve procurement expenditure practices.

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## FAST FACTS

- 49 projects were put out for public consultation
- Six issues of *Manningham Matters* produced with 53,000 copies distributed per issue
- Distributed regular newsletters and publications to the community including:
  - » Four issues of *The Rec Wrap*
  - » Four issues of the Doncaster Hill e-newsletter
  - » 18 issues of the Manningham Business e-newsletter
- Six issues of the *Social Butterflies* newsletter
- Three issues of the Live Well e-newsletter
- 227 media releases and media statements sent to local media outlets
- 131 speeches written for Council events, project launches and other functions
- 345,364 visits were made to [www.manningham.vic.gov.au](http://www.manningham.vic.gov.au)
- 1,875 people followed Council on Twitter and 987 on Facebook
- \$14.16 million operating surplus delivered
- 46,870 rates notices issued
- 169,452 calls answered by customer service
- Actioned 29,480 customer service requests (30,684 in 2013/2014)
- 16 Freedom of Information requests received and processed.

The following statement reviews the performance of Council against the Council Plan, including results achieved in relation to the strategic indicators included in the Council Plan.

STRATEGIC INDICATOR/MEASURE	2013/2014	2014/2015
<b>PARTICIPATION IN CITIZEN ENGAGEMENT</b> Percentage of people participation in citizen engagement in the last 12 months	N/A	40.5 per cent
<b>LOBBYING</b> Community satisfaction with Council's performance in lobbying on behalf of the community	Performance index rating of 61	Performance index rating of 60*
<b>COMMUNITY CONSULTATION AND ENGAGEMENT</b> Community satisfaction with Council's performance in community consultation and engagement	Performance index rating of 60	Performance index rating of 58*
<b>OVERALL PERFORMANCE</b> Community satisfaction with Council's overall performance	Performance index rating of 66	Performance index rating of 68*
<b>COMMUNITY ENGAGEMENT OPPORTUNITIES</b> Number of opportunities for the community to participate in Council's community engagement activities	30 opportunities	49 opportunities
<b>FINANCIAL PERFORMANCE</b> Achievement of Financial Strategy targets (2014/2015 is the first year of the Local Government Performance Reporting Framework indicators)	6 out of 8 targets met	8 out of 10 targets met (see below)
<b>TRANSPARENCY AND ACCESSIBILITY</b> The percentage of people who know enough about what Council is doing and what its priorities area	31 per cent	36 per cent
<b>QUALITY OF COMMUNICATIONS</b> Percentage of people who agree that communications they receive from Council is useful and informative	58 per cent	65 per cent
<b>SERVICE IMPROVEMENTS ON EFFICIENCIES AND EFFECTIVENESS</b> The number of continuous improvement initiatives undertaken across the organisation	4 initiatives	10 initiatives
<b>VALUE FOR MONEY</b> Percentage of people who believe that Council delivers value for money with respect to the services it provides	29 per cent	33 per cent

\* The source for results is the 2015 Local Government Community Satisfaction Survey.

## FINANCIAL PERFORMANCE AND SUSTAINABILITY

**Council ended 2014/2015 in a sound financial position with a strong balance sheet and a healthy surplus, through which operational services and the provision of community assets are funded.**

- Net assets increased by \$195 million to \$1.8 billion
- The surplus for the year was \$14.20 million, \$2.01 million more than budget.

Full details of Council's financial results are detailed in the 2014/2015 Financial Report and the 2014/2015 Performance Statement. The documents commence on page 79 and 125 respectively of this Annual Report.

The following strategic indicators of Council's financial performance are drawn from the audited results of Council and the Performance Statement.

- 7 per cent adjusted underlying result ratio, just below the target of 7.3 per cent
- 206.1 per cent working capital ratio, above the target of 167.8 per cent

- 67.5 per cent unrestricted cash to current liabilities ratio, above the target of 51.9 per cent
- 8.3 per cent loans and borrowings to rates ratio, equal to target of 8.3 per cent
- 8.0 per cent indebtedness ratio, above the target of 8.5 per cent
- 71.3 per cent asset renewal ratio, below the target of 85.7 per cent
- \$860 own source revenue per head of population, above the target of \$847
- \$110 recurrent grants per head of population, above the target of \$96.40.

The following statement reviews the progress of Council in relation to the Initiatives and Major Initiatives identified in the 2014/2015 Budget.

MAJOR INITIATIVE/MEASURE	PROGRESS
<p><b>Expand the Manningham Improvements program by increasing the number of continuous improvement projects.</b></p> <p>Ten cross-organisational projects delivered by 30 June 2015 that result in demonstrable service quality and performance improvements.</p>	In progress. Nine of the ten projects are on track to deliver improvements, with four currently trialling recommendations.
INITIATIVE/MEASURE	PROGRESS
<p><b>Implement the Sponsorship Prospectus Action Plan aimed at attracting funding partnerships and support to Council services, programs and events.</b></p> <p>The total partnership funding achieved in 2013/2014 to be exceeded in 2014/2015.</p>	Completed. The total partnership funding achieved in 2014/2015 has exceeded the previous financial year by 15 per cent.
<p><b>Implement a Community Engagement Framework to ensure a best practice approach for all our engagement activities.</b></p> <p>At least 50 per cent of the Service Units educated on the Community Engagement Framework.</p>	Completed. A revised Community Engagement Framework was endorsed by Council. The best practice approach continues to be embedded across the organisation to build capacity to better engage the community in Council activities.

The following statement provides information in relation to the services funded in the 2014/2015 Budget and the persons and/or sections of the community who are provided the service.

SERVICE	DESCRIPTION	NET COST
		ACTUAL BUDGET VARIANCE \$000
<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.	1,127 1,073 <u>(54)</u>
<b>COMMUNITY RELATIONS AND MARKETING</b>	Provides a range of activities to facilitate internal communication across the organisation, and between the organisation and the community and key stakeholders.	1,467 1,351 <u>(116)</u>
<b>CUSTOMER AND CIVIC SERVICES</b>	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.	2,811 2,812 <u>1</u>

The following statement provides the results of the prescribed Service Performance Indicators and measures.

SERVICE/INDICATOR/MEASURE	RESULT	VARIANCE
<b>GOVERNANCE</b>		
<b>Transparency</b> <i>Council resolutions made at meetings closed to the public</i> Percentage of Council decisions made at meetings closed to the public.	1.9 per cent	First year of LGPRF reporting
<b>Consultation and engagement</b> <i>Satisfaction with community consultation and engagement</i> Community satisfaction rating out of 100 with the consultation and engagement efforts of Council.	58 out of 100	First year of LGPRF reporting
<b>Attendance</b> <i>Councillor attendance at Council meetings</i> Percentage of attendance at ordinary and special Council meetings by Councillors.	92.6 per cent	First year of LGPRF reporting
<b>Service cost</b> <i>Cost of governance</i> Direct cost of the governance service per number of Councillors elected at the last general election.	\$41,044.84	First year of LGPRF reporting
<b>Satisfaction</b> <i>Satisfaction with Council decisions</i> Community satisfaction rating out of a 100 with how Council has performed in making decisions in the interest of the community.	60 out of 100	First year of LGPRF reporting



## Our governance system

# Our governance system

## HOW WE GOVERN

Manningham City Council 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
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 the Council's budget and Council Plan and Council Plan Action Plan when advertised each year
- Public forums such as question time at a Council meeting

- Become a member of the Household Panel, which is invited to participate in surveys, focus groups, workshops and other consultation activities 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 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 2014/2015, there were 12 Ordinary Meetings of Council and three Special Meetings of Council. The following table provides a summary of Councillor attendance at these meetings.

COUNCILLOR	ORDINARY	SPECIAL
Cr Meg Downie	12 out of 12	3 out of 3
Cr Sophy Galbally	11 out of 12	2 out of 3
Cr Jim Grivokostopoulos	12 out of 12	3 out of 3
Cr Geoff Gough	11 out of 12	3 out of 3
Cr Dot Haynes	11 out of 12	3 out of 3
Cr Michelle Kleinert (Deputy Mayor)	11 out of 12	2 out of 3
Cr Paul McLeish (Mayor)	11 out of 12	2 out of 3
Cr Stephen O'Brien	12 out of 12	3 out of 3
Cr Jennifer Yang	10 out of 12	3 out of 3

## STRATEGIC BRIEFING SESSIONS (SBS)

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

## 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.

The table below shows the appointments that were made by Council on 2 December 2014. These appointments are reviewed on an annual basis.

COMMITTEE	APPOINTEE(S)
Access and Equity Advisory Committee	Cr Kleinert (chair)
Audit Committee	Cr Gough Cr McLeish Cr Yang
Doncaster Rail Advocacy Steering Committee (DRASC)	Cr Grivokostopoulos Cr McLeish (chair) Cr Yang
Executive Performance Review Committee	Cr Galbally Cr Haynes Cr McLeish (chair) Cr Kleinert
Heritage Advisory Committee	Cr Downie (chair)
Manningham Art Collection Advisory Committee	Cr O'Brien (chair)
Manningham Charitable Fund Grants Assessment Panel	Cr Grivokostopoulos Cr McLeish (chair)
Municipal Emergency Management Planning Committee	Cr Downie (chair)
Municipal Fire Management Planning Committee	Cr Downie (chair)
Open Space and Streetscape Design Advisory Committee	Cr Galbally Cr Gough (chair) Cr Haynes
Senior Citizens Reference Group	Cr Downie (chair)
Sustainable Design Taskforce	Cr Downie Cr O'Brien (chair)
Transport Advisory Committee	Cr Galbally Cr Haynes (chair) Cr Kleinert

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

COMMITTEE	APPOINTEE(S)
Eastern Affordable Housing Alliance	Cr Sophy Galbally
Eastern Transport Coalition	Cr Jennifer Yang
Manningham Interfaith Network	Cr Dot Haynes
Manningham Promoting Character	Cr Dot Haynes
Metropolitan Transport Forum	Cr Paul McLeish
Metropolitan Waste Management Group	Cr Dot Haynes
Municipal Association of Victoria	Cr Sophy Galbally Substitute – Cr Jim Grivokostopoulos
Municipal Association of Victoria Planning Committee	Cr Meg Downie
Northern Alliance for Greenhouse Action (NAGA) Executive Committee	Cr Sophy Galbally
Victorian Local Governance Association	Cr Paul McLeish Substitute – Cr Jim Grivokostopoulos
Whitehorse Manningham Regional Library Corporation	Cr Jim Grivokostopoulos Cr Meg Downie

### CODE OF CONDUCT

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

### 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 they involve 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 2014/2015, four conflicts of interest were declared at Council and committee 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, which 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 24 December 2013 by 2.5 per cent. This was the annual adjustment as determined by the Local Government Minister and permitted under Section 73B of the *Local Government Act 1989*.

In 2014/2015, the allowances, including 9.50 per cent superannuation, were set at:

- Mayor, \$78,485
- Councillors, \$25,365.

### EXPENSES

There is an annual budget for Councillor expenses of \$9,685 per Councillor and \$11,840 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 2014/2015.

	2013/2014	2014/2015
<b>Budget</b>	\$88,260	\$89,320
<b>Actual</b>	\$56,099	\$85,835

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, Joe Carbone, 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 the 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.

Further reading, [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* Section 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 \$133,000.

As at 30 June 2015, Manningham had 28 senior officers, with a total remuneration of \$4,641,742 in 2014/2015.

In accordance with Section 11 of the Local Government (General) Regulations 2004, remuneration of all Senior Officers is available for public inspection. In addition, in May 2012, Council resolved to include a remuneration disclosure in its Annual Report disclosing the remuneration of the five most senior highly remunerated officers, including service contract duration, salary and benefits entitlements.

This disclosure shows that information as at 30 June 2015 and is in addition to the disclosure contained in the Related Party note in the Financial Statements.

NAME/POSITION	TERM AND DURATION OF CONTRACT	TOTAL REMUNERATION	OTHER BENEFITS
<b>Joe Carbone</b> Chief Executive Officer	Current contract period commenced in position on 21/01/2013. Contract expires on 20/01/17	\$328,800 (includes salary, and superannuation)	Ability to salary sacrifice for employer superannuation and Fringe Benefits Tax exempt benefits, five weeks annual leave and accrues Long Service Leave.
<b>Leigh Harrison</b> Director Assets and Engineering	Current contract period commenced in position on 09/03/2010. Contract expires on 09/03/2018	\$244,819 (includes salary, superannuation, and motor vehicle)	Ability to salary sacrifice for employer superannuation, motor vehicle and Fringe Benefits Tax exempt benefits, five weeks annual leave and accrues Long Service Leave.
<b>Philip Lee</b> Director Shared Services	Current contract period Commenced in position on 16/12/2013. Contract expires on 16/12/2016	\$238,800 (includes salary, and superannuation)	Ability to salary sacrifice for employer superannuation and Fringe Benefits Tax exempt benefits, five weeks annual leave and accrues Long Service Leave.
<b>Teresa Dominik</b> Director Planning and Environment	Current contract period Commenced in position on 05/04/2012. Contract expires on 04/04/2017	\$218,000 (includes salary, superannuation, and motor vehicle)	Ability to salary sacrifice for employer superannuation, motor vehicle and Fringe Benefits Tax exempt benefits, five weeks annual leave and accrues Long Service Leave.
<b>Chris Potter</b> Director Community Services	Current contract period Commenced in position on 15/07/2013. Contract expires on 14/07/2018	\$196,148 (includes salary and superannuation)	Ability to salary sacrifice for employer superannuation and Fringe Benefits Tax exempt benefits, five weeks annual leave and accrues Long Service Leave.

### STAFF 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.

In 2014/2015, Council undertook a significant review of the Employee Code of Conduct. This new code contains thirty elements structured around the requirements of the Act.

### 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 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 67. The following items have been highlighted as important components of the management framework.

## AUDIT COMMITTEE

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

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

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 Council assets
- Encourage compliance with all laws and regulations as well as use of best practice guidelines
- Enhance the credibility and objectivity of internal and external financial reporting
- Assist in maximising the effectiveness of the internal audit function

- Provide an effective means of communication between the External Auditor, Internal Auditor, Executive Management Team and the Council.

## AUDIT COMMITTEE MEMBERS AS AT 30 JUNE 2015

INDEPENDENT	COUNCILLORS
Mr Alan Fotheringham (chair)	Cr Paul McLeish
Dr Robert Sadler	Cr Jennifer Yang
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.

The Chief Executive Officer, Director Shared Services, Group Manager Finance, Manager People, Culture and Risk, the Co-ordinator Risk Management and Safety and the Internal Auditor (contractor – Crowe Horwath) attend Audit Committee Meetings. The Audit Committee conducts four ordinary meetings, with a fifth meeting convened to review the Annual Financial Statements. The Auditor General’s agent attends the special meeting to report any matters of significance in relation to the Financial Statements.

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

## INTERNAL AUDIT

Internal audit provides an independent and objective review and advisory service to provide assurance to the Council and management that Council’s financial and operational controls

designed to manage the Council’s risks and achieve its objectives are operating in an efficient, effective and ethical manner. Crowe Horwath is the current contractor performing the internal audit function.

The Internal Audit process assists Council and the Chief Executive Officer to accomplish our objectives by bringing a systematic, disciplined approach to improve the effectiveness of risk management, control and governance processes.

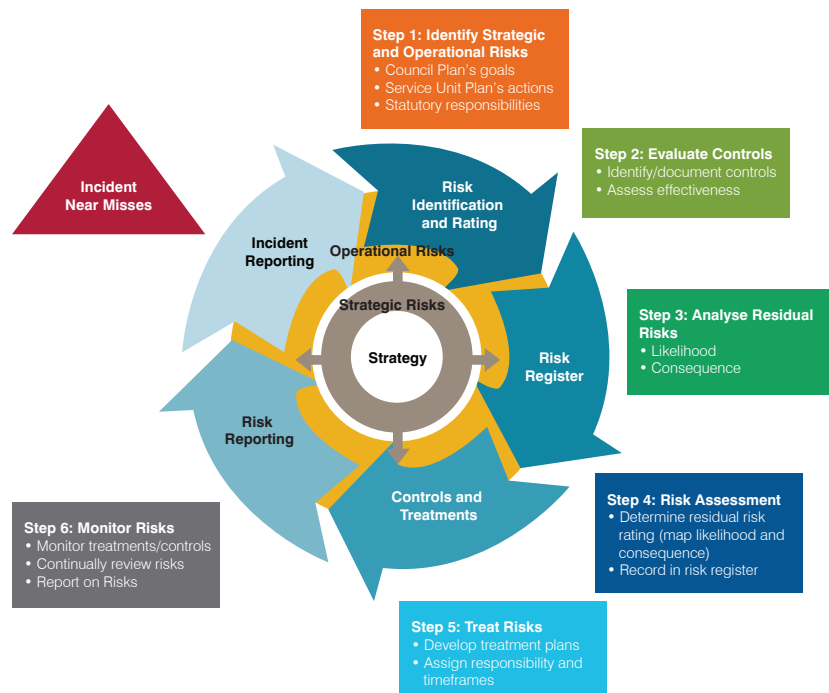
Council, in consultation with the Audit Committee and the Internal Auditor, develops an annual audit plan. The audit projects in the annual audit plan reflect a mix of Council’s identified enterprise risk exposures and operational risks as well as prudent compliance and performance audits.

The following reviews were completed in 2014/2015:

- Maternal and Child Health
- Immunisation Management
- Statutory Building
- Building Maintenance (Essential Safety Measures)
- Playground Maintenance
- Instrument of Delegations
- Fraud Management and Prevention
- Tendering, Conflict of Interest and Contract Management
- Privacy Act Compliance
- Procurement.

## EXTERNAL AUDIT

Council is externally audited by the Victorian Auditor-General’s Office (VAGO). For the 2014/2015 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 125 – 133 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 risk in order to protect the organisation and assist in the successful pursuit of its strategies and performance objectives.

Council's updated Risk Management Framework has been in place for 12 months and is progressively being implemented and embedded across the organisation. Activity has revolved around a quarterly review of the Risk Register and reporting to the Risk and Audit Committees, and presenting the first, six monthly Local Government Report to Council.

A Risk Management Cultural Measurement Tool has been created to monitor and measure the cultural development of enterprise wide risk management through measurement of performance indicators under the following categories: governance, knowledge and ownership and systems. Performance is assessed twice a year and presented to the Audit Committee.

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 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. Council's risk management process, consistent with the AS/NZS ISO 31000:2009, 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. Council's proactive under excess claims management system is mitigating claims escalating into large claims on Council's public liability policy. No new claims have been made on this policy since 2012, which has resulted in a premium reduction in the forthcoming 2015/2016 renewal terms.

## PROPERTY AND FIDELITY INSURANCE

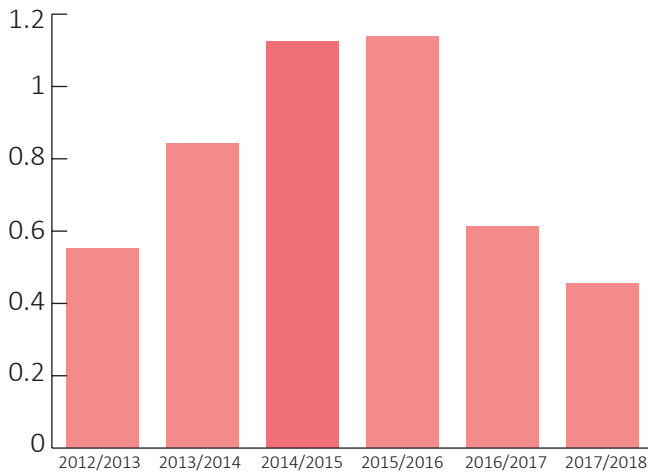
There has been a concerted effort across Council to reduce the potential for incidents that might result in claims. There was one building damage claim under the property policy in 2014/2015, which resulted in the insured successfully negotiating recovery action against the third party's motor vehicle insurer. This is expected to contribute towards reduced premium trending and savings in the next financial year.

## OCCUPATIONAL HEALTH AND SAFETY

Council continues its commitment to health and safety with a new OHS Policy Statement under our new slogan of "My Workplace. My Safety" with the expressed commitment of the Executive Management Team.

The stated commitment to the health and safety of employees, contractors and other stakeholders is the first of a renewed direction in OHS management which involves an OHS management system framework and revision of current policies, procedures and processes. The OHS management system will enable 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.

## WORKCOVER INDUSTRY PERFORMANCE RATING



Over the next year key policies and procedures will be reviewed in line with the new direction.

- **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 these committees to discuss topics of interest. Council continues to undertake consultation in regard to health and safety outside of formal committee structures, for example, by involving employees in risk assessments, hazard assessments and incident investigations.
- **Emergencies** – there are various types of emergency situations which could occur in Council buildings and surrounds. Council has set up an Emergency Planning Committee (EPC) to determine the types of emergencies and to ensure staff and the Emergency Control Organisation (ECO) are ready to act. The EPC meets at least quarterly to plan for emergencies and test current systems. Systems of response training provided by external consultants.

## WORKPLACE INJURIES AND CLAIMS

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

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 2015/2016 period.

The chart above illustrates Council's WorkCover performance rate for the last four years. With one being the industry average for Local Government, Council's performance currently sits at 0.455 which is 54.5 per cent better than our Local Government peers.

## 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 \$13.5 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 the 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 the standard of 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 2014/2015, Council invested \$14 million in asset renewal. Highlights included:

- Building restoration and refurbishment works at various Council buildings (Bulleen Templestowe Senior Citizens Centre, Doncaster East Preschool and Park Orchards Tennis Club) – \$2.12 million
- Road restoration and reseal works (Tunstall Road, Bourke Street and Rocklea Road) – \$3.15 million
- Restoration and renewal of Council's open space and recreational assets (fencing, water services, floodlighting and sports grounds) – \$440,000
- Ongoing replacement of Council's fleet of vehicles and mobile plant items – \$1.43 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. The ‘Core’ maturity level is the minimum level that all councils should attain and this was to be achieved by Manningham in December 2012.

There are 11 key assessment elements that the NAMAF includes to evaluate asset management performance. A summary of Manningham’s performance (scorecard) for 2014/2015 is outlined in the table below and it includes a comparison with outer metropolitan councils.

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 2015/2016 and will focus on achieving improved NAMAF outcomes, and to support further improvement in asset management performance, financial sustainability and service planning, that will assist Councils to achieve its strategic outcomes.

KEY ASSET MANAGEMENT ELEMENTS	OUTER METROPOLITAN	MANNINGHAM
Strategic planning	Excellence (95%)	Excellence (100%)
Annual budget	Excellence (100%)	Excellence (100%)
Annual report	Excellence (100%)	Excellence (100%)
Asset Management Policy	Excellence (100%)	Excellence (100%)
Asset Management Strategy	Excellence (100%)	Excellence (100%)
Asset Management Plans	Proficient (95%)	Excellence (100%)
Governance and management	Excellence (95%)	Excellence (100%)
Levels of service	Proficient (85%)	Excellence (100%)
Data and systems	Excellence (95%)	Excellence (97%)
Skills and processes	Excellence (95%)	Excellence (98%)
Evaluation	Proficient (90%)	Excellence (100%)

# 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 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 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 4 financial years)	Plan adopted in accordance with section 126 of the Act Date of adoption: 23 June 2015
<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)	Budget adopted in accordance with section 130 of the Act Date of adoption: 23 June 2015
<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 10 years)	Current plans in operation Drainage plan date of operation: 31 July 2007 Roads plan date of operation: 28 August 2012 Building plan date of operation: 28 August 2012 Parks 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 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 Date of operation: 30 September 2014
<b>Fraud policy</b> (policy outlining Council's commitment and approach to minimising the risk of fraud)	Current policy in operation 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> Date of preparation: 15 May 2015
<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> Date of approval: 24 June 2014
<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)	Current plan in operation Date of operation: 29 April 2015
<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)	Current plan in operation Date of operation: 29 April 2015
<b>Risk management framework</b> (framework outlining Council's approach to managing risks to the Council's operations)	Current framework in operation Date of operation: 30 September 2014
<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)	Committee established in accordance with section 139 of the Act Date of first establishment: 13 January 1998
<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)	Internal Auditor engaged Date of engagement: 8 September 2011

GOVERNANCE AND MANAGEMENT ITEMS	ASSESSMENT
<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)	Current framework in operation Date of operation: 29 April 2014
<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)	Current report Date of report: 23 June 2015
<b>Financial reporting</b> (quarterly statements to Council under section 138 of the Act comparing budgeted revenue and expenditure with actual revenue and expenditure)	Quarterly Statements presented to Council in accordance with section 138(1) of the Act Quarter 1 statement presented: 28 October 2014 Quarter 2 statement presented: 27 January 2015 Quarter 3 statement presented: 26 May 2015
<b>Risk reporting</b> (six-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies)	Reports prepared and presented Date of reports: 28 November 2014 and 6 March 2015
<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)	Reports prepared and presented Date of reports: 1 November 2014 and 22 May 2015
<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)	Annual Report considered at meeting of the Council in accordance with section 134 of the Act Date considered: 28 October 2014
<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)	Code of Conduct reviewed in accordance with section 76C of the Act Date reviewed: 25 June 2013
<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)	Delegations reviewed in accordance with section 98(6) of the Act Date of review: 31 March 2015
<b>Meeting procedures</b> (a local law governing the conduct of meetings of Council and special committees)	Meeting procedures local law made in accordance with section 91(1) of the Act Date local law made: 25 November 2005

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



Joe Carbone  
Chief Executive Officer



Cr Paul McLeish  
Mayor

Dated:

Dated:



# 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 Part 5 of the Local Government (General) Regulations 2004, the following is a list of the prescribed documents that are available for inspection on Council's website. Alternatively, they are available for inspection on request at the Civic Centre, 699 Doncaster Road, Doncaster, during normal office hours from 8.00 am to 5.00 pm on weekdays:

- Details of current allowances fixed for the Mayor and Councillors
- Details of senior officers' total annual remuneration for the current financial year and the previous year
- 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
- Names of Council officers who were required to submit a return of interest during the financial year and dates the returns were submitted
- Names of Councillors who submitted returns of interest during the financial year and the dates returns were submitted
- Agendas and minutes for ordinary and special meetings held in the previous 12 months except where such minutes relate to parts of meetings which have been closed to members of the public
- A list of all Special Committees established by Council and the purpose for which each committee was established
- A list of all Special Committees established by Council which were abolished or ceased to function during the financial year
- Minutes of meetings of Special Committees held in the previous 12 months, except if the minutes relate to parts of meetings that have been closed to members of the public
- Register of delegations kept
- Submissions received in accordance with Section 223 of the Act during the previous 12 months
- Agreements to establish regional libraries
- 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
- A list of the names of the organisations of which Council was a member during the financial year and details of all membership fees and other amounts and services provided during that year to each organisation by Council
- A list of contracts valued at \$150,000 or more which Council entered into during the financial year without first engaging in a competitive process.

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.

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

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

Secondly, Council's Manningham Improvements (MI) Program uses a continuous improvement methodology to investigate and improve service delivery. In 2014/2015, an evaluation of the MI program was completed and resulted in the introduction of a revised framework focusing on increased accountability, clarity, capacity building and leadership.

This year ten cross organisational projects were progressed:

- Depot store review
- Statutory Planning referral process
- Parks grass cutting schedule
- Council reports
- Community events registration
- Events booking process
- Community contacts database
- Common tasks at the depot
- Shared Services high volume transactions
- First aid kits.

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

### 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:

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

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

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

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

- Providing respite care support – regular, occasional, and school holiday through the Manningham Activities for Special Kids (MASK) program
- Facilitate monthly carer support groups, including the Senior Carers and Chinese Carers support groups
- Recognising carers during National Carer Week in October 2014 at a ceremony held at the Civic Centre.

### CONTRACTS

During the year Council entered into one contract valued at \$150,000 or more without first engaging in a competitive process. This was with United Energy for 'Pole Relocation King Street Templestowe Stage 1' for the value of \$398,200 including GST.

### DISABILITY ACTION PLAN

In accordance with Section 38 of the *Disability Act 2006* as Council has prepared a Disability Action Plan it must report on its implementation in its Annual Report.

In 2014/2015, Council implemented the following actions from its Disability Action Plan:

- Employ Outside the Box Eastern Metropolitan Region Forum engaged 170 local employers and representatives from

government, not for profit, business and industry, education and training, and disability employment service provider sectors on the business case for employing people with disabilities

- Investigated options and purchased a portable lift to provide wheelchair access to the Manningham Civic Centre function room stage for all events
- Supported Manningham YMCA Youth Services to deliver programs for young people with disabilities including the successful lab program and newly launched community kitchen
- As part of the MetroAccess program, 750 people participated in nine professional development events. This included education for disability and community service providers on inclusive approaches to service delivery, workshops for people with disabilities and families on how to build inclusive lives, and National Disability Insurance Scheme (NDIS) preparation training for service providers and people living with a disability
- 124 people participated in Launch Pad to Inclusion an event to highlight International Day of People with Disability and launch a week of 12 activities led in partnership with disability, community and sporting providers across Manningham
- Access and Equity Advisory Committee conducted bi-monthly meetings. It provides advice to Council on local issues, service delivery and planning for improved access, equity and inclusion within Council and the wider community
- Development and launch of a new corporate website to improve accessibility in accordance with the W3C Web Content Accessibility Guidelines.

## MUNICIPAL PUBLIC HEALTH PLAN

In accordance with the *Public Health and Wellbeing Act 2008* Council has prepared a Municipal Public Health Plan (Healthy City Plan 2014 – 2017) which outlines our legislative responsibilities in preparing, implementing and evaluating this plan every four years.

In 2014/2015 Council implemented the following initiatives from the Healthy City Plan 2014 – 2017:

- The Live Well in Bulleen Community Strengthening Project to improve service access and delivery of programs and services, including:
  - » Development of a research paper including consultation with over 700 community members and funding of a project worker
  - » Project funding of \$322,828 by Council and the project partners to commence new community development projects in Bulleen and strengthen community partnerships
- Providing opportunities to have a positive influence on people's mental wellbeing by reviewing and implementing the Mental Health Action Plan in July 2014
- Delivery of health promotion activities in partnership with community organisations that encourage Manningham residents to pursue healthier lifestyles and address risk factors impacting on their wellbeing including men's health programs, Biggest Winner workshops, Pop up Parks and workshops in schools
- Inner East Melbourne Medicare Local provided \$19,800 of funding to deliver a school based health and wellbeing programs in two schools in the Bulleen area, including:
  - » A health information session targeting children and families
  - » A capacity building forum for preschools and schools in Manningham
  - » A Bush Kinder Program encouraging nature play for children
- Held a highly successful White Ribbon Day Event targeting Faith Leaders and Cultural Groups and the signing of a Community Statement against Family Violence
- Addressed rising youth binge drinking issues through delivery of youth binge drinking sessions to schools and sporting clubs in Manningham.

### 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. It will be reviewed in the 2015/2016 financial year.

INDICATOR/MEASURE	TARGET	2014/2015	2013/2014	COMMENTS
<b>Dog registration rate</b> Expected number of dogs entered on system	2,067	1,704	1,676	1.7 per cent increase on 2013/2014 figures
<b>Cat registration rate</b> Expected number of cats entered on system	785	753	732	2.8 per cent increase on 2013/2014 figures
<b>Complaints management</b> Ensure animal management complaints are dealt with effectively and efficiently	95%	97%	96%	In 2014/2015, 726 animal management complaints were received with 705 completed on time
<b>Dog Attacks</b> Ensure all dog attacks are successfully prosecuted	100%	100%	N/A	There has been a slight increase in dog attacks; 110 in 2014/2015, compared to 92 the previous year. Of the 110, 28 have/will be prosecuted. Currently 16 are awaiting court action, while 12 have been successfully prosecuted in Court.
<b>Declared Dog Compliance Rates</b> Inspect all declared dogs and ensure compliance	100%	100%	100%	All declared dogs on database inspected by Council Rangers to ensure compliance
<b>Domestic Animal Business Compliance Rates</b> Inspect all domestic animal businesses and ensure compliance with the Code of Practice	100%	100%	100%	All domestic animal business registered with Council inspected to ensure compliance
<b>Dog Euthanasia Rate</b> Ensure euthanasia rates for dogs are kept to a minimum	Less than 5%	12/273 = 3%	8/365 = 2%	Out of 373 dogs impounded 12 were euthanised. This was mainly due to behavioural issues
<b>Dog Rehousing/Reclaim Rate</b> Ensure the reclaim and rehousing rate for dogs is maximised	Greater than 90%	332/373 = 89%	354/365 = 97%	More than 83 per cent of dogs were reclaimed, with approximately six per cent rehoused through the Blue Cross
<b>Cat Euthanasia Rate</b> Ensure euthanasia rates for cats are kept to a minimum	Less than 35%	46/162 = 28%	34/121 = 28%	A very low number of cats were euthanised due to an ongoing rehousing commitment with the Blue Cross
<b>Cat Rehousing/Reclaim Rate</b> Ensure the reclaim and rehousing rate for cats is maximised	Greater than 65%	106/162 = 65%	83/121 = 68%	More than 54 per cent of cats were rehouse through the Blue Cross and Maneki Neko, while 12 per cent were reclaimed

## 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 2014/2015 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. All enquiries relating to accessing documents under Freedom of Information should be direct to Council's Freedom of Information Officer on 9840 9333.

In 2014/2015, Council received and processed 16 Freedom of Information applications.

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 *Information Privacy Act 2000* and the *Health Records Act 2001*.

- *Information Privacy Act 2000* – no complaints were received during 2014/2015
- *Health Records Act 2001* – no complaints were received during 2014/2015.

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

## 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 2014/2015, 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 2014/2015 financial year.

**VICTORIAN LOCAL GOVERNMENT INDICATORS**

The State Government requires all Victorian Councils to measure and report annually against 11 Victorian Local Government Indicators (VLGIs). These indicators provide information regarding expenditure, cost of services and infrastructure provision, customer satisfaction and governance. The table to the right presents VLG I results for 2014/2015.

INDICATOR/MEASURE	2014/2015	2013/2014
<b>All Rates</b> Average rates and charges per assessment	\$1,876	\$1,803
<b>Residential Rates</b> Average residential rates and charges per assessment	\$1,826	\$1,756
<b>Debts</b> Average liabilities per assessment	\$644	\$632
<b>Operating Results</b> Operating results per assessment	\$305	\$285
<b>Operating Costs</b> Average operating expenditure per assessment	\$2,282	\$2,184
<b>Overall Performance</b> Community satisfaction rating for overall performance generally of Council	Index mean 68	Index mean 66
<b>Capital Expenditure</b> Capital expenditure per assessment	\$628	\$604
<b>Renewal</b> Infrastructure renewal	67%	68%
<b>Renewal and maintenance</b> Infrastructure renewal and maintenance	81%	81%
<b>Advocacy/Lobbying</b> Community satisfaction rating for Council’s advocacy and community representation on key local issues	Index mean 58	Index mean 61
<b>Community Engagement</b> Community satisfaction rating for Council’s engagement in decision making on key local issues	Index mean 58	Index mean 60

# Financial Statements



# Financial statements

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## Comprehensive Income Statement

For the Year Ended 30 June 2015

	Note	2015 \$'000	2014 \$'000
<b>Income</b>			
Rates and charges	3	75,142	71,256
Waste charges	3	12,149	12,070
Statutory fees and fines	4	1,665	1,740
User fees and charges	5	10,272	9,725
Contributions - cash	6	2,094	1,519
Contributions - non-monetary	6	1,618	3,034
Grants - operating (recurrent)	7	11,900	9,364
Grants - operating (non-recurrent)	7	236	71
Grants - capital (recurrent)	7	1,137	780
Grants - capital (non-recurrent)	7	1,304	1,524
Interest income	8	1,787	1,619
Other income	8	750	1,293
Share of gain from investment in associate	9	153	263
<b>Total income</b>		<b>120,207</b>	<b>114,258</b>
<b>Expenses</b>			
Employee costs	10	45,948	43,730
Materials, services and contracts	11	19,951	19,632
Net loss on disposal of property, plant and equipment, infrastructure, and other fixed assets	12	2,330	164
Depreciation and amortisation	13	19,754	19,507
Borrowing costs	14	294	240
Community grants	15	5,137	5,228
Utilities	15	2,538	2,709
Other expenses	15	10,093	9,851
<b>Total expenses</b>		<b>106,045</b>	<b>101,061</b>
<b>Surplus/(deficit) for the year</b>		<b>14,162</b>	<b>13,197</b>
<b>Other comprehensive income</b>			
Net asset revaluation increment/(decrement)	27(a)	180,582	75,512
<b>Total comprehensive result</b>		<b>194,744</b>	<b>88,709</b>

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

**Balance Sheet**

As at 30 June 2015

	Note	2015 \$'000	2014 \$'000
<b>Assets</b>			
<b>Current assets</b>			
Cash and cash equivalents	16	48,821	42,517
Trade and other receivables	17	7,706	6,208
Other assets	18	963	1,163
<b>Total current assets</b>		<b>57,490</b>	<b>49,888</b>
<b>Non-current assets</b>			
Trade and other receivables	17	31	31
Financial assets	19	169	163
Investment in associate	9	1,992	1,839
Property, plant and equipment, infrastructure, and other fixed assets	20	1,774,798	1,586,014
Intangible assets	21	1,617	1,808
<b>Total non-current assets</b>		<b>1,778,607</b>	<b>1,589,855</b>
<b>Total assets</b>		<b>1,836,097</b>	<b>1,639,743</b>
<b>Liabilities</b>			
<b>Current liabilities</b>			
Trade and other payables	22	9,702	9,909
Trust funds and deposits	23	6,103	5,173
Provisions	24	11,442	10,562
Income received in advance	25	643	573
<b>Total current liabilities</b>		<b>27,890</b>	<b>26,217</b>
<b>Non-current liabilities</b>			
Provisions	24	841	904
Interest-bearing loans and borrowings	26	7,279	7,279
<b>Total non-current liabilities</b>		<b>8,120</b>	<b>8,183</b>
<b>Total liabilities</b>		<b>36,010</b>	<b>34,400</b>
<b>Net Assets</b>		<b>1,800,087</b>	<b>1,605,343</b>
<b>Equity</b>			
Accumulated surplus		615,922	602,090
Asset revaluation reserves	27(a)	1,180,397	999,868
Other reserves	27(b)	3,768	3,385
<b>Total Equity</b>		<b>1,800,087</b>	<b>1,605,343</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 2015

2015	Note	Accumulated surplus \$'000	Asset revaluation reserves \$'000	Other reserves \$'000	Total \$'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

2014	Note	Accumulated surplus \$'000	Asset revaluation reserves \$'000	Other reserves \$'000	Total \$'000
Balance at beginning of the financial year		588,136	925,660	2,838	1,516,634
Surplus for the year		13,197	-	-	13,197
Net asset revaluation increment/(decrement)	27(a)	1,304	74,208	-	75,512
Transfers from other reserves	27(b)	614	-	(614)	-
Transfers to other reserves	27(b)	(1,161)	-	1,161	-
<b>Balance at end of the financial year</b>		<b>602,090</b>	<b>999,868</b>	<b>3,385</b>	<b>1,605,343</b>
Change in equity for the financial year		13,954	74,208	547	88,709

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 2015

	Note	2015 \$'000	2014 \$'000
<b>Cash flows from operating activities</b>			
Rates and charges		87,138	82,491
User charges, fees and fines		11,379	11,927
Grants - operating		12,136	9,774
Grants - capital		2,174	2,304
Contributions		2,239	1,519
Interest		1,821	1,633
Other receipts		532	1,310
GST on receipts		899	1,012
Payments to suppliers		(37,305)	(37,675)
GST on payments to suppliers		(3,638)	(3,661)
Payments to employees		(45,980)	(43,279)
Defined benefits unfunded super liability payment		-	(7,906)
Net GST refund		2,727	2,558
<b>Net cash provided by/(used in) operating activities</b>	28	<b>34,122</b>	<b>22,007</b>
<b>Cash flows from investing activities</b>			
Payments for property, plant and equipment, infrastructure, and other fixed assets		(29,181)	(27,925)
Proceeds from disposal of property, plant and equipment, infrastructure, and other fixed assets		439	2,426
Net increase (decrease) in trust funds and deposits		924	345
<b>Net cash provided by/(used in) investing activities</b>		<b>(27,818)</b>	<b>(25,154)</b>
<b>Cash flows from financing activities</b>			
Proceeds from borrowings		-	7,900
Repayment of borrowings		-	(621)
<b>Net cash provided by/(used in) financing activities</b>		<b>-</b>	<b>7,279</b>
Net increase (decrease) in cash and cash equivalents		6,304	4,132
Cash and cash equivalents at the beginning of the financial year		42,517	38,385
<b>Cash and cash equivalents at the end of the financial year</b>	16	<b>48,821</b>	<b>42,517</b>
Financing arrangements	30		
Restricted 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 2015

	Note	2015 \$'000	2014 \$'000
<b>Property</b>			
Land		835	338
Buildings		8,973	10,047
<b>Total property</b>		<b>9,808</b>	<b>10,385</b>
<b>Plant, machinery and other assets</b>			
Plant, machinery and equipment		1,494	1,502
Fixtures, fittings and furniture		108	82
Computers and telecommunications		98	241
Artworks		3	19
<b>Total plant, machinery and other assets</b>		<b>1,703</b>	<b>1,844</b>
<b>Infrastructure</b>			
Roads		6,953	6,151
Bridges		216	1,465
Footpaths and cycleways		2,780	1,497
Off street car parks		390	237
Drainage		3,924	3,272
Recreational, leisure and community facilities		1,496	760
Parks, open space and streetscapes		1,372	1,723
<b>Total infrastructure</b>		<b>17,131</b>	<b>15,105</b>
<b>Intangible assets</b>			
Software		539	591
<b>Total intangible assets</b>		<b>539</b>	<b>591</b>
<b>Total capital works expenditure</b>		<b>29,181</b>	<b>27,925</b>
<b>Represented by:</b>			
New asset expenditure		9,735	8,204
Asset renewal expenditure		13,701	13,614
Asset expansion expenditure		2,578	2,472
Asset upgrade expenditure		3,167	3,635
<b>Total capital works expenditure</b>		<b>29,181</b>	<b>27,925</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 2015

**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)
- (d) General Purpose Financial Report  
 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**

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

This financial report has been prepared under the historical cost convention, except where specifically stated in notes 1(i), 1(k), and 1(u).

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.

**(c) Revenue recognition**

*Rates, grants, and contributions*

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

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

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

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

**(c) Revenue recognition (cont.)**

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

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

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

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, are disclosed in note 7.

*User fees and fines*

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

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

*Sale of property, plant and equipment and infrastructure*

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

*Rents*

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

*Interest*

Interest is recognised progressively as it is earned.

*Other income*

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

**(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. Also, AASB 13 includes extensive disclosure requirements.

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.

Notes to the Financial Report

For the Year Ended 30 June 2015

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

**(e) Depreciation and amortisation of non-current assets**

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

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

Artworks are not depreciated.

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

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

**Asset class**

**Property**

Land	Infinite life
Land under roads	Infinite life
Buildings	75 - 100 years
Buildings on leased land	Term of lease or 75 yrs

**Plant, machinery and other assets**

Plant, machinery and equipment	5 - 25 years
Fixtures, fittings and furniture	4 - 20 years
Computers and telecommunications	4 - 10 years
Artworks	Infinite life

**Infrastructure**

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

**Intangible assets**

Software	5 years
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**(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) 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.



**Notes to the Financial Report**  
For the Year Ended 30 June 2015

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

**(h) Recognition and measurement of assets**

*Acquisition*

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

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

The following classes of assets have been recognised in note 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:

<b>Class of asset</b>	<b>Threshold limit \$'000</b>
<b>Property</b>	
Land	0
Land under Roads	0
Buildings	5
<b>Plant, machinery and other 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

*Revaluation*

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

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.

## Notes to the Financial Report

For the Year Ended 30 June 2015

**Note 1 Significant accounting policies (cont.)****(h) Recognition and measurement of assets (cont.)**

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**

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

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

**(j) Financial assets**

Financial investments held to maturity are measured at amortised cost.

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

**(k) Investment in associate**

Council's investment in an associate is accounted for by the equity method as the Council has the ability to influence rather than control the operations of the entity. The investment is initially recorded at the cost of acquisition and adjusted thereafter for post-acquisition changes in the Council's share of the net assets of the entity. The Council's share of the financial result of the entity is recognised in the Comprehensive Income Statement.

**(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).

## Notes to the Financial Report

For the Year Ended 30 June 2015

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

#### (m) Employee costs

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

##### *Wages and salaries*

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

##### *Annual leave*

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

##### *Long service leave*

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

##### *Termination benefits*

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

##### *Employee benefits on-costs*

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

##### *Superannuation*

The superannuation expense for the reporting year is the amount of the statutory contribution made to the superannuation plans which provide benefits to employees, including past employees who are members of a defined benefits scheme, together with any movements in Council's liabilities arising from re-measurement of the superannuation fund's obligations for defined benefit scheme members. Details of these arrangements are recorded in note 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 2015

### 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) Agreements equally proportionately unperformed

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

#### (q) 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.

#### (r) Rounding

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

#### (s) Website costs

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

#### (t) 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.

#### (u) Contingent assets and contingent liabilities

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

#### (v) Trade and other receivables

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

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

**(w) Financial guarantees**

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

**(x) Pending accounting standards**

Certain new AAS's have been issued that are not mandatory for the 30 June 2015 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.

**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 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 24 June 2014. The Budget was based on assumptions that were relevant at the time of adoption of the Budget. Council sets guidelines and parameters for revenue and expense targets in this budget in order to meet Council's planning and financial performance targets for both the short and long-term. The budget did not reflect any changes to equity resulting from asset revaluations, as their impacts were not considered predictable.

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

**a) Income and expenditure**

	<b>Budget 2015 \$'000</b>	<b>Actual 2015 \$'000</b>	<b>Variance 2015 \$'000</b>	<b>Ref</b>
<b>Income</b>				
Rates and charges	75,035	75,142	107	
Waste charges	12,152	12,149	(3)	
Statutory fees and fines	1,720	1,665	(55)	
User fees and charges	9,631	10,272	641	1
Contributions - cash	1,145	2,094	949	2
Contributions - non-monetary	464	1,618	1,154	3
Grants - operating (recurrent)	10,266	11,900	1,634	4
Grants - operating (non-recurrent)	77	236	159	5
Grants - capital (recurrent)	1,258	1,137	(121)	6
Grants - capital (non-recurrent)	1,148	1,304	156	7
Interest income	1,542	1,787	245	8
Other income	851	750	(101)	
Share of gain from investment in associate	-	153	153	
<b>Total income</b>	<u>115,289</u>	<u>120,207</u>	<u>4,918</u>	
<b>Expenses</b>				
Employee costs	46,050	45,948	102	
Materials, services and contracts	20,474	19,951	523	
Net loss on disposal of property, plant and equipment, infrastructure, and other fixed assets	(272)	2,330	(2,602)	9
Depreciation and amortisation	19,410	19,754	(344)	
Borrowing costs	275	294	(19)	
Community grants	5,176	5,137	39	
Utilities	2,799	2,538	261	10
Other expenses	9,223	10,093	(870)	11
<b>Total expenses</b>	<u>103,135</u>	<u>106,045</u>	<u>(2,910)</u>	
<b>Surplus/(deficit) for the year</b>	<u>12,154</u>	<u>14,162</u>	<u>2,008</u>	
<b>Other comprehensive income</b>				
Net asset revaluation increment/(decrement)	23,659	180,582	156,923	12
<b>Total comprehensive result</b>	<u>35,813</u>	<u>194,744</u>	<u>158,931</u>	

variances in brackets = unfavourable

**Notes to the Financial Report**  
For the Year Ended 30 June 2015

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

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

**Explanation of material variations**

Ref.	Item	Explanation
1	User fees and charges	<b>Outcome: Greater than budget \$641,000 or 6.7 %</b> During 2014/15 Council received a \$367,000 refund of carbon tax it had paid in relation to the kerb side waste collection service. These funds will be returned to ratepayers through reduced waste service charges in 2015/16. An increase in statutory planning applications generated an additional \$200,000 revenue and higher recovery of expenses from tenants contributed \$99,000 of the increase.
2	Contributions - cash	<b>Outcome: Greater than budget \$949,000 or 82.9 %</b> The level of cash received from developers for open space and development contributions was \$930,000 greater than budget. These funds are placed into a reserve and used to fund future capital works projects as part of the capital works program.
3	Contributions - non-monetary	<b>Outcome: Greater than budget \$1,154,000 or 248.7 %</b> The level of assets contributed to Council was \$1.15 million greater than budget. This represents land, infrastructure and land under roads transferred to council ownership by developers.
4	Grants - operating (recurrent)	<b>Outcome: Greater than budget \$1,634,000 or 15.9 %</b> Late in June 2015, the Federal Government announced that it would pay two quarters of the estimated 2015/16 Financial Assistance Grants allocation during 2014/15. Therefore Victoria Grants Commission payments was \$1.21 million higher than budget. In addition, Council received increased aged care funding of \$295,000 and \$144,000 for family and children services.
5	Grants - operating (non-recurrent)	<b>Outcome: Greater than budget \$159,000 or 206.5 %</b> During the year Council received unbudgeted grants for provision of services in the community.
6	Grants - capital (recurrent)	<b>Outcome: Less than budget \$121,000 or 9.6 %</b> A Federal Government Roads to Recovery grant of \$502,000 was budgeted to be received in 2014/15 and is now forecast to be received in 2015/16. Late in June 2015, the Federal Government announced that it would pay two quarters of the estimated 2015/16 Financial Assistance Grants allocation during 2015/16. Therefore the capital grant component of the Victoria Grants Commission payments was \$378,000 higher than budget.
7	Grants - capital (non-recurrent)	<b>Outcome: Greater than budget \$156,000 or 13.6 %</b> A capital grant of \$317,500 was received in advance for works at the Bolin Bolin Wetlands which are due to be completed in 2015/16. During 2014/15 Council was successful in receiving additional net capital grants totalling \$339,000. Delays in construction at the Aquarena Leisure Centre redevelopment resulted in a \$500,000 grant budgeted to be received in 2014/15 is now forecast to be received in 2015/16.
8	Interest income	<b>Outcome: Greater than budget \$245,000 or 15.9 %</b> Interest on investments was greater than budget due to increased cash holdings which chiefly resulted from grants received in advance \$2.23 million, increased cash developer contributions \$0.93 million and capital works carried forward from 2014/15 to 2015/16 of \$5.15 million.
9	Net loss on disposal of property, plant and equipment, infrastructure, and other fixed assets	<b>Outcome: Less than budget \$2,602,000 or 956.6 %</b> The replacement of existing assets as part of the 2014/15 capital works program resulted in a write-down on infrastructure assets of \$2.53 million.
10	Utilities	<b>Outcome: Less than budget \$261,000 or 9.3 %</b> Renegotiated electricity contracts at lower rates together with the installation of energy efficient street lighting globes and the upgrade of lights at Council facilities were the main contributors to the savings in utility costs.
11	Other expenses	<b>Outcome: Greater than budget \$870,000 or 9.4 %</b> Expenditure of \$1.51 million funded through the capital works program has been classified as non capital and transferred to operating expenditure. Operating costs were less than budget and include savings in insurance premiums \$222,000, software licences \$170,000 and catering expenses associated with the Function Centre \$205,000.
12	Revaluation	<b>Outcome: Greater than budget \$156,923,000 or 663.3 %</b> The 2014/15 revaluation of property, infrastructure and other fixed assets resulted in an increase in asset values by \$180.58 million. Land assets increased in value by \$181.57 million or 20.7% during 2014/15, reflecting strong property price movements within the municipality.

Notes to the Financial Report

For the Year Ended 30 June 2015

Note 2 Budget comparison (cont.)

b) Capital Works

	Budget 2015 \$'000	Actual 2015 \$'000	Variance 2015 \$'000	Ref
<b>Property</b>				
Land	113	835	(722)	13
Buildings	10,615	8,973	1,642	14
<b>Total property</b>	<b>10,728</b>	<b>9,808</b>	<b>920</b>	
<b>Plant, machinery and other assets</b>				
Plant, machinery and equipment	1,922	1,494	428	15
Fixtures, fittings and furniture	125	108	17	
Computers and telecommunications	126	98	28	
Artworks	20	3	17	
<b>Total plant, machinery and other assets</b>	<b>2,193</b>	<b>1,703</b>	<b>490</b>	
<b>Infrastructure</b>				
Roads	7,810	6,953	857	16
Bridges	79	216	(137)	17
Footpaths and cycleways	3,052	2,780	272	18
Off street car parks	287	390	(103)	19
Drainage	4,817	3,924	893	20
Recreational, leisure and community facilities	1,767	1,496	271	21
Parks, open space and streetscapes	2,541	1,372	1,169	22
Waste management	-	-	-	
<b>Total infrastructure</b>	<b>20,353</b>	<b>17,131</b>	<b>3,222</b>	
<b>Intangible assets</b>				
Software	995	539	456	23
<b>Total intangible assets</b>	<b>995</b>	<b>539</b>	<b>456</b>	
<b>Total capital works expenditure</b>	<b>34,269</b>	<b>29,181</b>	<b>5,088</b>	
<b>Represented by:</b>				
New asset expenditure	11,024	9,735	1,289	
Asset renewal expenditure	16,625	13,701	2,924	
Asset expansion expenditure	2,116	2,578	(462)	
Asset upgrade expenditure	4,504	3,167	1,337	
<b>Total capital works expenditure</b>	<b>34,269</b>	<b>29,181</b>	<b>5,088</b>	

variances in brackets = unfavourable



**Notes to the Financial Report**  
For the Year Ended 30 June 2015

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

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

**Explanation of material variations**

Ref.	Item	Explanation
13	Land	<b>Outcome: Greater than budget \$722,000 or 638.9 %</b> During 2014/15 Council purchased a property on Doncaster Hill for future open space. This purchase was not included in the adopted budget and was funded from developer levy contributions.
14	Buildings	<b>Outcome: Less than budget \$1,642,000 or 15.5 %</b> Expenditure on the Mullum Mullum Highball facility was \$734,000 less than budget and primarily relates to the development of detailed concept plans taking longer than anticipated. Aquarena Leisure Centre upgrade expenditures were \$298,000 less than budget and chiefly relate to groundwork delays at the site. These projects are included in the 2015/16 capital works program.
15	Plant, machinery and equipment	<b>Outcome: Less than budget \$428,000 or 22.3 %</b> The programmed replacement of Council's vehicles and mobile plant was \$416,000 less than budget and can be attributed to a reduction in the sale prices of vehicles disposed.
16	Roads	<b>Outcome: Less than budget \$857,000 or 11 %</b> Expenditure on Tindals Road construction was \$459,000 less than budget and chiefly relates to protracted negotiations with service authorities. Reconstruction of Heads Road was \$419,000 less than budget as a result of consultation and project planning delays. These projects are included in the 2015/16 capital works program.
17	Bridges	<b>Outcome: Greater than budget \$137,000 or 173.4 %</b> Construction of a footbridge on the Mullum Mullum Linear trail was completed in 2014/15. This project was partly funded from an unexpended 2013/14 capital works program budget carried forward into 2014/15.
18	Footpaths and cycleways	<b>Outcome: Less than budget \$272,000 or 8.9 %</b> Expenditure on new footpath construction as part of the Principal Pedestrian Network was \$233,000 less than budget primarily relating to consultation and planning approval delays. Unspent funds will be carried forward to complete the works in 2015/16.
19	Off street car parks	<b>Outcome: Greater than budget \$103,000 or 35.9 %</b> Deep Creek Reserve Car Park works were completed in 2014/15 from funding provided in the 2013/14 capital works program and carried forward to 2014/15.
20	Drainage	<b>Outcome: Less than budget \$893,000 or 18.5 %</b> The Bolin Bolin Wetlands project budgeted for 2014/15 was delayed through the uncertainty of State Government funding and the issuing of a planning permit. Of the \$1.25 million budget, \$59,000 was expended in 2014/15. This project has been included in the 2015/16 capital works program.
21	Recreational, leisure and community facilities	<b>Outcome: Less than budget \$271,000 or 15.3 %</b> Expenditure on the Colman Park Pavilion upgrade was \$422,000 less than budget and primarily relates to consultation and approval delays. This project is forecast to be completed in 2015/16 and is included in the 2015/16 capital works program.
22	Parks, open space and streetscapes	<b>Outcome: Less than budget \$1,169,000 or 46 %</b> Expenditure on the Mullum Mullum Linear Park Stage 3 was \$684,000 less than budget and chiefly relates to planning permit delays resulting from gaining compliance with State Government vegetation controls. The construction of a toilet block in Warrandyte was delayed pending negotiations to purchase a suitable site resulting in underexpenditure of \$186,000. Both of these projects are included in the 2015/16 capital works program.
23	Software	<b>Outcome: Less than budget \$456,000 or 45.8 %</b> Implementation of new software was delayed pending project design and development of detailed specifications. Funding has been carried forward to the 2015/16 capital works program.

Notes to the Financial Report

For the Year Ended 30 June 2015

**Note 3 Rates and charges**

The Council uses Capital Improved Value (CIV) as the basis of valuation of all properties within the municipal district. The CIV of a property is its land value and the value of improvements such as buildings and other improvements.

The CIV used to calculate general rates for 2014/15 was \$35,224 million (2013/14, \$32,371 million). The 2014/15 rate in the CIV dollar was 0.002118 (2013/14, 0.002190).

	2015 \$'000	2014 \$'000
General rates	74,584	70,879
Supplementary rates	486	308
Waste charges	12,149	12,070
Recreational land	72	69
<b>Total rates and charges</b>	<b>87,291</b>	<b>83,326</b>

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.

**Note 4 Statutory fees and fines**

Infringements and costs	1,175	1,308
Land and property information certificates	284	253
Permits	206	179
<b>Total statutory fees and fines</b>	<b>1,665</b>	<b>1,740</b>

**Note 5 User fees and charges**

Leisure centre management fee	-	236
Hall hire and function centre charges	1,920	2,265
Social and community services charges	621	533
Town planning fees	959	821
Aged services fees	840	834
Registration fees	1,264	1,174
Advertising fees	534	500
Culture and recreation fees	189	183
Chargeable works fees	594	654
Rent and lease charges	1,794	1,620
Other fees and charges	1,557	905
<b>Total user fees and charges</b>	<b>10,272</b>	<b>9,725</b>

**Notes to the Financial Report**  
For the Year Ended 30 June 2015

	2015 \$'000	2014 \$'000
<b>Note 6 Contributions</b>		
<b>Monetary</b>		
Resort and recreation contributions (a)	1,837	1,078
Doncaster hill activity centre contributions (b)	237	83
Other contributions	20	358
<b>Total monetary contributions</b>	<b>2,094</b>	<b>1,519</b>
 (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	1
Net increase/(decrease) in restricted assets resulting from contributions revenue for the year.	32	1
<b>Non-Monetary</b>		
Developer contributed assets	1,618	3,034
<b>Total non-monetary contributions</b>	<b>1,618</b>	<b>3,034</b>
 <i>Contributions of non monetary assets were received in relation to the following asset</i>		
Land	823	2,794
Land under roads	124	38
Infrastructure	671	202
	<b>1,618</b>	<b>3,034</b>

Notes to the Financial Report

For the Year Ended 30 June 2015

Note 7	Grants	2015 \$'000	2014 \$'000
	Grants were received in respect of the following:		
	<b>Summary of grants</b>		
	Commonwealth funded grants	4,952	2,240
	State funded grants	8,975	9,150
	Others	650	349
	<b>Total grants</b>	<b>14,577</b>	<b>11,739</b>
	<b>Operating grants</b>		
	<i>Recurrent - Commonwealth Government</i>		
	Victoria Grants Commission - general purpose grant	3,646	1,190
	Social and community	154	135
	<i>Recurrent - State Government</i>		
	Aged services	6,399	6,202
	Economic and environment	-	10
	Immunisation	103	103
	Maternal and child health, and immunisation	572	560
	School crossing supervisors	146	139
	Social and community	587	555
	Other	293	470
	<b>Total recurrent operating grants</b>	<b>11,900</b>	<b>9,364</b>
	<i>Non-recurrent - State Government</i>		
	Aged services	2	-
	Community health	34	-
	Economic and environment	3	30
	Immunisation	26	-
	Other	2	26
	<i>Non-recurrent - Others</i>		
	Community health	20	-
	Economic and environment	4	-
	Other	145	15
	<b>Total non-recurrent operating grants</b>	<b>236</b>	<b>71</b>
	<b>Total operating grants</b>	<b>12,136</b>	<b>9,435</b>
	<b>Capital grants</b>		
	<i>Recurrent - Commonwealth Government</i>		
	Victoria Grants Commission - local roads	1,137	378
	<i>Recurrent - State Government</i>		
	Roads to Recovery	-	402
	<b>Total recurrent capital grants</b>	<b>1,137</b>	<b>780</b>
	<i>Non-recurrent - Commonwealth Government</i>		
	Economic and environment	15	135
	<i>Non-recurrent - State Government</i>		
	Aquarena Masterplan Implementation	-	373
	Economic and environment	29	445
	Recreation	128	-
	Sportsground refurbishment	162	72
	Other	488	164
	<i>Non-recurrent - Others</i>		
	Economic and environment	96	65
	Recreation	217	155
	Sportsground refurbishment	15	-
	Other	154	115
	<b>Total non-recurrent capital grants</b>	<b>1,304</b>	<b>1,524</b>
	<b>Total capital grants</b>	<b>2,441</b>	<b>2,304</b>

**Notes to the Financial Report**  
For the Year Ended 30 June 2015

	2015 \$'000	2014 \$'000
<b>Note 7 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	45	-
Community health	26	-
Economic and environment	59	135
Immunisation	7	-
Recreation	38	-
Social and community	12	99
Sportsground refurbishment	42	72
Other	411	143
	<u>2,230</u>	<u>449</u>
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	-	30
Economic and environment	135	495
Recreation	-	231
Social and community	61	7
Sportsground refurbishment	72	-
Victoria Grants Commission	-	1,636
Other	175	459
	<u>443</u>	<u>2,858</u>
Net increase/(decrease) in restricted assets resulting from grant revenues for the year:	1,787	(2,409)
<b>Note 8 Other income</b>		
Interest on investments	1,487	1,369
Interest on rates and charges	300	250
Other	750	1,293
Total other income	<u>2,537</u>	<u>2,912</u>

Notes to the Financial Report

For the Year Ended 30 June 2015

**Note 9 Investment in associate**

**Whitehorse-Manningham Regional Library Corporation**

*Background*

Manningham City Council has a 30.18% 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 2015, per the draft WMRLC financial statements, has been taken up as income of \$153,497 during the year ended 30 June 2015 (income of \$262,644 in 2013/14). As neither council has a controlling interest, the participating councils show their contributions towards the operating expenditure of the library as an expense.

**Current assets**

Cash and cash equivalents  
Receivables  
Other assets

2015  
\$'000

2014  
\$'000

2,290	2,151
69	55
129	128
<b>2,488</b>	<b>2,334</b>

**Non-current assets**

Property & equipment

6,294	6,076
<b>6,294</b>	<b>6,076</b>

**Total assets**

<b>8,782</b>	<b>8,410</b>
--------------	--------------

**Current liabilities**

Payables  
Provisions

631	584
1,444	1,490
<b>2,075</b>	<b>2,074</b>

**Non-current liabilities**

Provisions

105	158
<b>105</b>	<b>158</b>

**Total liabilities**

<b>2,180</b>	<b>2,232</b>
--------------	--------------

**Net assets**

<b>6,602</b>	<b>6,178</b>
--------------	--------------

*Movement in carrying value of investment*

Carrying value of investment at start of year  
Share of surplus/(deficit) for year  
Carrying value of investment at end of year

1,839	1,576
153	263
<b>1,992</b>	<b>1,839</b>

**Notes to the Financial Report**  
For the Year Ended 30 June 2015

	2015 \$'000	2014 \$'000
<b>Note 10 Employee costs</b>		
Wages and salaries	38,650	36,518
Casual staff	1,116	968
Salary oncost (a)	5,901	5,854
Other employee costs	281	390
Total employee costs	<u>45,948</u>	<u>43,730</u>
<p>(a) includes annual leave and long service leave provision, Workcover and superannuation costs.</p>		
<b>Superannuation</b>		
<p>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.</p>		
<b>Accumulation</b>		
<p>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 2015, this was 9.5% required under Superannuation Guarantee legislation (for 2013/14, this was 9.25%)).</p>		
<b>Defined Benefit</b>		
<p>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.</p>		
<p>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 [Employer name] 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.</p>		
<b>Note 11 Materials, services and contracts</b>		
Materials and services	3,442	3,494
Fleet costs - fuel, oil tyres	676	742
Contractors - community building repairs and maintenance	1,244	1,220
Contractors - parks, gardens, sporting reserves and street trees	3,795	3,197
Contractors - drains, roads and footpaths	1,342	1,401
Contractors - waste collection services	9,452	9,578
Total materials, services and contracts	<u>19,951</u>	<u>19,632</u>
<b>Note 12 Net loss on disposal of property, plant and equipment, infrastructure, and other fixed assets</b>		
Proceeds from disposal	438	2,426
Written down value of assets disposed	(239)	(494)
Written down value of assets disposed - non-current asset held for sale	-	(1,543)
Written down value of assets scrapped	(2,529)	(553)
Total net loss on disposal	<u>(2,330)</u>	<u>(164)</u>

Notes to the Financial Report

For the Year Ended 30 June 2015

	2015 \$'000	2014 \$'000
<b>Note 13 Depreciation and amortisation</b>		
Property	3,183	3,070
Plant, machinery and other assets	2,060	2,193
Infrastructure	13,977	13,829
Intangible assets	534	415
Total depreciation and amortisation	<u>19,754</u>	<u>19,507</u>
<b>Note 14 Borrowing costs</b>		
Interest - Borrowings	294	240
Total borrowing costs	<u>294</u>	<u>240</u>
Rate used to capitalise borrowing costs	4.24%	3.36%
<b>Note 15 Other expenses</b>		
<b>Community grants and contributions</b>		
Community grants	1,787	1,803
Library contributions	3,350	3,425
	<u>5,137</u>	<u>5,228</u>
<b>Utilities</b>		
Utilities, rent, and cleaning	1,465	1,481
Street lighting	1,073	1,228
	<u>2,538</u>	<u>2,709</u>
<b>Other expenses</b>		
Auditor's remuneration - VAGO - annual financial statement and grant acquitals	53	59
Auditor's remuneration - other parties	30	29
Auditor's remuneration - Internal audit	160	80
Councillors' allowances	283	277
Fire levy	139	157
Insurance	909	1,060
Leases	269	289
Consultants - engineering	350	257
Consultants - human resources	123	131
Consultants - economic and environmental	350	294
Consultants - other	368	208
Bank charges	299	293
Catering (including function centre)	742	1,056
Office expenses	109	104
Legal	707	1,068
Software licences	838	835
Telephone	628	504
Travel	54	54
Bad and doubtful debts	199	62
Advertising	185	179
Postage	231	227
Printing	242	252
Training	285	211
Design fees and maintenance - non capital	1,506	1,042
Statutory charges	72	76
Other	962	1,047
	<u>10,093</u>	<u>9,851</u>
Total other expenses	<u>17,768</u>	<u>17,788</u>



**Notes to the Financial Report**  
For the Year Ended 30 June 2015

	2015 \$'000	2014 \$'000
<b>Note 16 Cash and cash equivalents</b>		
Cash on hand	8	8
Cash at bank	2,313	1,009
Investments in term deposits and at-call with banks held to maturity	46,500	41,500
Total cash and cash equivalents	48,821	42,517
Users of the financial report should refer to note 31 for details of Council's commitments.		
Councils cash and cash equivalents are subject to external restrictions that limit amounts available for discretionary use. These include:		
- Trust funds and deposits (Note 23)	6,103	5,173
- Reserve funds (note 27(b) (a) and (b))	3,572	3,189
Total restricted funds	9,675	8,362
Total unrestricted cash and cash equivalents	39,146	34,155
<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	5,154	5,360
- Waste bins replacement	14,005	11,715
- Loan repayment	728	-
- Family day care workcover	196	196
- Grants received in advanced	2,230	449
Total funds subject to intended allocations	22,313	17,720
<b>Note 17 Trade and other receivables</b>		
<i>Current</i>		
Rates debtors	3,889	3,246
Infringement debtors	378	509
Special rate schemes	331	475
Net GST receivable	762	750
Other debtors	2,357	1,232
Provision for doubtful debts	(11)	(4)
	7,706	6,208
<i>Non-current</i>		
Other receivables	31	31
Infringement court	821	720
Provision for doubtful debts - infringement court	(821)	(720)
	31	31
Total trade and other receivables	7,737	6,239
a) Ageing of Receivables		
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 trade and other receivables (excluding statutory receivables) was:		
Up to 3 months	3,007	2,054
3 to 6 months	136	57
Over 6 months	297	342
Total trade and other receivables	3,440	2,453
b) Movement in provisions for doubtful debts		
Balance at the beginning of the year	4	33
New Provisions recognised during the year	9	-
Amounts already provided for and written off as uncollectible	(2)	(26)
Amounts provided for but recovered during the year	-	(3)
Balance at end of year	11	4

**Notes to the Financial Report**  
For the Year Ended 30 June 2015

	2015 \$'000	2014 \$'000
<b>Note 18 Other assets</b>		
<b>Current</b>		
Accrued income - interest	102	136
Accrued income - other	502	867
Prepayments	359	160
Total other assets	963	1,163
<b>Note 19 Financial assets</b>		
<b>Current</b>		
Term deposit investment - refundable Manningham Centre Association bond (a)	169	163
Total financial assets	169	163

(a) Interest and principle is refundable to the Manningham Centre Association on termination of the agreement.

**Notes to the Financial Report**  
For the Year Ended 30 June 2015

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

Property	Land	Land under roads *	Buildings	Total property
	\$'000	\$'000	\$'000	\$'000
At fair value 1 July 2014	884,200	548	286,133	1,170,881
Accumulated depreciation at 1 July 2014	-	-	(83,700)	(83,700)
	884,200	548	202,433	1,087,181
<b>Movements in fair value</b>				
Acquisition of assets at fair value	835	-	2,653	3,488
Revaluation increments/decrements	181,571	-	3,337	184,908
Fair value of assets disposed	-	-	(1,210)	(1,210)
Contributed assets	823	124	-	947
Transfer	-	-	2,606	2,606
	183,229	124	7,386	190,739
<b>Movements in accumulated depreciation</b>				
Depreciation and amortisation	-	-	(3,183)	(3,183)
Revaluation increments/decrements	-	-	(22,732)	(22,732)
Accumulated depreciation of disposals	-	-	560	560
	-	-	(25,355)	(25,355)
At fair value 30 June 2015	1,067,429	672	293,519	1,361,620
Accumulated depreciation at 30 June 2015	-	-	(109,055)	(109,055)
	1,067,429	672	184,464	1,252,565

\* Land under roads is valued at cost.

Plant, machinery and other assets	Plant, machinery and equipment	Fixtures, fittings and furniture	Computers and telecommunications	Artworks	Total plant, equipment and other assets
	\$'000	\$'000	\$'000	\$'000	\$'000
At fair value 1 July 2014	11,672	9,142	2,689	2,277	25,780
Accumulated depreciation at 1 July 2014	(6,481)	(6,374)	(1,993)	-	(14,848)
	5,191	2,768	696	2,277	10,932
<b>Movements in fair value</b>					
Acquisition of assets at fair value	1,248	108	98	3	1,457
Revaluation increments/decrements	-	-	-	(387)	(387)
Fair value of assets disposed	(1,186)	(4)	(6)	(7)	(1,203)
Transfer	-	13	-	-	13
	62	117	92	(391)	(120)
<b>Movements in accumulated depreciation</b>					
Depreciation and amortisation	(1,274)	(613)	(173)	-	(2,060)
Accumulated depreciation of disposals	946	4	6	-	956
	(328)	(609)	(167)	-	(1,104)
At fair value 30 June 2015	11,734	9,259	2,781	1,886	25,660
Accumulated depreciation at 30 June 2015	(6,809)	(6,983)	(2,160)	-	(15,952)
	4,925	2,276	621	1,886	9,708

Notes to the Financial Report

For the Year Ended 30 June 2015

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

Infrastructure	Footpaths and Off street car				
	Roads \$'000	Bridges \$'000	cycleways \$'000	parks \$'000	Drainage \$'000
At fair value 1 July 2014	314,682	17,742	96,297	16,955	333,473
Accumulated depreciation at 1 July 2014	(158,688)	(4,260)	(42,513)	(6,509)	(120,049)
	155,994	13,482	53,784	10,446	213,424
<b>Movements in fair value</b>					
Acquisition of assets at fair value	5,177	216	2,319	390	2,748
Revaluation increments/decrements	12,321	1,560	2,066	100	9,850
Fair value of assets disposed	(3,563)	-	(462)	(161)	(271)
Contributed assets	131	-	14	-	526
Transfer	1,442	-	1,027	150	900
	15,508	1,776	4,964	479	13,753
<b>Movements in accumulated depreciation</b>					
Depreciation and amortisation	(7,047)	(296)	(1,034)	(245)	(3,344)
Revaluation increments/decrements	(312)	(1,102)	(1,641)	(2)	(4,047)
Accumulated depreciation of disposals	2,138	-	277	97	136
	(5,221)	(1,398)	(2,398)	(150)	(7,255)
At fair value 30 June 2015	330,190	19,518	101,261	17,434	347,226
Accumulated depreciation at 30 June 2015	(163,909)	(5,658)	(44,911)	(6,659)	(127,304)
	166,281	13,860	56,350	10,775	219,922

Infrastructure (cont.)	Recreational, leisure and community facilities	Parks, open space and streetscapes	Waste management	Total infrastructure	Work in progress - all asset classes	Total Property, plant and equipment, infrastructure, and other fixed assets
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
At fair value 1 July 2014	16,627	25,163	2,875	823,814	11,373	2,031,848
Accumulated depreciation at 1 July 2014	(4,373)	(8,115)	(2,779)	(347,286)	-	(445,834)
	12,254	17,048	96	476,528	11,373	1,586,014
<b>Movements in fair value</b>						
Acquisition of assets at fair value	1,348	1,099	-	13,297	10,608	28,850
Revaluation increments/decrements	-	-	-	25,897	-	210,418
Fair value of assets disposed	(134)	-	-	(4,591)	-	(7,004)
Contributed assets	-	-	-	671	-	1,618
Transfer	451	32	-	4,002	(6,899)	(278)
	1,665	1,131	-	39,276	3,709	233,604
<b>Movements in accumulated depreciation</b>						
Depreciation and amortisation	(804)	(1,111)	(96)	(13,977)	-	(19,220)
Revaluation increments/decrements	-	-	-	(7,104)	-	(29,836)
Accumulated depreciation of disposals	72	-	-	2,720	-	4,236
	(732)	(1,111)	(96)	(18,361)	-	(44,820)
At fair value 30 June 2015	18,292	26,294	2,875	863,090	15,082	2,265,452
Accumulated depreciation at 30 June 2015	(5,105)	(9,226)	(2,875)	(365,647)	-	(490,654)
	13,187	17,068	-	497,443	15,082	1,774,798

**Notes to the Financial Report**  
For the Year Ended 30 June 2015

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

**Valuation basis**

Valuations were completed as at 30 June 2015 for Council. Valuations for 30 June 2015 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 2015.

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 2015.

Details of the Council's land and buildings and information about the fair value hierarchy as at 30 June 2015 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	-	6,479	1,060,950
Buildings	-	2,479	181,986
Total	-	8,958	1,242,936

Notes to the Financial Report

For the Year Ended 30 June 2015

**Note 20 Property, plant and equipment, infrastructure, and other fixed assets (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 2015.

There were no changes in valuation techniques throughout the period to 30 June 2015.

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 2015 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	-	-	166,281
Bridges	-	-	13,860
Footpaths and cycleways	-	-	56,350
Off street car parks	-	-	10,775
Drains	-	-	219,922
Total	<u>-</u>	<u>-</u>	<u>467,188</u>

*Artworks*

Valuation of Artworks was undertaken by Mr Warren Joel AVAA (Certified Practising Valuer No. 408), of Warren Joel Auction & Valuation Services. The valuation of artworks is at fair value based at the date of valuation being 15 April 2015.

**Notes to the Financial Report**  
For the Year Ended 30 June 2015

	2015 \$'000	2014 \$'000
<b>Note 21 Intangible assets</b>		
Software	1,617	1,808
Total intangible assets	1,617	1,808
<b>Gross carrying amount</b>		
Balance at 1 July	7,784	7,130
Additions from internal developments	343	654
Balance at 30 June	8,127	7,784
<b>Accumulated amortisation</b>		
Balance at 1 July	(5,976)	(5,561)
Amortisation expense	(534)	(415)
Balance at 30 June	(6,510)	(5,976)
Net book value at 30 June	1,617	1,808
<b>Note 22 Trade and other payables</b>		
<b>Current</b>		
Trade payables	517	631
Employee benefits and related costs	1,484	2,341
Accrued expenses	7,701	6,937
Total trade and other payables	9,702	9,909
<b>Note 23 Trust funds and deposits</b>		
<b>Current</b>		
Contract retention	695	585
Landscape bonds	2,969	2,500
Miscellaneous works deposits	133	157
Asset protection bonds	1,787	1,374
Subdivider deposits	138	138
Refundable Manningham Centre Association bond	169	163
Other refundable deposits	212	256
Total trust funds and deposits	6,103	5,173

*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 2015

Note 24 Provisions

	Annual leave \$ '000	Long service leave \$ '000	Total \$ '000
<b>2015</b>			
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

2014

Balance at beginning of the financial year	3,729	7,429	11,158
Amounts used	(2,585)	(1,246)	(3,831)
Additional provisions	2,578	1,561	4,139
Balance at the end of the financial year	3,722	7,744	11,466

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.

Current short-term: settlement within 12 months of balance date	2,781	2,617
Current long-term: settlement beyond 12 months of balance date (note 1m)	1,171	1,105
	3,952	3,722

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	546	482
Current long-term: settlement beyond 12 months of balance date (note 1m)	6,944	6,358
	7,490	6,840

Non-current

Long service leave	841	904
	841	904

Aggregate carrying amount of employee benefits:

Current	11,442	10,562
Non-current	841	904
Total	12,283	11,466

The following assumptions were adopted in measuring the present value of leave:

Weighted average increase in employee costs	3.40%	3.40%
Weighted average discount rates	2.60%	3.17%
Weighted average settlement periods (years)	12	12

Total all provisions

Current	11,442	10,562
Non-current	841	904
	12,283	11,466

	2015 \$'000	2014 \$'000
Employee benefits		
Current		
Annual leave		
Current short-term: settlement within 12 months of balance date	2,781	2,617
Current long-term: settlement beyond 12 months of balance date (note 1m)	1,171	1,105
	3,952	3,722
Long service leave		
Current short-term: settlement within 12 months of balance date	546	482
Current long-term: settlement beyond 12 months of balance date (note 1m)	6,944	6,358
	7,490	6,840
Non-current		
Long service leave	841	904
	841	904
Aggregate carrying amount of employee benefits:		
Current	11,442	10,562
Non-current	841	904
Total	12,283	11,466
The following assumptions were adopted in measuring the present value of leave:		
Weighted average increase in employee costs	3.40%	3.40%
Weighted average discount rates	2.60%	3.17%
Weighted average settlement periods (years)	12	12
Total all provisions		
Current	11,442	10,562
Non-current	841	904
	12,283	11,466



**Notes to the Financial Report**  
For the Year Ended 30 June 2015

	2015 \$'000	2014 \$'000
<b>Note 25</b>		
<b>Income received in advance</b>		
Rent	319	300
Rates	324	273
Total income received in advance	<u>643</u>	<u>573</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 2015

Note 27 Reserves

(a) Asset revaluation reserves

2015	Balance at beginning of reporting year \$'000	Increment/ (decrement) \$'000	Realised Revaluation Reserve \$'000	Balance at end of reporting year \$'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, machinery and other 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>

2014	Balance at beginning of reporting year \$'000	Increment/ (decrement) \$'000	Realised Revaluation Reserve \$'000	Balance at end of reporting year \$'000
<b>Property</b>				
Land	632,276	60,288	(1,239)	691,325
Buildings	82,443	(468)	(89)	81,886
	714,719	59,820	(1,328)	773,211
<b>Plant, machinery and other assets</b>				
Plant, machinery and equipment	38	-	24	62
Fixtures, fittings and furniture	1,008	-	-	1,008
Computers and telecommunications	75	-	-	75
Artworks	1,276	-	-	1,276
	2,397	-	24	2,421
<b>Infrastructure</b>				
Roads	69,045	1,955	-	71,000
Bridges	807	434	-	1,241
Footpaths and cycleways	23,845	4,587	-	28,432
Off street car parks	4,887	342	-	5,229
Drainage	109,755	8,374	-	118,129
Parks, open space and streetscapes	205	-	-	205
	208,544	15,692	-	224,236
<b>Total</b>	<b>925,660</b>	<b>75,512</b>	<b>(1,304)</b>	<b>999,868</b>

**Notes to the Financial Report**  
For the Year Ended 30 June 2015

**Note 27 Reserves (cont.)**

**(b) Other reserves**

	<b>Balance at beginning of reporting year \$'000</b>	<b>Transfer from accumulated surplus \$'000</b>	<b>Transfer to accumulated surplus \$'000</b>	<b>Balance at end of reporting year \$'000</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>
	<b>Balance at beginning of reporting year \$'000</b>	<b>Transfer from accumulated surplus \$'000</b>	<b>Transfer to accumulated surplus \$'000</b>	<b>Balance at end of reporting year \$'000</b>
<b>2014</b>				
Resort and recreation reserve (a)	2,642	(593)	1,078	3,127
Doncaster hill activity centre reserve (b)	-	(21)	83	62
Family day care workcover levy reserve (c)	196	-	-	196
<b>Total</b>	<b>2,838</b>	<b>(614)</b>	<b>1,161</b>	<b>3,385</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 2015

	2015 \$'000	2014 \$'000
<b>Note 28 Reconciliation of cash flows from operating activities to surplus/(deficit) for the year</b>		
Surplus/(deficit) for the year	14,162	13,197
Depreciation/amortisation	19,754	19,507
(Gain)/loss on disposal of property, plant and equipment, infrastructure	2,330	(164)
Contributed assets	(1,618)	(3,034)
Share of (gain)/loss from associate	(153)	(263)
Adjustment for work in progress write-off to other expenses	265	10
Change in assets and liabilities:		
(Increase)/decrease in trade and other receivables	(1,498)	365
(increase)/decrease in other assets	200	(320)
Increase/(decrease) in trade and other payables	(207)	(35)
(Decrease)/increase in other assets and liabilities	70	15
Increase/(decrease) in unfunded superannuation liability	-	(7,906)
(Increase)/decrease in provisions	817	307
Net cash provided by/(used in) operating activities	<u>34,122</u>	<u>21,679</u>
<b>Note 29 Reconciliation of cash and cash equivalents</b>		
Cash and cash equivalents (note 16)	48,821	42,517
	<u>48,821</u>	<u>42,517</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 2015

**Note 31 Commitments**

Council has entered into the following commitments

2015	Not later than 1 year \$'000	Later than 1 year and not later than 2 years \$'000	Later than 2 years and not later than 5 years \$'000	Later than 5 years \$'000	Total \$'000
<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 and 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>

2014	Not later than 1 year \$'000	Later than 1 year and not later than 2 years \$'000	Later than 2 years and not later than 5 years \$'000	Later than 5 years \$'000	Total \$'000
<b>Operating</b>					
Garbage collection	4,934	5,133	16,680	-	26,747
Meals for delivery	274	279	873	-	1,426
Hard and green waste collection	837	854	2,666	-	4,357
Property valuation	100	250	450	-	800
<b>Total</b>	<b>6,145</b>	<b>6,516</b>	<b>20,669</b>	<b>-</b>	<b>33,330</b>
<b>Capital</b>					
Roads	2,281	-	-	-	2,281
Drainage	709	-	-	-	709
Other - recreation & open space	1,269	-	-	-	1,269
Buildings	12,070	-	-	-	12,070
Plant and equipment	450	-	-	-	450
<b>Total</b>	<b>16,779</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>16,779</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):

	2015 \$'000	2014 \$'000
Not later than one year	420	499
Later than one year and not later than five years	1,260	723
Later than five years	1,048	1,231
<b>Total</b>	<b>2,728</b>	<b>2,453</b>

**(b) Operating lease receivables**

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

	2015 \$'000	2014 \$'000
Not later than one year	1,490	775
Later than one year and not later than five years	4,291	1,910
Later than five years	25	3
<b>Total</b>	<b>5,806</b>	<b>2,688</b>

## Notes to the Financial Report

For the Year Ended 30 June 2015

**Note 33 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 where this is an appropriate risk management option. Council has taken out insurance with MAV Insurance to limit Council's exposure to liabilities arising from actions of the Council or its employees where it is appropriate to do so.

**Open claims**

Council is presently involved in 5 open claims and total of 36 claims received in 2014/15 (37 claims in 2013/14) on Council for alleged personal injury, property damage, and professional negligence. As these matters are yet to be finalised, Council's liability, if any, has yet to be established. No allowance for these contingencies has been made in the financial report, however, the maximum excess or amount for potential settlement below the excess value that could be payable by Council in total is estimated by Council's insurers to be \$20,000 (\$28,000 in 2013/14). Council is not aware of any other contingent liabilities or claims that would fall outside of the terms of Council's insurance policies.

**Public and products liability**

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

**Professional indemnity**

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

**Bank guarantees issues**

Council is responsible for the following bank guarantee:

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

**Capital funding grant**

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

**Superannuation**

Council has obligations under a defined benefit superannuation scheme that may result in the need to make additional contributions to the scheme to ensure that the liabilities of the fund are covered by the assets of the fund. As a result of the 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.

**Funding arrangements**

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

The Fund's latest actuarial investigation was held as at 30 June 2014 and it was determined that the vested benefit index (VBI) of the defined benefit category of which Manningham City Council is a contributing employer was 103.4%. To determine the VBI, the fund Actuary used the following long-term assumptions:

Net investment returns	7.50% pa
Salary information	4.25% pa
Price inflation (CPI)	2.75% pa

**Note 33 Contingent liabilities and contingent assets (cont.)**

**(a) Contingent liabilities (cont.)**

Vision Super has advised that the VBI at 30 June 2015 was 105.8%.

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 most recent full actuarial investigation conducted by the Fund's Actuary as at 30 June 2014, 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 2015, this rate was 9.5% of members' salaries. 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.

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.

**Latest actuarial investigation surplus amounts**

The Fund's latest actuarial investigation as at 30 June 2014 identified the following in the defined benefit category of which Manningham City Council is a contributing employer:

- A VBI surplus of \$77.1 million; and
- A total service liability surplus of \$236 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 2014.

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 results of the actuarial investigation during January 2015.

**Notes to the Financial Report**

For the Year Ended 30 June 2015

**Note 33 Contingent liabilities and contingent assets (cont.)**

**(a) Contingent liabilities (cont.)**

**Superannuation contributions**

Contributions by Manningham City Council (excluding any unfunded liability payments) to the above superannuation plans for the financial year ended 30 June 2015 are detailed below:

Scheme	Type of scheme	Rate	2015	2014
			\$'000	\$'000
Vision Super	Defined benefits	9.50%	358	343
Vision Super	Accumulation	9.50%	2,437	2,327
Other Funds	Accumulation	9.50%	832	605
			<b>3,627</b>	<b>3,275</b>

In addition to the above contributions, Manningham City Council has paid unfunded liability payments to Vision Super totalling \$nil paid during the 2014/15 year (2013/14 \$7.906 million).

There were \$nil contributions outstanding (2013/14, nil).

The expected contributions to be paid to the defined benefit category of Vision Super for the year ending 30 June 2016 is \$370,000.

**(b) Contingent assets**

**Developer contributed assets**

Developer contributions to be received in respect of estates subject to future subdivisions total \$4,073,289 (2013/14, \$833,321).



**Note 34 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 2015 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 33, 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 2015

**Note 34 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 2.00%.

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 35 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)
	Councillor Galbally (Elected 8 November 2012)
	Councillor Gough (Re-elected 8 November 2012)
	Councillor Grivokostopoulos (Elected 8 November 2012, Mayor from 12 November 2013 to 2 December 2014)
	Councillor Haynes (Elected 8 November 2012)
	Councillor Kleinert (Elected 8 November 2012)
	Councillor McLeish (Elected 8 November 2012, Mayor from 3 December 2014)
	Councillor O'Brien (Elected 8 November 2012)
	Councillor Yang (Re-elected 8 November 2012)
<b>Chief Executive Officer</b>	Mr Joe Carbone (Appointed Chief Executive Officer on 21 January 2013)
	Mr Leigh Harrison (Appointed as Acting Chief Executive between 20 October 2014 to 3 November 2014)
	Ms Teresa Dominik (Appointed as Acting Chief Executive between 29 December 2014 to 9 January 2015)

**(ii) Remuneration of Responsible Persons**

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

	2015 No.	2014 No.
Less than \$10,000	-	-
\$10,000 - \$19,999	-	7
\$20,000 - \$29,999	7	-
\$30,000 - \$39,999	-	-
\$40,000 - \$49,999	1	1
\$50,000 - \$59,999	1	1
\$110,000 - \$119,999	-	-
\$170,000 - \$179,999	-	-
\$210,000 - \$219,999	-	1
\$250,000 - \$259,999	-	-
\$310,000 - \$319,999	-	1
\$330,000 - \$339,999	1	-
	10	11
	<b>\$'000</b>	<b>\$'000</b>
Total remuneration for the reporting year for Responsible Persons included above amounted to:	615	807

**(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 2014/15 (2013/14, 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 2014/15 (2013/14, 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 (2013/14, nil).

**Notes to the Financial Report**  
For the Year Ended 30 June 2015

**Note 35 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 \$136,000

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:	2015 No.	2014 No.
<\$120,000	-	4
\$120,000 - \$129,999	-	1
\$130,000 - \$139,999	4	3
\$140,000 - \$149,999	3	7
\$150,000 - \$159,999	10	3
\$160,000 - \$169,999	3	2
\$170,000 - \$179,999	2	1
\$180,000 - \$189,999	-	-
\$190,000 - \$199,999	1	-
\$200,000 - \$209,999	1	2
\$210,000 - \$219,999	-	1
\$220,000 - \$229,999	1	-
\$230,000 - \$239,999	1	1
\$240,000 - \$249,999	1	-
	<u>27</u>	<u>25</u>
	<b>\$'000</b>	<b>\$'000</b>
Total Remuneration, excluding resignation benefits, for the reporting year for Senior Officers included above, amounted to:	4,481	3,589

Employee entitlements paid to Senior Officers who resigned during the 2014/15 year amounted to \$nil (2013/14, \$136,637).

**Note 36 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**  
8 September 2015

In our opinion, the accompanying financial report presents fairly the financial transactions of Manningham City Council for the year ended 30 June 2015 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**  
8 September 2015



Michelle Kleinert  
**Deputy Mayor**  
8 September 2015



Joe Carbone  
**Chief Executive Officer**  
8 September 2015

# Performance Statement



## Performance statements

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## Performance Statement

For the year ended 30 June 2015

### 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 2014, our estimated population was 118,521 people and 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).

Version 1.0

### Sustainable Capacity Indicators

For the year ended 30 June 2015

<i>Indicator/measure</i>	<b>Results 2015</b>	<b>Material Variations</b>
<b>Own-source revenue</b>		
<i>Own-source revenue per head of municipal population</i> [Own-source revenue / Municipal population]	\$860	First Local Government Performance Reporting Framework (LGPRF) Reporting year
<b>Recurrent grants</b>		
<i>Recurrent grants per head of municipal population</i> [Recurrent grants / Municipal population]	\$110	First LGPRF Reporting year
<b>Population</b>		
<i>Expenses per head of municipal population</i> [Total expenses / Municipal population]	\$895	First LGPRF Reporting year
<i>Infrastructure per head of municipal population</i> [Value of infrastructure / Municipal population]	\$5,944	First LGPRF Reporting year
<i>Population density per length of road</i> [Municipal population / Kilometres of local roads]	198	First LGPRF Reporting year
<b>Disadvantage</b>		
<i>Relative socio-economic disadvantage</i> [Index of Relative Socio-economic Disadvantage by decile]	10	First LGPRF Reporting year

Service Performance Indicators

For the year ended 30 June 2015

<i>Service / indicator / measure</i>	<b>Results 2015</b>	<b>Material Variations</b>
<b>Governance</b>		
<b>Satisfaction</b>		
<i>Satisfaction with council decisions</i> [Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]	60	First LGPRF Reporting year
<b>Statutory Planning</b>		
<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%	First LGPRF Reporting year
<b>Roads</b>		
<b>Satisfaction</b>		
<i>Satisfaction with sealed local roads</i> [Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]	68	First LGPRF Reporting year
<b>Libraries</b>		
<b>Participation</b>		
<i>Active library members</i> [Number of active library members / Municipal population] x100	16.2%	This indicator only measures members that have borrowed a physical item within 2014/15.
<b>Waste Collection</b>		
<b>Waste diversion</b>		
<i>Kerbside collection waste diverted from landfill</i> [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100	53.7%	First LGPRF Reporting year
<b>Aquatic facilities</b>		
<b>Utilisation</b>		
<i>Utilisation of aquatic facilities</i> [Number of visits to aquatic facilities / Municipal population]	3.9	A significant redevelopment of the municipal aquatic facilities impacted visitor door counters over 2014/15.
<b>Animal management</b>		
<b>Health and safety</b>		
<i>Animal management prosecutions</i> [Number of successful animal management prosecutions]	24	First LGPRF Reporting year
<b>Food safety</b>		
<b>Health and safety</b>		
<i>Critical and major non-compliance notifications</i> [Number of critical non-compliance notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance notifications and major non-compliance notifications about food premises] x100	91.6%	First LGPRF Reporting year



## Service Performance Indicators

For the year ended 30 June 2015

<i>Service/indicator/measure</i>	<b>Results 2015</b>	<b>Material Variations</b>
<b>Home and community care</b>		
<b>Participation</b>		
<i>Participation in HACC service</i> [Number of people that received a HACC service / Municipal target population for HACC services] x100	22.6%	First LGPRF Reporting year
<b>Participation</b>		
<i>Participation in HACC service by CALD people</i> [Number of CALD people who receive a HACC service / Municipal target population in relation to CALD people for HACC services] x100	18.5%	First LGPRF Reporting year
<b>Maternal and child health</b>		
<b>Participation</b>		
<i>Participation in the MCH service</i> [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100	98.6%	First LGPRF Reporting year
<b>Participation</b>		
<i>Participation in the MCH service by Aboriginal children</i> [Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100	91.7%	First LGPRF Reporting year

Financial Performance Indicators

For the year ended 30 June 2015

Dimension / indicator / measure	Results	Forecasts				Material Variations
	2015	2016	2017	2018	2019	
<b>Operating position</b> <b>Adjusted underlying result</b> Adjusted underlying surplus (or deficit) [Adjusted underlying surplus (deficit) / Adjusted underlying revenue] x100	7.0%	7.6%	8.1%	8.4%	10.0%	The Financial Performance Indicator forecasts for 2016 to 2019 are based on Council's published Strategic Resource Plan projections. The State Government's announced intention to cap rates growth for local government may have the effect of reducing both revenues and expenses over the forecast period. The general trend of an improved underlying result ratio relates to an ongoing strategy to limit the growth of operational expenses.
<b>Liquidity</b> <b>Working capital</b> Current assets compared to current liabilities [Current assets / Current liabilities] x100	206.1%	176.0%	149.5%	154.8%	143.7%	Council's Working capital ratio is forecast to decrease as surplus funds are applied to fund the replacement and upgrade of community assets as part of the capital works program.
<b>Unrestricted cash</b> Unrestricted cash compared to current liabilities [Unrestricted cash / Current liabilities] x100	60.4%	63.0%	62.7%	62.8%	53.0%	No material variation
<b>Obligations</b> <b>Loans and borrowings</b> Loans and borrowings compared to rates [Interest bearing loans and borrowings / Rate revenue] x100	8.3%	7.9%	7.6%	7.2%	6.9%	No material variation
Loans and borrowings repayments compared to rates [Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100	0.3%	0.3%	0.3%	0.3%	0.3%	No material variation
<b>Indebtedness</b> Non-current liabilities compared to own source revenue [Non-current liabilities / Own source	8.0%	7.7%	7.5%	7.2%	3.9%	The reduction in the Indebtedness ratio in 2019 relates to the proposed repayment of \$3.6 million of loan funds in 2019/20.

## Financial Performance Indicators

For the year ended 30 June 2015

Dimension / indicator / measure	results	forecasts				Material Variations
	2015	2016	2017	2018	2019	
revenue] x100						
<b>Asset renewal</b> <i>Asset renewal compared to depreciation</i> [Asset renewal expenses / Asset depreciation] x100	71.3%	83.5%	124.5%	81.1%	83.9%	High asset renewal ratio in 2017 relates to Council's plan to replace 130,500 waste bins across the municipality.
<b>Stability</b> <b>Rates concentration</b> <i>Rates compared to adjusted underlying revenue</i> [Rate revenue / Adjusted underlying revenue] x100	76.5%	78.6%	78.1%	79.3%	79.5%	No material variation
<b>Rates effort</b> <i>Rates compared to property values</i> [Rate revenue / Capital improved value of rateable properties in the municipality ] x100	0.2%	0.2%	0.3%	0.3%	0.3%	No material variation
<b>Efficiency</b> <b>Expenditure level</b> <i>Expenses per property assessment</i> [Total expenses / Number of property assessments]	\$2,282	\$2,325	\$2,403	\$2,489	\$2,570	The Financial Performance Indicator forecasts for 2016 to 2019 are based on Council's published Strategic Resource Plan projections. The State Government's announced intention to cap rates growth for local government may have the effect of reducing both revenues and expenses over the forecast period.
<b>Revenue level</b> <i>Average residential rate per residential property assessment</i> [Residential rate revenue / Number of residential property assessments]	\$1,832	\$1,922	\$2,015	\$2,119	\$2,273	
<b>Workforce turnover</b> <i>Resignations and terminations compared to average staff</i> [Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100	8.3%	9.5%	9.5%	9.5%	9.5%	No material variation

### Other Information

For the year ended 30 June 2015

#### **BASIS OF PREPARATION**

Council is required to prepare and include a performance statement within its Annual Report. The performance statement includes the results of the prescribed sustainable capacity, service performance and financial performance indicators and measures together with a description of the municipal district and an explanation of material variations in the results. This statement has been prepared to meet the requirements of the Local Government Act 1989 and Local Government (Planning and Reporting) Regulations 2014.

Where applicable the results in the performance statement have been prepared on accounting bases consistent with those reported in the Financial Statements. The other results are based on information drawn from council information systems or from third parties (e.g. Australian Bureau of Statistics). The performance statement presents the actual results for the current year and for the prescribed financial performance indicators and measures, the results forecast by the council's Strategic Resource Plan.

The forecast figures included in the performance statement are those adopted by council in its Strategic Resource Plan on 23 June 2015 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. Such forward-looking statements by their nature are subject to known and unknown risks and other factors that may result in actual outcomes being materially different from those expressed or implied here. 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 Ayre CPA

**Principal Accounting Officer**

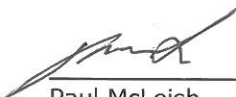
8 September 2015

In our opinion, the accompanying performance statement of the Manningham City Council for the year ended 30 June 2015 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**

8 September 2015



Michelle Kleinert

**Deputy Mayor**

8 September 2015



Joe Carbone

**Chief Executive Officer**

8 September 2015

# 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— (a) asset renewal expenditure (b) new asset expenditure (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 – (a) enhances an existing asset to provide a higher level of service; or (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 languages, tradition, religions, 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 Home and Community Care Act 1985 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 nonrecurrent 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

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



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# Thank you

Thank you for reading Manningham Council's 2014/2015 Annual Report. We hope that this document has given you a good understanding of the achievements of Council in the past 12 months.

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

## ANNUAL REPORT 2014/2015

We are proud to present our 2014/2015 Annual Report. This report provides a comprehensive account of our achievements, our challenges, our aspirations for the future and our commitments to the community. It details our performance against our strategic objectives outlined in the Council Plan 2013 – 2017 and provides an analysis of our financial performance. Most importantly, this report demonstrates the breadth of our operations and the diversity of services delivered on a daily basis to the Manningham community.

## WHY WE HAVE AN ANNUAL REPORT?

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

## 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 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)



**To view this annual report online visit  
[annualreport.manningham.vic.gov.au](http://annualreport.manningham.vic.gov.au)**

**MANNINGHAM CIVIC CENTRE**

699 Doncaster Road, Doncaster  
Melway ref. 33 E12

**COUNCIL DEPOT**

corner Blackburn Road and Warrandyte Road, Doncaster East  
Melway ref. 34 D3

**GENERAL INFORMATION**

phone 03 9840 9333  
fax 03 9848 3110  
email [manningham@manningham.vic.gov.au](mailto:manningham@manningham.vic.gov.au)  
[www.manningham.vic.gov.au](http://www.manningham.vic.gov.au)  
[twitter.com/manninghamcc](https://twitter.com/manninghamcc)  
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**SUSTAINABILITY**

Manningham City Council cares about the environment. This Annual Report is printed on Australian made, 100% recycled Revive Laser Carbon Neutral paper using vegetable-based inks. This has helped reduce global greenhouse gas emissions by more than 272kgs CO<sup>2</sup>-e.



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