

MANNINGHAM

COUNCIL MEETING

AGENDA

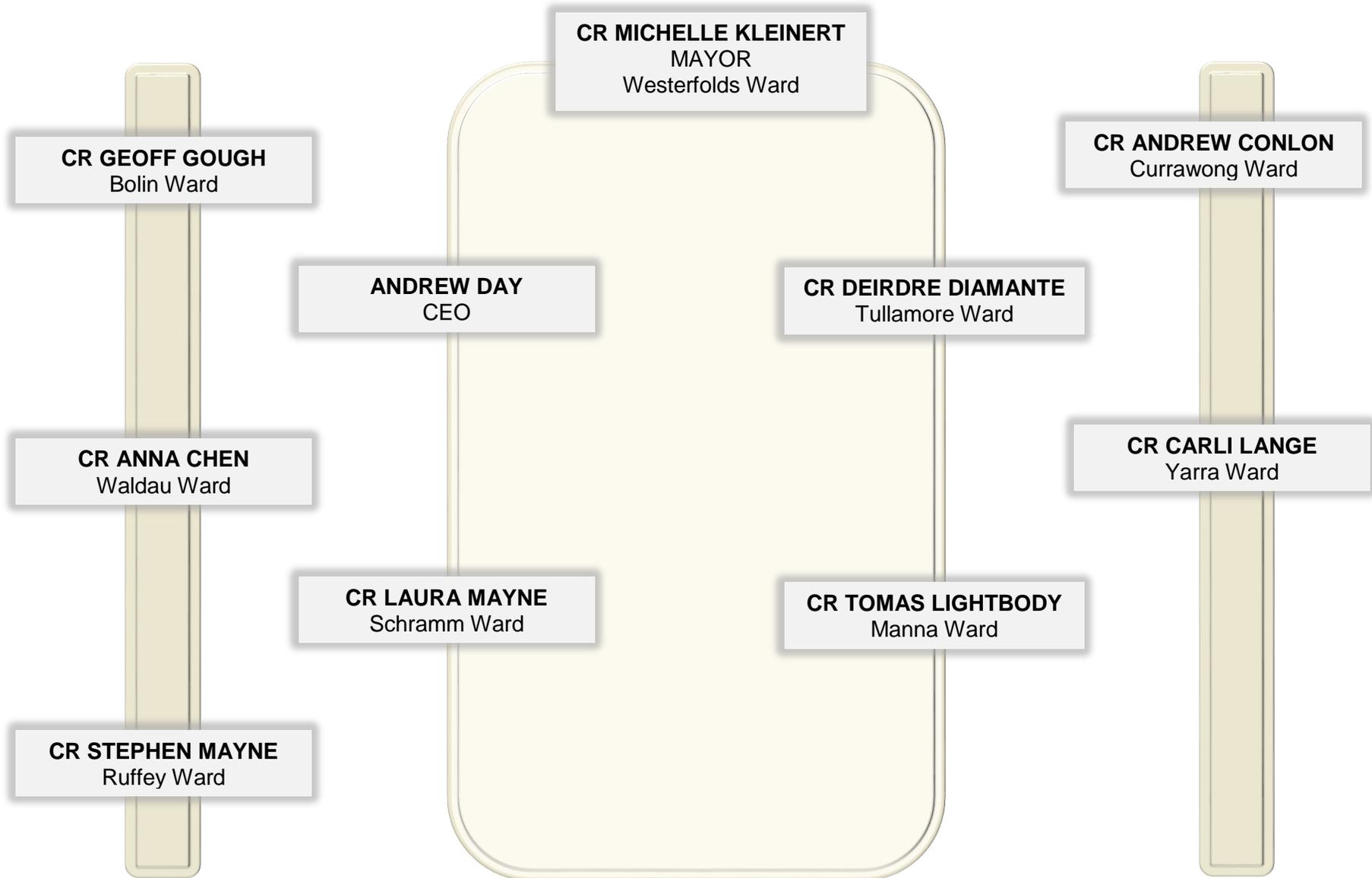
Date:	Tuesday, 23 November 2021
Time:	7:00pm
Location:	Council Chamber, Civic Centre 699 Doncaster Road, Doncaster

This meeting is convened to transact the business listed below.

Andrew Day
Chief Executive Officer

This meeting will be livestreamed.

COUNCIL MEETING SEATING PLAN



CR MICHELLE KLEINERT
MAYOR
Westerfolds Ward

CR GEOFF GOUGH
Bolin Ward

CR ANDREW CONLON
Currawong Ward

ANDREW DAY
CEO

CR DEIRDRE DIAMANTE
Tullamore Ward

CR ANNA CHEN
Waldau Ward

CR CARLI LANGE
Yarra Ward

CR LAURA MAYNE
Schramm Ward

CR TOMAS LIGHTBODY
Manna Ward

CR STEPHEN MAYNE
Ruffey Ward

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**1 OPENING PRAYER AND STATEMENTS OF
ACKNOWLEDGEMENT**

2 APOLOGIES AND REQUESTS FOR LEAVE OF ABSENCE

3 PRIOR NOTIFICATION OF CONFLICT OF INTEREST

4 CONFIRMATION OF MINUTES

Confirmation of the Council Meeting Minutes held on the 26 October 2021 and the Annual Council Meeting Minutes held on the 4 November 2021.

5 PRESENTATIONS

6 PETITIONS

7 PUBLIC QUESTION TIME

8 ADMISSION OF URGENT BUSINESS

9 PLANNING PERMIT APPLICATIONS

9.1 Planning Application PLA20/0143 at 23-29 Parker Street Templestowe Lower (Templestowe Hotel) for an amendment to Planning Permit PL15/025406, for partial demolition and the construction of buildings and works to the southern façade, construction of decks, enclosing the balcony to the north of the building, variation to the red line area for the serving of liquor, internally illuminated business identification signage, vegetation removal, an amendment to the permit preamble and the addition of new conditions to the permit.

File Number:	IN21/646
Responsible Director:	Acting Director City Planning & Community
Applicant:	Squareback
Planning Controls:	General Residential Zone, Schedule 3 (GRZ3), Heritage Overlay, Schedule 130 (HO130)
Ward:	Ruffey Ward
Attachments:	1 Decision Plans ↓ 2 Legislative Requirements ↓ 3 Map of Objectors (confidential)

EXECUTIVE SUMMARY

Purpose

1. This report provides Council with an assessment of an application to amend a Planning Permit submitted for the land at 23-29 Parker Street, Templestowe Lower (Templestowe Hotel). This report recommends approval, subject to conditions. The application is being reported to Council as the application has been called in at the request of Councillors.

Proposal

2. Planning Permit PL15/025406 was issued on 27 September 2016 for:
 - Buildings and works for alterations and additions (at basement level) associated with an existing hotel;
 - Use of land to sell and consume liquor –variations to an existing liquor licence (red line plan and hours of operation).This permit was amended on the 15 August 2017.
3. This application seeks to amend the permit preamble to include the removal of vegetation, the construction and display of internally illuminated business identification signs and removal of reference to buildings and works 'at basement level'.
4. The applicant proposed to amend the existing permit conditions, most notably relating to the hours of operation and patron numbers for the proposed Decks 1 and 2 along with restricting the use of external sound amplification equipment to the deck areas.

5. It is proposed to include new conditions requiring the proposal to be in accordance with the applicant's acoustic report, the provision for noise limiters to restrict music volume and the provision for an amenity/patron management plan to control the hours of operation, patron numbers and management of noise to Deck 1 and 2.
6. Partial demolition and buildings and works are proposed to the modern building addition along the southern façade (south-western section) of the hotel. The original 1868 hotel façade will remain largely unchanged, with the exception of some minor reinstatement works proposed.
7. Further additions are proposed to the northern aspect of the hotel, comprising the construction of two decks for outdoor dining, enclosing the balcony adjacent to the gaming room and the provision of an outdoor smoking room.
8. Other items proposed include increasing the red line area and extending the hours for the sale and consumption of liquor, signage and removing a tree.

Consultation/ Notification

9. Notice of the application was given pursuant to Section 52 of the *Planning and Environment Act 1987* by way of:
 - Letters to all adjacent and nearby properties;
 - Erecting a notice to the James Street frontage; and
 - Erecting a notice to the Parker Street frontage.
10. Six submissions were received, and the notification concluded on 3 February 2021.
11. The objections included concerns primarily relating to:
 - Privacy impacts and overlooking from the proposed decks;
 - Traffic and car parking implications;
 - Noise associated with patrons departing the premise late at night;
 - Noise emanating from the proposed decks during the hours of operation;
 - The proposed hours;
 - The provision of illuminated neon signage on the northern façade to James Street;
 - The maximum proposed patron numbers;
 - Compliance with Condition 12 of the existing Planning Permit;
 - Conditions of the original permit not being met; and
 - The proposed removal of Condition 1 and 1A from the existing Planning Permit.
12. A consultation meeting was held on 4 March 2021, to review the proposal.
13. Subsequently, the application was amended by the applicant on 31 March 2021, to address some of the issues raised at the consultation meeting.

14. This amendment proposed a number of changes to the permit, mainly the retention of Condition 1 and 1A, the provision for noise limiters within Decks 1 and 2 to limit music to a maximum of 88 decibels in accordance with the recommendations of applicant's acoustic report, the provision of a use (amenity/patron) management plan, limiting patron numbers to 300 patrons in the function room, bistro and associated dining areas (including Deck 1 and 2) and the inclusion of music to be played on Deck 1 and 2.
15. The main changes to the plans in this amendment included Sign D being amended to a backlit sign, noise limiters adjacent to the outermost speakers to Decks 1 and 2, the western end of Deck 1 and eastern end of Deck 2 being constructed of a sound insulating material and an updated colour and materials schedule to provide further details of materials to be used for Decks 1 and 2.
16. Further changes as part of the amendment were made to the Planning Report, confirming the intention for the roof to Deck 1 and 2 to remain open after 10pm. An updated Acoustic Report submitted by the applicant provided a further assessment of music levels by undertaking a 3D noise model assessment for the proposed decks.
17. Further notice of the application was given, by sending letters to adjoining and nearby properties, all objectors and erecting notices on the land.
18. Three submissions were received, and notification concluded on 18 August 2021.
19. Further concerns were raised in relation to the following:
 - The provision for music to be played on the deck areas;
 - The noise impacts on the amenity of the surrounding residential area;
 - The proposed operating hours;
 - On-going littering by patrons of the premise;
 - Noise concerns associated with the roofs to Deck 1 and 2 remaining open after 10pm;
 - Absence of a management plan at this stage of the planning process;
 - Inadequate existing boundary fencing heights to limit off-site noise and light spill impacts to the existing adjoining residential allotments.
20. Accordingly, a total of nine submissions were received over the two notice periods from a total of 6 objectors.
21. The location of the objectors are shown on a map in Confidential Attachment 3.

Key issues in considering the application

22. The key issues for Council in considering the proposal relate to:
 - Planning Policy Framework;
 - Buildings and Works;
 - Liquor Licence;
 - Signs;

- Vegetation Removal;
- Objector Concerns.

Assessment

23. The proposed buildings and works, liquor licence (red line area) changes, signage and vegetation removal is generally consistent with the relevant objectives, strategies and policies of the Manningham Planning Scheme.
24. The noise impacts from the proposed deck areas have been considered by an independent acoustic engineer engaged by Council and are considered to be acceptable, subject to further conditions. Council Officer's also sought it reasonable to include further conditions which reduce the hours of operation of the outdoor decks and requiring the roof to remain closed after 10pm each evening.
25. An updated acoustic assessment will be required to be submitted by the applicant prior to the commencement of the use. The requirement for an amenity/patron management plan will also ensure the on-going management of the site and proposed decks.

Conclusion

26. This report concludes that the proposal complies with the relevant planning policy in the Scheme, and should be supported, subject to additional conditions that seek to minimise off site amenity impacts.

1. RECOMMENDATION

That Council:

- A. Having considered all objections issue a **NOTICE OF DECISION TO AMEND A PLANNING PERMIT** in relation to Planning Application PLA20/0143 at 23-29 Parker Street, Templestowe Lower for:

Preamble Amended (new/modified additions underlined)

- **Partial demolition, buildings and works for alterations and additions associated with an existing hotel;**
- **Use of the land to sell and consume liquor- variations to an existing liquor licence (red line plan and hours of operation)**
- **Construction and put up for display internally illuminated business identification signs;**
- **Vegetation removal**

Subject to the following conditions (new/modified additions underlined)-

Amended Plans

1. **Within three months of the permit issue date, or prior to the commencement of the use, whichever occurs first, amended plans must be submitted to and approved by the Responsible Authority.**

When approved, the plans will then form part of the permit. The plans must be drawn to scale with dimensions and two copies must be provided. The plans must be generally in accordance with the plans submitted with the application TP01, TP02, TP03, TP04 & LC01 Rev. A prepared by Enth Degree Architects Pty Ltd, received on 21 September 2015 but modified to show:

- 1.1 Amended existing ground and basement floor plans, accurately showing existing conditions generally in accordance with the layout of the existing red line plan under Liquor Licence 31914456, with the existing balcony north of the gaming area depicted as 'No Public Access and no storage' on the ground floor plan;
 - 1.2 The proposed floor plan of the basement must clearly show the extent of the proposed extension to the basement level, fully dimensioned in metres;
 - 1.3 Plan showing the extent of any demolition or excavation works, fully dimensioned in metres (where applicable);
 - 1.4 Deleted;
 - 1.5 Deleted;
 - 1.6 The external access ramp to the outdoor area to be depicted as emergency and disabled access only;
 - 1.7 The existing vegetation around the outdoor function area to be retained;
 - 1.8 The location of any new lighting for the outdoor function area, to be fixed no more than 1.5 metres above the existing surface level;
 - 1.9 The erection of a new 2.5 metre high brick fence on the common boundary between the subject land and 23 Ruffey Street, Templestowe Lower.
- 1A. Before the development and use commences, further amended plans must be submitted to and approved by the Responsible Authority. When approved, the plans will then form part of the permit. The plans must be drawn to scale with dimensions and two copies must be provided. The plans must be generally in accordance with the plans submitted with the application (*Enth Degree Architects Pty Ltd*, job number 1408, dated January 2017) but modified to show:
- 1A.1 Specification of the external materials and finishes of all new buildings and works, to blend with the existing finishes of the Hotel.
 - 1A.2 The new doors between the function room and entrance and entrance and outdoor area to be of a self-closing nature.
 - 1A.3 Deletion of the notation regarding entry to the function room via existing doors.
- 1B. Before the start of the use and development approved under Amendment to Planning Permit PLA20/0143, amended plans drawn to scale and dimensioned must be submitted via email and approved by the Responsible Authority. When approved the plans will then form part of the permit. The plans must be generally in accordance with the decision plans (prepared by *Enth Degree Architects*, job number 1408, dated 20 April 2021), but modified to show:

1B.1 A notation to indicate that the roof, and all external windows, louvres and openings to Decks 1 and 2 remain closed after 10pm every evening to the satisfaction of the Responsible Authority;

1B.2 A notation to indicate that noise limiters will be installed within 1m of all speakers to Decks 1 and 2, to ensure that any music does not exceed 88 decibels, to the satisfaction of the Responsible Authority;

1B.3 A notation to indicate that all fixed and operable windows and louvres meet a minimum acoustic rating of Rw25 to Decks 1 and 2.

1B.4 A notation to indicate that no live entertainment is permitted on the decks.

1B.5 A notation that the awning along the western wall of the extant 1868 hotel building is to be removed.

1B.6 Details of the signage for off-site patron management in accordance with the Patron/Amenity Management Plan approved under this permit, to the satisfaction of the Responsible Authority;

1B.7 A notation to indicate the use must be in accordance with the Patron/Amenity Management Plan approved under this permit.

1B.8 An amended material and colour schedule to include details of the proposed signage pillars to the north of the existing building.

Use Management Plan

2. Prior to the use commencing, a Management Plan for the function area must be submitted and approved by the Responsible Authority, outlining measures and procedures regarding the sale and consumption of liquor by patrons associated with the function room. Including, but not limited to:
 - 2.1 Management of the hours of operation of the internal and external areas of the function room;
 - 2.2 Measures to limit and address anti-social behaviour of patrons on site;
 - 2.3 Details of all staffing arrangements, including numbers and working hours of security staff;
 - 2.4 Measures to limit and address patron behaviour upon dispersal of patrons after a function ceases;
 - 2.5 Standard procedures to be undertaken in the event of a complaint;
 - 2.6 Noise control measures containing the following information:
 - Identification of all potential noise sources associated with the function room, including air-conditioning, exhaust fan systems and security alarms.
 - Details of the provision of music, including the frequency and hours of entertainment.
 - The location of any existing noise sensitive areas, such as residential uses in close proximity to the venue.
 - Measures to be undertaken to address all noise sources identified, including on and off site noise attenuation measures.
 - 2.7 Management of the outdoor function area to include:
 - Only to be utilised by patrons of functions;

- To be used only for smoking purposes after 10:00pm;
- To be monitored by hotel staff at all times when in use.

Endorsed Plans

3. The approved use, development, vegetation removal and signs as shown on the approved plans must not be altered without the written consent of the Responsible Authority.

Hours

4. Except with the prior written consent of the Responsible Authority, the use may only operate between the following hours:

4.1 Function Room (internal)

- Sunday & Good Friday Between 10 am and 11pm
- Anzac Day (not being a Sunday) Between 12 noon and 1am the following morning
- Anzac Day (Sunday) Between 12 noon and 11pm
- Monday to Thursday Between 7 am and 11pm
- Friday to Saturday Between 7 am and 1am the following morning except Good Friday

4.2 Function Room (outdoor area)

- Monday to Saturday Between 7 am to 10 pm
- Sunday Between 10 am to 10 pm

4.3 Decks 1 and 2

- Sunday & Good Friday Between 10am and 11pm
- Anzac Day Between 12pm and 11pm
- Monday to Thursday Between 7am and 11pm
- Friday and Saturday Between 7am and 1am the following morning except Good Friday

Patron numbers

5. Except with the prior written consent of the Responsible Authority, the maximum number of patrons permitted throughout the function room, bistro and associated dining areas including the external decking areas (Decks 1 and 2) must not exceed 300 patrons at any one time. Further, the maximum patrons must not exceed the following at any one time:

5.1 88 patrons to Deck 1; and

5.2 54 patrons to Deck 2.

Amenity/Patron Management Plan

6. Before the commencement of the use and development approved under Amendment to Planning Permit PLA20/0143, an Amenity/Patron Management Plan must be to and approved by the Responsible Authority. When approved, the plan will then form part of the permit. The plan must include:

- 6.1 Staffing and security arrangements for the premises designed to ensure the orderly arrival and departure of patrons, including the use of crowd controllers;
- 6.2 Signage display and location to be used to encourage responsible off-site patron behaviour;
- 6.3 The training of staff in the management of patron behaviour;
- 6.4 Measures to control noise emissions from the outdoor dining and smoking areas;
- 6.5 Measures to manage patron behaviour in the outdoor dining and smoking areas;
- 6.6 Measures to manage patron dispersal;
- 6.7 Staff communication arrangements;
- 6.8 Details of any management measures required to control noise emissions from the premises. (e.g. operation of volume limiter if installed);
- 6.9 The nomination of the person responsible for the implementation of this management plan;
- 6.10 Measures to ensure that excessive noise is not generated;
- 6.11 Measures to ensure that patrons who depart the premises late at night, do so in a manner not likely to cause noise disturbance to nearby residents;
- 6.12 A documented complaint response procedure to include the provision of a:
 - 6.12.1 Contact point during hours of operation;
 - 6.12.2 Investigation and assessment process;
 - 6.12.3 Record management of complaints and corrective action taken to resolve the concern.
7. The Amenity/Patron Management Plan must be implemented to the satisfaction of the Responsible Authority. The patron management plan must not be modified unless with the further written consent of the Responsible Authority.

Patron Management

8. The operator of the use must ensure that patrons who depart the premises late at night, do so in a manner not likely to cause noise disturbance to nearby residents.

Car Park Management

9. The rear entry to the carpark from James Street must be closed between the hours of 10:00pm and 7:00am to the satisfaction of the Responsible Authority.

Vegetation Management

10. The vegetation surrounding the outdoor function area, as shown on the endorsed plans, must be maintained to the satisfaction of the Responsible Authority.

Acoustic Measures

11. **Before the use and development approved under Amendment to Planning Permit PLA20/0143 commences, an amended Acoustic Report must be submitted to and approved by the Responsible Authority. When approved, the Acoustic Report will be endorsed and form part of the permit. The Acoustic Report must be generally in accordance with the Acoustic Report submitted with the application (prepared by Clarity Acoustics, Revision 1, dated 25 June 2021), but modified to provide an assessment of the smoking area, with any acoustic measures and recommendations incorporated into the design and/or the amenity/patron management plan.**
12. **Prior to the commencement of the use approved under Amendment to Planning Permit PLA20/0143 (or such further date approved in writing by the Responsible Authority), a report prepared by a suitably qualified acoustic consultant must be provided to the Responsible Authority that details how the noise limiters have been calibrated and confirms that all amplification associated with the decks is connected to the limiter, and will comply with the Environment Protection Regulations and Noise Protocol including times when windows and roofs are opened and closed. The limiter must be capable of logging noise levels continuously with records made available to the Responsible Authority on request. All acoustic measures approved under this permit must be maintained thereafter at all times to the satisfaction of the Responsible Authority.**

Management Plans

13. **The acoustic report and management plans approved under this permit must be implemented and complied with at all times to the satisfaction of the Responsible Authority, unless with the further written approval of the Responsible Authority.**

Maintenance

14. **Buildings, paved areas, drainage, landscaping and all external areas must be maintained to the satisfaction of the Responsible Authority.**

Amenity

15. **The use must be managed so that the amenity of the area is not detrimentally affected, to the satisfaction of the Responsible Authority, through the:**
 - 15.1 **Transport of materials, goods or commodities to or from the land;**
 - 15.2 **Storage of goods and wastes;**
 - 15.3 **Appearance of any building, works or materials;**
 - 15.4 **Emission of noise, light, vibration, odour & dust.**
16. **All external plant and equipment must be appropriately located and screened, including acoustic treatment or placed in soundproof housing, to reduce noise to a satisfactory level to the Responsible Authority.**
17. **Noise levels emanating from the land must not exceed the requirements of the Environment Protection Regulations 2021 (under the Environment Protection Act 2017) as may be amended from time to time, to the satisfaction of the Responsible Authority.**

18. External sound amplification equipment or loudspeakers are only to be used in association with Deck 1 and 2, and must not affect the amenity of the area, to the satisfaction of the Responsible Authority.
19. External lighting must be designed so to limit loss of amenity to residents of adjoining properties to the satisfaction of the Responsible Authority.
20. Garbage and recycling storage areas must be maintained in a neat and tidy condition to the satisfaction of the Responsible Authority.

Signage

21. Without the written consent of the Responsible Authority, the approved signs must not:
 - 21.1 Be altered in any way (including the location, size, and structure).
 - 21.2 Contain intermittent or flashing light;
 - 21.3 Contain a degree of illumination/lighting that causes glare/distraction to motorists or an unreasonable loss of residential amenity.
22. Except with the written consent of the Responsible Authority, the approved internally illuminated signs must only be illuminated during the following times:
 - 22.1 All signs to the northern façade of the building must only be illuminated between 5pm-11pm on Sunday-Thursday, Good Friday and Anzac Day and between 5pm-1am on Friday and Saturdays (except Good Friday);
 - 22.2 All other internally illuminated signs must only be illuminated during the operating hours of the existing hotel.
23. The approved sign/s including all structures and advertising material must at all times be maintained in good order and condition to the satisfaction of the Responsible Authority.

Sale and Consumption of Liquor

24. The layout of the red-line are as shown on the endorsed plans must not be altered without the written consent of the Responsible Authority.
25. The sale and consumption of liquor must not occur outside of the endorsed red-line area without the written consent of the Responsible Authority.
26. The sale and consumption of liquor must be managed so that the amenity of the area is not detrimentally affected, to the satisfaction of the Responsible Authority.

Heritage (Demolition)

27. Demolition is only permitted to sections of the building(s) as identified in the approved plan. The remainder of the building(s) must be retained in its entirety to the satisfaction of the Responsible Authority. No fabric of retained portion(s) of building(s) must be removed unless further written consent is provided by the responsible authority.

Permit Expiry

28. This permit will expire if one of the following circumstances applies:

28.1 The use and development is not started within two (2) years of the date of this permit;

28.2 The development is not completed within four (4) years of the date of this permit;

The Responsible Authority may extend the periods referred to if a request is made in writing by the owner or occupier either before the permit expires or in accordance with Section 69 of the *Planning & Environment Act 1987*.

28.3 The use and development authorised by Amendment to Planning Permit PLA20/0143 must be completed to the satisfaction of the Responsible Authority within four (4) years of the issue date of this amendment;

28.4 The construction and/or putting up for display of the signs approved by Amendment to Planning Permit PLA20/0143 must completed within four (4) years of the issue date of this amendment;

28.5 The vegetation removal approved by Amendment to Planning Permit PLA20/0143 must completed within four (4) years of the issue date of this amendment.

29. The approved signs expire 15 years from the issue date of the Amendment to Planning Permit PLA20/0143.

30. Upon expiry of the approved signs, all signs and structures built specifically to support or illuminate them must be removed, to the satisfaction of the Responsible Authority.

2. BACKGROUND

2.1 The application was submitted to Council on 6 October 2020.

2.2 A request for further information was sent on 30 October 2020, raising a number of concerns with the proposal.

2.3 The application was amended on 23 December 2020, to include an additional red line area for the sale and consumption of liquor and vegetation removal.

2.4 The application was amended again on 14 January 2021, to include additional details of the building on the plans.

2.5 All requested further information was received on 14 January 2021.

2.6 Notice of the application was given for a two week period, which concluded on 3 February 2021.

2.7 A consultation meeting was held on 4 March 2021.

2.8 Following the consultation meeting, the application was amended on 30 March 2021. The main changes to the proposal as part of this amendment are as follows:

- Amendments to the permit including the retention of Conditions 1 and 1A, the provision for noise limiters within Decks 1 and 2 to limit music to a maximum of 88 decibels in accordance with the recommendations of the applicant's acoustic engineer, the provision for an amenity/patron management plan, limiting patron numbers to 300 patrons in the function room, bistro and associated dining areas (including Deck 1 and 2) and the provision for music to be played on Decks 1 and 2.
 - Amendments to the plans - Sign D being modified to a backlit sign, noise limiters to Deck 1 and 2, the western end of Deck 1 and eastern end of Deck 2 to be constructed of sound insulating material and an updated colour and material schedule to provide further details of materials to the decks.
 - Further changes as part of the amendment were made to the Planning Report, confirming the intention for the roof to Decks 1 and 2 to remain open after 10pm. The applicant's updated Acoustic Report provided a further assessment of music levels by undertaking a 3D noise model assessment.
- 2.9 A request for further information was sent on 28 April 2021, which raised a concern regarding the noise generation from the proposal on the surrounding residential properties.
- 2.10 The requested further information was received 23 July 2021.
- 2.11 Notice of the amended application was given for a two week period, which concluded on 18 August 2021.
- 2.12 The statutory timeframe for considering a planning application is 60 days, which fell on 11 October 2021.
- 2.13 The land is subject to Section 173 Agreement (Instrument AJ027249K) in relation to Planning Permit PL10/021713, which approved a two lot subdivision.
- 2.14 The proposal will not impact on the requirements of the above mentioned Section 173 Agreement.
- 2.15 The land is not affected by a Registered Restrictive Covenant.

Planning History

- 2.16 There have been a number of past permits issued at the subject land relating to buildings and works, signage, gaming and subdivision.

Existing Planning Permit

- 2.17 Planning Permit PL15/025406 was issued on 27 September 2016 for:
- Buildings and works for alterations and additions (at basement level) associated with an existing hotel;
 - Use of land to sell and consume liquor –variations to an existing liquor licence (red line plan and hours of operation).
- 2.18 Specifically, this Planning Permit gave approval for:
- Alterations to the internal layout of the existing basement;

- Construction of buildings and works to rearrange the layout and extend the basement to the south;
- Modification to the licensed area;
- Restricting live or amplified music in the outdoor area adjacent to the function room;
- Hours of operation of the existing liquor licence altered to match the bistro and gaming areas.

2.19 This Planning Permit was amended on 15 August 2017 and included the following main changes:

- Inclusion of 'partial demolition' in the permit pre-amble;
- Partial demolition of a wall on the northern and eastern sides;
- Replacement of the existing door on the northern wall with new double glass doors;
- Addition of a pergola/canopy over the new double glass doors;
- Replacement of existing grate vents on the northern wall with a window;
- Addition of new internal walls to create an entry space;
- Partial extension of the building on the eastern side;
- Relocation of the existing external entry/exit door to the function room;
- Addition of a new external access door from the entry to the outdoor area;
- Reconfiguration of the existing ramp;
- Deletion of Condition 1.4 and 1.5;
- Addition of Condition 1A.

2.20 The existing Planning Permit includes a condition (Condition 4) that restricts the use to the following hours:

- Function Room (internal)
 - Sunday & Good Friday Between 10 am and 11pm
 - Anzac Day (not being a Sunday) Between 12 noon and 1am the following morning
 - Anzac Day (Sunday) Between 12 noon and 11pm
 - Monday to Thursday Between 7 am and 11pm
 - Friday to Saturday Between 7 am and 1am the following morning except Good Friday
- Function Room (outdoor area)
 - Monday to Saturday Between 7 am to 10 pm
 - Sunday Between 10 am to 10 pm

- 2.21 Further existing conditions require use management practices for the function area, limitations around patron numbers, the operator to manage the departure of patrons, the closure of the James Street access between 10pm-7am and preventing the use of external sound amplification equipment or loudspeakers.

3. THE SITE AND SURROUNDS

The Site

- 3.1 The subject land has an area of approximately 9347m² with boundaries bordering Parker and James Streets. The site and immediate surrounds are within the General Residential Zone (Schedule 3).
- 3.2 The site has a street frontage of 97.21 metres to Parker Street and 80.25 metres to James Street, 100.74 metres to the western boundary and a stepped boundary alignment to the east.
- 3.3 The land is occupied by the Templestowe Hotel, a split level public bar/hotel originally known as "Sheahan's Hotel". The hotel was established in 1868. The hotel is part single storey (to the Parker Street frontage) and part double-storey to the rear, facing James Street to the north. The historic hotel is constructed of weatherboard with hipped roof of corrugated iron with gable ends. The bottle shop and the remainder of the hotel is a modern construction, with flat and part mansard roof form. The hotel is listed on the Victorian Heritage Database being of local significance as an early timber hotel.
- 3.4 The hotel comprises a symmetrical timber, corrugated iron gable roofed building with a skillion verandah set between two projecting gables. The hotel has been subject to a number of extensions and renovations over the years, and has been substantially altered from its original state. Part of the original building facing Parker Street was preserved when the hotel was remodelled and extended in 1964.
- 3.5 The site is sparsely vegetated throughout, generally limited to the site boundaries and to the perimeter of the hotel building.
- 3.6 An extensive area of on-site car parking is located to the north, east (in-part) and west of the hotel.
- 3.7 The hotel comprises a Bistro with an associated buffet and centralised bar, public sports bar with associated gambling facilities, function room facilities, a drive-through bottle-shop and associated beer cool room, party room, amenity facilities and a gaming room.



Figure 1: The site

The Surrounds

- 3.8 The Yarra River and associated parklands (Finns Reserve) are located approximately 1 kilometre to the north and north-west of the subject site, accessible via the Ruffey Trail.
- 3.9 Approximately 50 metres to the east of the site along Parker Street is the intersection of Parker, High/Ruffey Streets. Located approximately 800 metres east of this intersection is the Templestowe Village Activity Centre, comprising a variety of shops and restaurants along Anderson and James Streets. The Manningham Templestowe Leisure Centre and Templestowe RSL are located on the periphery of this centre.
- 3.10 The hotel is located in an established residential area, with the site sharing direct interfaces with private residential properties to the north-east, east and west. The Fronditha Lower Templestowe Aged Care facility is also to the west, along Parker Street.
- 3.11 There are some non-residential uses including a veterinary clinic and panel repair premises within proximity to the site to the east, along Parker Street.
- 3.12 Details of the residential abutments are described as follows:

Direction	Address	Description
North-East	24 James Street	This lot is directly north-east of the car park and contains a single-storey brick dwelling.
East	26 James Street	This lot is a partial abuttal to the east and contains a double-storey dwelling.

East	23 Ruffey Street	This lot is directly east of the car park and contains a single-storey brick dwelling.
East	2/21 Ruffey Street	This lot is directly east of the car park and contains a two storey dwelling.
East	33-35 Parker Street	This lot is directly east of the hotel and has access to Parker and Ruffey Street. The lot contains a single-storey veterinary clinic.
West	Units 2, 3, 4 and 5 at 12 Omar Street	These lots are directly west of the hotel, partly adjacent to the drive-through bottle-shop. The dwellings are all two-storey.
West	12 James Street	This lot is directly west of the car park and contains a single-storey brick dwelling.
All abutting properties listed above are located within the General Residential Zone (Schedule 3) and are not affected by any planning overlays.		

4. THE PROPOSAL

4.1 Details of the proposed amendments to the plans and permit are set out in the table below:

AMENDMENT TYPE	DETAIL OF PROPOSED CHANGES
Amendment to the plans	<ul style="list-style-type: none"> • Addition of a playroom located to the east of the drive through bottle shop at ground floor level; • New decorative balustrade screens to the side of the existing front courtyard; • Two outdoor decks located to the north of the building; • Enclosure of the balcony located to the north of the gaming room; • A smoking area located to the north of the gaming room, to be enclosed on all sides, with an open roof; • Display of internally illuminated business identification signage; • Variation and extension of the red line area; • Vegetation removal; • Internal alterations.
Amendment to permit pre- amble	<p>To include:</p> <ul style="list-style-type: none"> • Construction and put up for display internally illuminated business identification signage;

	<ul style="list-style-type: none"> Remove vegetation. <p>To remove reference to alterations and additions '(at basement level)'.</p>
Proposed amendments to conditions	<ul style="list-style-type: none"> Amend Condition 5 to include reference to the decking areas; Amend Condition 12 to include reference to the outdoor area of the function room.
Proposed additional conditions	<p>Amend the existing permit to include the following conditions:</p> <ul style="list-style-type: none"> No more than 88 patrons on Deck 1 at any one time. No more than 54 patrons on Deck 2 at any one time. Decks 1 and 2 must only be used between the following times: <ul style="list-style-type: none"> Monday to Saturday between 7am and 1am; Sunday and Good Friday between 10am and 11pm; Anzac Day between 12pm and 11pm. The use of Decks 1 and 2 must be in accordance with the endorsed Acoustic Assessment Report. The installation of noise limiters to Decks 1 and 2 to ensure that any music does not exceed 88 decibels, measured at a distance of 1 metre from the speaker. Prior to the use commencing, a Management Plan for the decking areas must be submitted and approved by the Responsible Authority, outlining measures regarding the operation and use of the decking areas, including, but not limited to: <ul style="list-style-type: none"> Management of the hours of operation; Management of the patron numbers within each decking area; Management of the noise control measures.

4.2 Details of the location, size and type of signage is detailed in the table below:-

Sign	Location	Wording	Size	Type
A	Southern façade to Parker Street, adjacent to the proposed play room addition	'The Tempy Hotel'	1.92m x 1.098m	Internally illuminated (neon) Business identification
B	Upgrading the existing Pylon Signage on the eastern side of the south-western access from Parker Street	Updating the hotel logo, inclusion of fox sports logo and inclusion of the words 'outdoor decks'	4.5m x 1.7m (existing)	Internally illuminated Business identification

C	To the proposed pillar north of Deck 2	'Function Room'	5.93m x 0.34m	Internally illuminated Business identification
D	To the proposed pillar to the north of future smoking area and outdoor function room area	'Sheahan's Room'	1.98m x 0.69m	Internally illuminated Business identification
E	Eastern façade, adjacent to the entry to the gaming room	'Gaming Lounge Entry'	4.88 x 3m	Internally illuminated Business identification

4.3 The following internal alterations are proposed:

- The removal of the play room from the south-east corner of the building to a more central location that connects between the upper bistro and sports bar.
- The bistro area (upper and lower) remodelled and by removing the buffet area and replacing it with a bar that wraps around the kitchen and into the sports bar. This also includes a new reception area.
- Reshaping and upgrades to the Gaming Room and associated bar.
- A new kitchen area.
- The size of the beer cool room linked to the drive through bottle shop reduced.

5. LEGISLATIVE REQUIREMENTS

5.1 Refer to Attachment (Planning & Environment Act 1987, Manningham Planning Scheme, other relevant legislation policy)

5.2 A planning permit is required for the proposal under the following Clauses of the Manningham Planning Scheme:

- Clause 32.08 General Residential Zone (Schedule 3) - A permit is required to construct a building or construct or carry out works for a use in Section 2 (Food and Drink premises- Hotel).
- Clause 43.01 Heritage Overlay (Schedule 130) - A permit is required to demolish or remove a building, construct a building, construct or display a sign and remove a tree.
- Clause 52.05 Signs- A permit is required to construct or put up for display internally illuminated business identification signs.
- Clause 52.27 Licensed Premises- A permit is required to use land to sell or consume liquor where the area that liquor is allowed to be consumed or supplied under a licence is to be increased.

5.3 Section 73(2) of the Planning and Environment Act 1987 limits Council's assessment to only the amendment request:

- 73 (2) *If the responsible authority decides to grant an amendment to a permit subject to conditions, the conditions must relate to the amendment to the permit.*

6. REFERRALS

External

- 6.1 There are no statutory referrals required as part of the application.

Internal

- 6.2 The application was referred internally to Council's Heritage Advisor. Comments are summarised as follows:
- The proposed additions to the northern façade are supported.
 - The proposed buildings and works to the west of the extant 1868 hotel building and partial demolition on the southern façade are supported.
 - Notations are required on the plans to ensure the existing awning along the western wall of the extant 1868 hotel building is removed.
 - The applicant has indicated that a Cultural Heritage Management Plan is not required for the proposal.
 - The proposed vegetation removal and signs are considered acceptable from a heritage perspective.
- 6.3 The application was referred to an independent acoustic consultant engaged on behalf of Council to review the applicant's submitted Acoustic Report. Their comments are summarised as follows:
- The monitoring location, duration and conditions appear satisfactory.
 - Permit conditions should be amended to reflect the policy reform and update any obsolete policy reference.
 - It is recommended to include a condition requiring the closure of all windows, louvres and openings on the deck facades from 10pm, all nights of the week.
 - All fixed and operable windows and louvres must meet a minimum acoustic rating of Rw25.
 - A report prepared by a suitably qualified acoustic consultant must be provided to the Responsible Authority prior to the commencement of the use to detail how the noise limiters have been calibrated. Ensuring that all amplification associated with the decks is connected to the limiter, including times when windows are opened and closed.
 - Noise limiters must be capable of logging noise levels continuously with records made available to the Responsible Authority upon request.
 - No live entertainment is allowed on Deck 1 and 2.
 - The applicant's Acoustic Report only provides noise modelling results, but does not actually show any noise modelling undertaken. The source levels selected appear reasonable and generally consistent with standard practice.

- 6.4 The application was referred internally to Council's Planning Compliance Unit. Their comments are as follows:
- There are no objections to the proposal.
 - The addition of planning controls will assist in handling any issues that may arise (e.g. operating hours, patron numbers and requiring the decks to be in accordance with the applicant's submitted Acoustic Report).

7. CONSULTATION / NOTIFICATION

- 7.1 Notice of the application was given by way of:
- Letters to all adjacent and nearby properties;
 - Erecting a notice to the James Street frontage;
 - Erecting a notice to the Parker Street frontage.
- 7.2 Six submissions were received, during the notification period which concluded on 3 February 2021.
- 7.3 The objections include concerns primarily relating to:
- Privacy impacts and overlooking from the proposed decks;
 - Traffic and car parking implications;
 - Noise associated with patrons departing the premise late at night;
 - Noise emanating from the proposed decks during the hours of operation;
 - The proposed hours;
 - The provision of illuminated neon signage on the northern façade to James Street;
 - The maximum proposed patron numbers;
 - Compliance with Condition 12 of the existing Planning Permit;
 - Conditions of the original permit not being met;
 - The proposed removal of Condition 1 and 1A from the existing Planning Permit.
- 7.4 A consultation meeting was held over Zoom on 4 March 2021.
- 7.5 Subsequently, a Section 57A Amendment was lodged on 31 March 2021 to address some of the issues raised at the consultation meeting.
- 7.6 The main changes to the permit as part of the amendment included the retention of Condition 1 and 1A, the provision for noise limiters within Decks 1 and 2 to limit music to a maximum of 88 decibels in accordance with the applicant's acoustic report, the provision for an amenity/patron management plan to be required, limiting patron numbers to 300 patrons in the function room, bistro and associated dining areas (including Decks 1 and 2), and including the provision for music to be played on Decks 1 and 2.

- 7.7 The main changes to the plans as part of the amendment included Sign D being amended to a backlit sign, noise limiters adjacent to the speakers on Decks 1 and 2, the western end of Deck 1 and eastern end of Deck 2 being constructed of a sound insulating material and an updated colour and material schedule to provide further details of materials to be used to Decks 1 and 2.
- 7.8 Further changes as part of the amendment were made to the Planning Report, confirming the intention for the roof to Decks 1 and 2 to remain open after 10pm. An updated Acoustic Report prepared by the applicant provided a further assessment of music levels by undertaking a 3D noise model assessment for Deck 1 and 2.
- 7.9 Notice of the application was given, by sending letters to adjoining and nearby properties and erecting notices on the respective frontages of the subject land.
- 7.10 Three submissions were received, and the notification concluded on 18 August 2021.
- 7.11 The objections included further concerns relating to:
- The provision for music to be played on the deck areas;
 - The cumulative noise impacts on the amenity of the surrounding residential area as a result of the proposal;
 - The proposed operating hours;
 - On-going littering presumably by patrons of the premise;
 - Noise concerns associated with the roof remaining open after 10pm to Decks 1 and 2;
 - Absence of a management plan at this stage of the planning process;
 - Inadequate existing boundary fencing heights to limit off-site noise and light spill impacts to the existing adjoining residential allotments.
- 7.12 Accordingly, a total of nine submissions were received over the two notice periods from a total of 6 objectors.

8. ASSESSMENT

- 8.1 The assessment of the proposed application to amend a Planning Permit is limited to only the changes proposed.
- 8.2 The proposal has been assessed against the relevant state and local planning policies, the zone and the relevant particular provisions and general provisions of the Scheme.
- 8.3 The assessment is made under the following headings:
- Planning Policy Framework;
 - Buildings and Works;
 - Liquor Licence;
 - Signs;
 - Vegetation Removal;

- Objector Concerns.

Planning Policy Framework

- 8.4 Clause 13.02-1S Bushfire Planning is relevant to the proposal as the Templestowe Hotel is located within a Bushfire Prone Area and falls within a use category for which bushfire risk should be considered.
- 8.5 In assessing bushfire risk, consideration can cover people, property and community infrastructure. Where risk is identified, appropriate bushfire protection measures can be required to be implemented to address such risk.
- 8.6 The applicant submits that the site will be appropriately managed through patron and vegetation management. Furthermore, the proposed building additions will be constructed to comply with the relevant BAL Rating requirements as part of the building regulations, thus minimising the risk to human life.
- 8.7 As part of the use of the land for dining, alcohol consumption and gaming purposes, the hotel provides an evacuation management plan.
- 8.8 Finns Reserve, to the north-west and the Ruffey Creek Linear Park to the east are the closest landscape features that may present a bushfire risk to the hotel. The reserve is located approximately 100m from the subject site and the park approximately 80m. The hotel building is even further setback. There is a buffer of a number of roads and relatively dense residential lots between the site and reserves, as well as a large paved car park.
- 8.9 The site is within the coverage of Fire Rescue Victoria and is relatively close to a fire station on Williamsons Road. The subject land contains minimal vegetation.
- 8.10 There are three, well-spaced, points of vehicular access. Two are to Parker Street, with the first being a two-way accessway at the south-western corner with access to the drive-through bottle shop and the second, being a one-way vehicular access providing entry only from Parker Street at the south-eastern corner. The third vehicular access is at the rear of the site, providing an entry/exit point to the north, via James Street. The dual entry/exit arrangement enables patrons to safely evacuate the premises, if required, in the event of a fire.
- 8.11 Taking into consideration all of the above and recognising that the proposed use will not cause an increase in overall patron numbers within the hotel at any one time, the proposal does not unreasonably increase the risk to human life relating to the possible impact of a bushfire.
- 8.12 Clause 13.05-1S Noise Abatement has as its objective *“To assist the control of noise effects on sensitive land uses”* and this is intended to be achieved through ensuring *“that development is not prejudiced and community amenity is not reduced by noise emissions, using a range of building design, urban design and land use separation techniques as appropriate to the land use functions and character of the area”*.
- 8.13 The noise emissions being assessed in this instance are from the proposed deck areas, which are located at least 28 metres to the closest residential interface, being designed to an acceptable acoustic rating of Rw25 (subject to condition).

- 8.14 Noise mitigation measures have been proposed by the applicant to reduce the potential amenity impacts. Details of the key measures proposed are as follows:
- Music levels in Decks 1 and 2 must not exceed a maximum of 88 decibels;
 - The walls proposed to the western side of Deck 1 and eastern side of Deck 2 to be constructed of a material with a minimum sound insulation rating of 25 dB Rw, being free of any holes and gaps;
 - The closable louvres and windows to the western, northern and eastern façade of Deck 1 must remain closed after 10pm;
 - The closable louvres and windows to the western and northern façade of Deck 2 must remain closed after 10pm.
- 8.15 These measures have been thoroughly reviewed by an independent Acoustic Engineer on behalf of Council and have been deemed reasonable and acceptable from an acoustic perspective, subject to conditions that are further discussed below.
- 8.16 The operation of the decks are also restricted to further limit the off-site noise impacts, through limiting the number of patrons on Deck 1 to 88 and Deck 2 to 54, installing noise limiters within the deck areas to monitor music, introducing a management plan for the deck areas and constructing the decks of acoustically treated material.
- 8.17 However, the proposal to allow the roof of the decks to remain open after 10pm is considered unreasonable given their proximity to the sensitive residential interfaces. A permit condition will therefore require the roofs to be closed after 10pm on all evenings to further reduce the potential noise impacts, especially from patrons.
- 8.18 Conditions will be required in accordance with the recommendations of Council's independent Acoustic Engineer, including the closure of all louvres/windows and openings from 10pm each evening.
- 8.19 A further condition will require the roof to remain closed after 10pm to each deck, a further acoustic assessment and amenity/patron management practices for the proposed smoking area, to ensure any noise emanating is appropriately minimised and managed.
- 8.20 No live entertainment will be permitted on the decks.
- 8.21 An assessment of the noise impacts from the use of the car park was considered necessary due to the proposed operating hours of the deck exceeding those set out on the existing permit for internal and external functions. Although this was requested it has not been submitted with the application.
- 8.22 As such, it is considered reasonable to reduce the potential noise impacts by restricting the operating hours of the decks to be in line with the internal function room. This is considered reasonable given the closure of the deck roofs will enable the decks to be deemed as internal spaces.
- 8.23 The existing hours of operation for the hotel exceed the operating hours for the existing internal function room (as allowed by a permit condition).

- 8.24 It is proposed to use the deck areas in association with the existing hotel operating hours however it is considered that the operating hours of the deck areas should be in conjunction with the existing operating hours of the internal function room.
- 8.25 The applicant has not undertaken or provided an assessment of the noise impacts of the car park and as such the additional hours and potential increased activity/use of the decks are considered to be excessive and detrimental to the overall amenity of the surrounding residential area.
- 8.26 As such, conditions will require that proposed operating hours of the decks to be in line with those approved under the existing permit for the internal function area as follows:
- Monday to Thursday: Between 7am and 11pm;
 - Friday to Saturday: Between 7am and 1am (the following morning);
 - Sunday and Good Friday: Between 10am and 11pm;
 - Anzac Day: Between 12pm and 11pm.
- 8.27 The existing conditions relating to the noise levels emanating from the land will be updated to reference the new Environment Protection Regulations 2021 (formally the Environment Protection Act 2017).
- 8.28 Clause 13.07-1S Land Use Compatibility seeks *“To protect community amenity, human health and safety while facilitating appropriate commercial, industrial, infrastructure or other uses with potential adverse off-site impacts.”*
- 8.29 Following on from the above discussion, Council Officers have determined that the proposal has been designed in manner to appropriately minimise any adverse off-site impacts (by way of conditions).
- 8.30 Clause 17.02-1S seeks to encourage development that meets the community’s needs for retail, entertainment, office and other commercial services.
- 8.31 The Templestowe Hotel is accessible via the existing bus routes along Parker Street and is within an established residential area. As a long established and well-presented entertainment venue with a variety of services and functions, the hotel is well supported by local and wider spectrum patronage.
- 8.32 The construction of the deck areas assists in diversifying the operations of the hotel and provides outdoor dining facilities that are otherwise limited by the current operations and layout of the hotel.
- 8.33 Clause 19.02.4S seeks to provide *“fairer distribution of and access to, social and cultural infrastructure.”*
- 8.34 As previously discussed, the hotel is well located on a main road, with access to public transport and existing bike and pedestrian links.
- 8.35 The proposal seeks to improve the social infrastructure of this precinct through providing additional outdoor dining facilities. The hotel is easily accessible for people of limited mobility, ensuring there is an ability to service a variety of patronage, in terms of age and physical ability.

- 8.36 The objectives of Clause 21.11 Heritage aim “*To enhance cultural heritage through the retention and protection of significant buildings*”.
- 8.37 The proposal is supported from a heritage perspective.
- 8.38 A condition will require a notation that the existing awning along the western wall of the extant 1868 hotel building be removed.
- 8.39 The applicant has provided sufficient information to demonstrate that a cultural heritage management plan is not required for the proposal.
- 8.40 The historical significance of the site is preserved through ensuring an adequate link is in place to create a clear distinction between the old and the new, thus, preserving the heritage significance of the original southern façade of the hotel to Parker Street.
- 8.41 The objectives of Clause 22.05 Non-Residential Uses in Residential Areas in a general sense, seek to:
- *Ensure siting, design, scale and appearance of development reflects either the existing or preferred residential and streetscape character;*
 - *Ensure the layout meets the highest standard of accessibility;*
 - *Provide for a high level of privacy and protection from unreasonable overlooking;*
 - *Ensure that residential amenity is not detrimentally affected by the operation of non-residential uses including the effects of noise, car parking and traffic, light, odour and waste;*
 - *Encourage design of frontage to offer visual interest and passive surveillance.*
- 8.42 The siting, design and scale of the proposed additions are cohesive with the existing form, being an appropriate design response to the character of the area.
- 8.43 The provision for a solid wall for the entire eastern wall of Deck 2 and majority of the western wall to Deck 1 serves to minimise the potential for overlooking into the adjoining residential allotments. It is acknowledged that the setbacks of the additions to the respective boundaries are substantial, and thus the potential for overlooking is nominal.
- 8.44 There is adequate fencing to the northern and southern facades to provide visual and passive surveillance. Further interest is provided to the design through the variation in material and colour finishes to the respective perspectives.
- 8.45 The objectives of relevance at Clause 22.06 Eating and Entertainment Premises Policy seek to:
- *Ensure premises are appropriately located having regard to patrons, hours of operation, location of access points, adequate provision of car parking and traffic management;*
 - *To ensure the design, scale and appearance of development is consistent with the residential character and streetscape of the area;*

- *To ensure adequate access is provided for people with limited mobility;*
 - *To ensure residential amenity is not detrimentally affected by the operation of eating and entertainment premises including the effects of loss of privacy, noise, car parking and traffic, light spillage, odour and waste.*
- 8.46 The existing premise is well located on a main road with good access to public transport and the surrounding road network. The proposal in itself is not seeking to allow any additional patrons on the premises at any one time, thus an assessment of the car parking and traffic impacts is not required.
- 8.47 The proposed design respects the residential character of the area.
- 8.48 The existing split level design and availability of lifts in the hotel enables good access for people with limited mobility to access the hotel.
- 8.49 Overall, it is deemed through the provision of an amenity/patron management plan and restricted operating hours (via conditions) that the proposal will not adversely impact the amenity of the nearby residential area.

Buildings and works

- 8.50 The southern façade is provided with a varied roof heights, which creates visual interest to the street, whilst ensuring the new additions remain secondary to the original hotel façade.
- 8.51 The deck additions are well integrated into the existing northern elevation, being generally in line with the existing roof ridge, whilst maintaining sufficient glazing to provide interest to the façade.
- 8.52 The deletion of the balcony and balustrading to increase the internal floor area of the hotel improves the functionality of this space, whilst minimising any adverse amenity impacts through confining the addition entirely within the existing building. The enclosing of the 'future smoking room' is of little consequence to the design, being concealed by the proposed feature pillar supporting the function room signage.
- 8.53 Overall the design, height and setbacks of the proposed additions to the hotel are of a scale and intensity that is compatible with the residential uses and complement the existing form of the hotel, whilst maintaining the original feature heritage components.
- 8.54 A condition will require the material and colour schedule to be updated to include the finish to the function room signage pillar.
- 8.55 The internal alterations are minor in the scale of the proposal and inconsequential from an external amenity perspective. The modifications are required to ensure the hotel can continue its operation and function within the requirements of patrons and staff, and are therefore acceptable.

Liquor Licence

- 8.56 The proposal seeks to amend the hours (to include Deck 1 and 2) and increase the area that liquor is allowed to be consumed under an existing licence. The proposed changes to the red line area are outlined in the images below.

The proposed hours to the external decks are in line with the existing hours approved for the gaming room and bistro areas under the current liquor licence.



Figure 2: Existing red line area

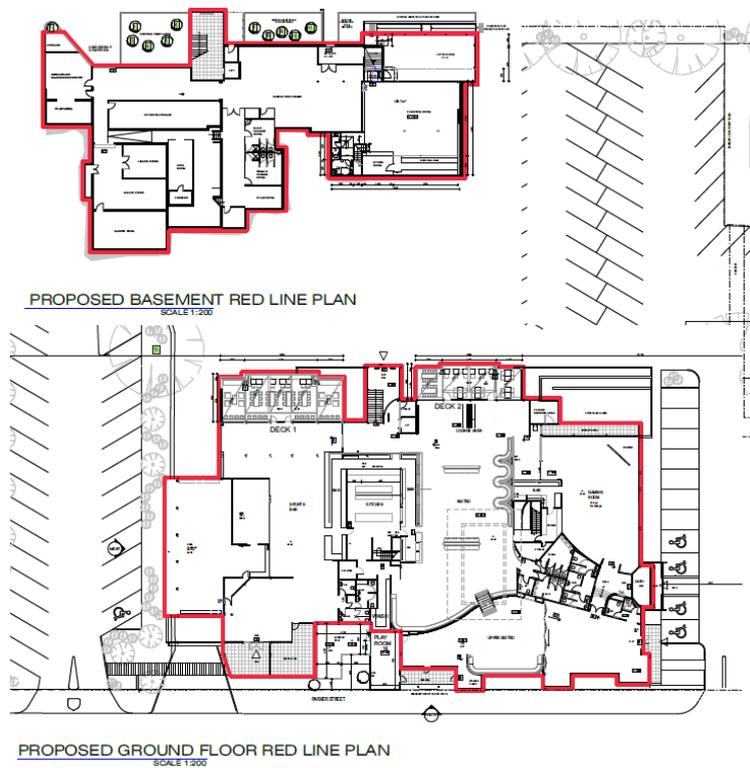


Figure 3: Proposed red line area

- 8.57 Clause 52.27 (Licensed Premises) seeks to locate licensed premises appropriately to ensure that the impact on the amenity of the surrounding area is minimised. In this instance, the Templestowe Hotel is an existing premise, however an assessment of the appropriateness of the modifications to the red line area and hours comprising the construction of the outdoor alfresco dining warrants an assessment of the amenity impacts.
- 8.58 As detailed above, it is considered that the recommended acoustic measures are sufficient to ensure the impacts to the amenity of the surrounding area will be adequately minimised, with the inclusion of conditions restricting the openings of the windows and roofs to the deck areas and reducing the hours in line with the existing internal function room.
- 8.59 In addition to the discussions above, the cumulative impacts from the proposed hours, number of patrons and additional operating area (red line area) are considered unreasonable, due to the proposed hours and the intention for the roof of the deck areas to remain open after 10pm.
- 8.60 A condition will limit the use of the deck areas to correspond with the existing hours approved for the internal and external function room at Condition 4.1 and 4.2 of the existing permit. These (conditioned) hours are also consistent with the current liquor licence for consumption on the licensed premises.
- 8.61 Furthermore, the restriction of patrons through Condition 5 and the additional conditions limiting the patron numbers of Deck 1 to 88 patrons and Deck 2 to 54 patrons will provide further restrictions to ensure no unreasonable amenity impacts will result from the proposal.
- 8.62 Existing conditions of the Planning Permit provide restrictions to ensure patrons departing the premises late at night do so in an orderly manner, and that the James Street rear entry to the car park must be closed between 10pm and 7am.
- 8.63 A condition will also require an Amenity and Patron Management Plan to be submitted to and approved by Council, prior to the use of the decks for the sale and consumption of liquor.
- 8.64 As a result of the above requirements and the implementation of the various acoustic mitigation measures, the proposal is deemed satisfactory given the extensive on-site management that the operator is required to adhere to through the various conditions and the Amenity/Patron Management Plan.
- 8.65 Conditions will be required and updated in accordance with Council's standard amenity conditions, to further manage the use.

Signs

- 8.66 The application seeks approval for five internally illuminated business signs associated with the existing hotel.
- 8.67 The Outdoor Advertising Policy (Clause 22.07) promotes fewer signs that are more effective and ensure consideration of adjacent land uses and existing signs to protect visual clutter.

- 8.68 The policy promotes business identification signs associated with non-residential uses to be designed in a manner that is clear, well-designed and uncluttered. Illuminated signs must be located to minimise light spill onto adjoining residential areas.
- 8.69 The proposal includes the provision of at least one internally illuminated business identification sign to the northern, eastern and southern interfaces of the hotel.
- 8.70 The northernmost signs 'C' and 'D' present to the on-site car park, adjacent to James Street, albeit with an appreciation of this perspective from the adjoining residential allotments to the east, given its proximity. The proposed 'Function Room' and 'Sheahan's Room' signage to the new pillars is well located to serve as a form of identification for patrons seeking to access these components of the hotel from the rear car park, whilst limiting the impacts of potential light spill to the eastern adjoining residential allotments, given the separation.
- 8.71 The only existing signage to this interface is the existing 'Templestowe Hotel' sign at the entrance to the hotel. Given the size of the signage in comparison to the building, the provision for three signs comprising lettering only and the limited visibility from adjoining allotments, the signs are considered acceptable, and do not result in an excessive clutter of signage to this perspective.
- 8.72 The 'Gaming Lounge Entry' sign 'E' is well located at the entry to the gaming room being adjacent to the adjoining Veterinary clinic on the eastern adjoining allotment. This proposed sign is the only one to the eastern façade, thus being designed in a manner to avoid visual clutter.
- 8.73 The southern perspective presents to Parker Street, being a main arterial road and the least sensitive interface in terms of the adjoining land uses. The easternmost aspect of the façade is particularly significant, being the original fabric of the circa extant 1868 hotel building.
- 8.74 The proposed signage to the existing pylon sign seeks to upgrade the wording and logos in line with the existing use of the land. The changes are discreet and provide a good overview for the operations of the site, whilst reducing the reliance on additional signage throughout by updating existing signs. The illuminated components are discrete and will ensure passers-by are able to appreciate each element.
- 8.75 The application proposes sign 'A' which reads 'The Tempy Hotel', being a 1.92m high illuminated sign atop the play room addition to Parker Street. The proposed sign is modest, discreet and complements the design of the building, being typeface only. The sign is reasonable, given it is associated with the newer component of the building, whilst being the only sign that identifies the name of the hotel to the Parker Street frontage.
- 8.76 Conditions will ensure the illuminated components of the aforementioned signage is appropriately designed to limit impacts to motorists and the amenity of the surrounding area.
- 8.77 Furthermore, from a heritage perspective the proposed signs (particularly to the eastern and southern facades) have been designed to ensure the significance, character and appearance of the heritage place is not adversely impacted, with the extant 1868 weatherboard component remaining a stand out component of the respective perspectives.

Vegetation removal

- 8.78 Pursuant to Schedule 130 of Clause 43.01 (Heritage Overlay) a permit is required to remove a tree, as it specifies the heritage place as one where tree controls apply.
- 8.79 Consequently a permit is required to remove the small tree/shrub within the southern setback to Parker Street to facilitate the proposed addition to the southern façade of the hotel.
- 8.80 The heritage citation is silent regarding significant trees at the subject land. In any case, an assessment is required to determine the appropriateness of the removal to facilitate the additions.



Figure 4- Existing Photinia Serratifolia tree (to be removed)

- 8.81 The tree in question (as highlighted at Figure 4 above) is located to the south-west of the proposed play room addition to the southern façade, being a Photinia (*Photinia Serratifolia*).
- 8.82 An assessment of the historical imagery of the subject land, suggests the tree may have been planted early in 2009.
- 8.83 From a heritage perspective, the removal of this tree is inconsequential, given it forms no significance in relation to this heritage place. The absence of its canopy will enable a further appreciation for the western wall of the original hotel.
- 8.84 The removal of this tree is therefore acceptable.

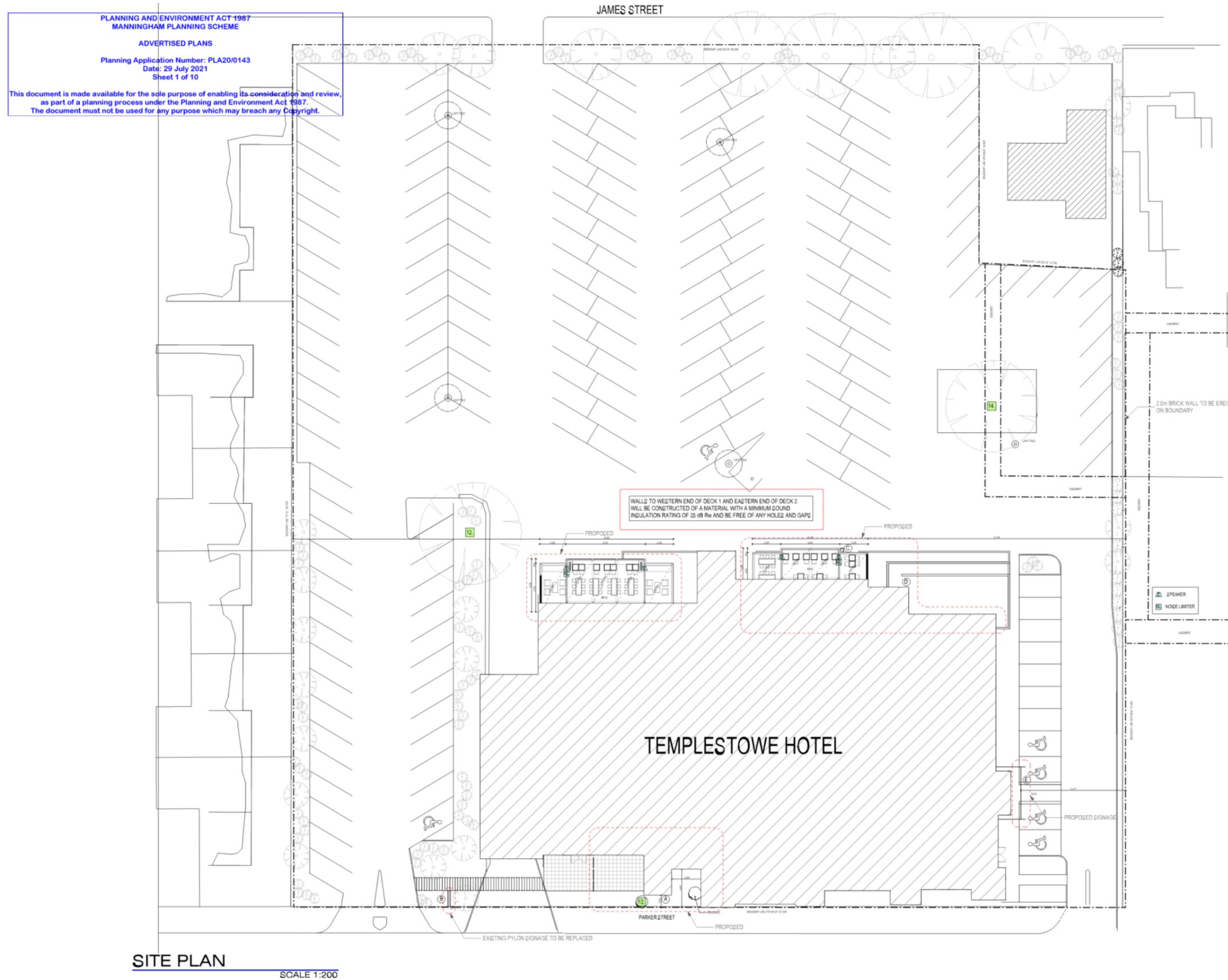
Objector Concerns

- 8.85 New conditions that reduce the hours of use of the proposed deck areas generally address the concerns of neighbours in relation to the cumulative noise impacts on the amenity of the surrounding area from patronage and music noise emanating from the premise.
- 8.86 A condition will require the louvres/windows and roof to Decks 1 and 2 to remain closed after 10pm to reduce the ability for music within the venue to escape.

- 8.87 It is proposed to manage the amenity impacts through an Amenity/Patron Management Plan, particularly at the end of the night when guests are departing the premise and noise will likely be generated from the car park as patrons' access vehicles and other transportation services.
- 8.88 Staff training, general patron management and signage can clearly regulate and limit the use of the decks and smoking area in accordance with the proposed conditions.
- 8.89 The existing venue also has management limitations imposed by their liquor licence and existing conditions of the Planning Permit.
- 8.90 The applicant sought to retain Condition 1 and 1A on the permit as a result of issues raised by objectors at the consultation meeting.
- 8.91 A condition will require garbage and recycling storage areas to be maintained in a neat and tidy condition to the satisfaction of the Responsible Authority to address concerns regarding aesthetic impacts to the area from excess littering and waste.
- 8.92 The proposed conditions appropriately limit off-site impacts from the illuminated signage to an acceptable level.
- 8.93 Council has limited scope to require other aspects raised by objectors, namely, the provision for higher fencing to the common boundaries.

9. DECLARATION OF CONFLICT OF INTEREST

- 9.1 No officers involved in the preparation of this report have any general or material conflict of interest in this matter.



SITE PLAN
SCALE 1:200

No.	Revision	Date

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Project:
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 23-29 Parker Street
 Templestowe

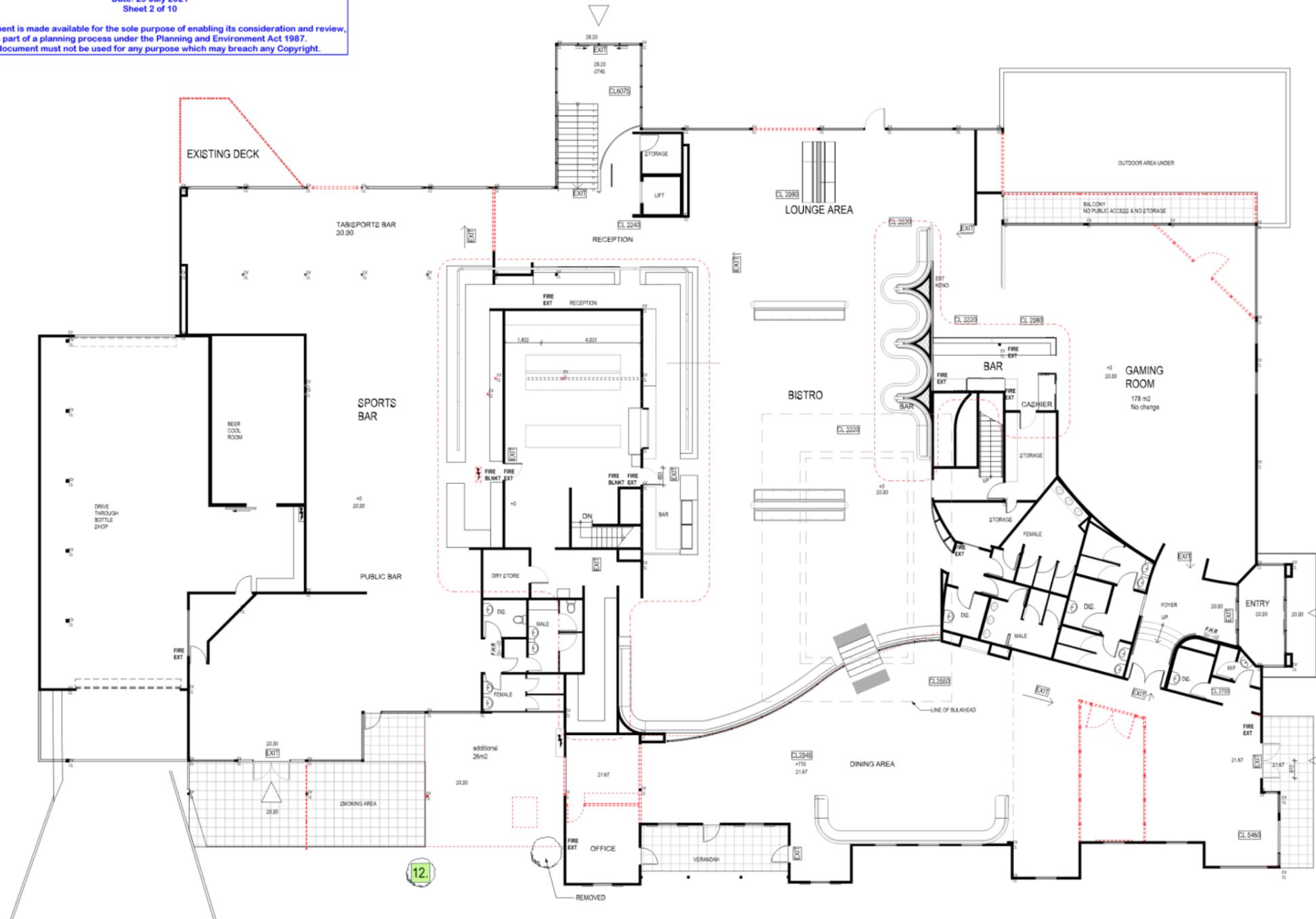
Drawing:
**PROPOSED SITE PLAN
 FLOOR PLAN**

Project Client:	Scale: 1:100 @ A1
Date: 2021/04/20	Drawn: JC
Checked:	Job No.: 1408
Drawing No.: TP01	Revision No.: G

PLOT DATE: 21/07/2021

PLANNING AND ENVIRONMENT ACT 1987
MANNINGHAM PLANNING SCHEME
ADVERTISED PLANS
Planning Application Number: PLA20/0143
Date: 29 July 2021
Sheet 2 of 10
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DOTTED LINE REPRESENTS TO BE DEMOLISHED
CLOUDED REPRESENTS CHANGE/PROPOSED



No.	Revision	Date

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Project:
Templestowe Hotel
23-29 Parker Street
Templestowe

Drawing:
EXISTING/DEMOLITION GROUND FLOOR PLAN

Project Status: TOWN PLANNING ISSUE	Scale: 1:100 @ A1
Date: 2021/04/20	Drawn: JC
Checked:	Job No.: 1408
Drawing No.: TP02	Revision No.: G

PLOT DATE: 21/07/2021

EXISTING/DEMOLITION GROUND FLOOR PLAN
SCALE 1:100

PLANNING AND ENVIRONMENT ACT 1987
MANNINGHAM PLANNING SCHEME
ADVERTISED PLANS
Planning Application Number: PLA20/0143
Date: 29 July 2021
Sheet 3 of 10
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EXISTING / DEMOLITION BASEMENT PLAN
SCALE 1:100

No.	Revision	Date

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Project: Templestowe Hotel	
23-29 Parker Street Templestowe	
Drawing: EXISTING/DEMOLITION BASEMENT FLOOR PLAN	
Project Status: TOWN PLANNING ISSUE	Scale: 1:100 @ A1
Date: 2021/04/20	Drawn: JC
Checked:	Job No.: 1408
Drawing No.: TP03	Revision No.: G
PLOT DATE: 21/07/2021	

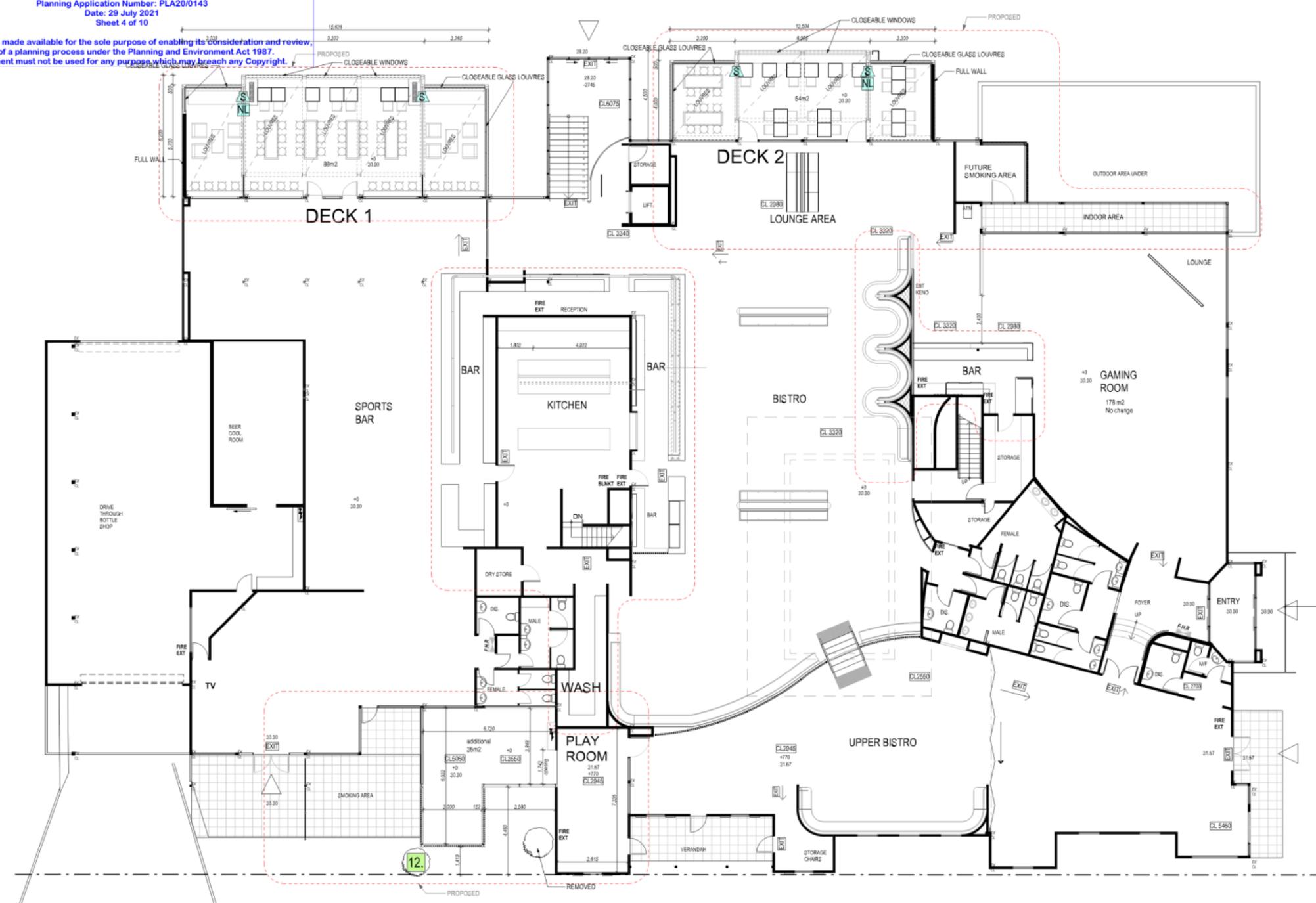
DEVELOPMENT SUMMARY TABLE

DECK 1 - 88m²
 DECK 2 - 54m²
 PLAY AREA - ADDITIONAL 36m²
 GAMING ROOM - 178m² NO CHANGE

NOTE:
 The use of Decks 1 and 2 are to be in accordance with the acoustic report and must include noise limiters

PLANNING AND ENVIRONMENT ADVISOR
 MANNINGHAM PLANNING SCHEME
 ADVERTISED PLANS
 Planning Application Number: PLA20/0143
 Date: 29 July 2021
 Sheet 4 of 10

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PROPOSED GROUND FLOOR
 SCALE 1:100

No.	Revision	Date

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Project:
Templestowe Hotel
 23-29 Parker Street
 Templestowe

Drawing:
PROPOSED GROUND FLOOR

Project Status: TOWN PLANNING ISSUE	Scale: 2021/04/20
Date: 2021/04/20	Drawn: JC
Checked:	Job No.: 1408
Drawing No.: TP04	Revision No.: G

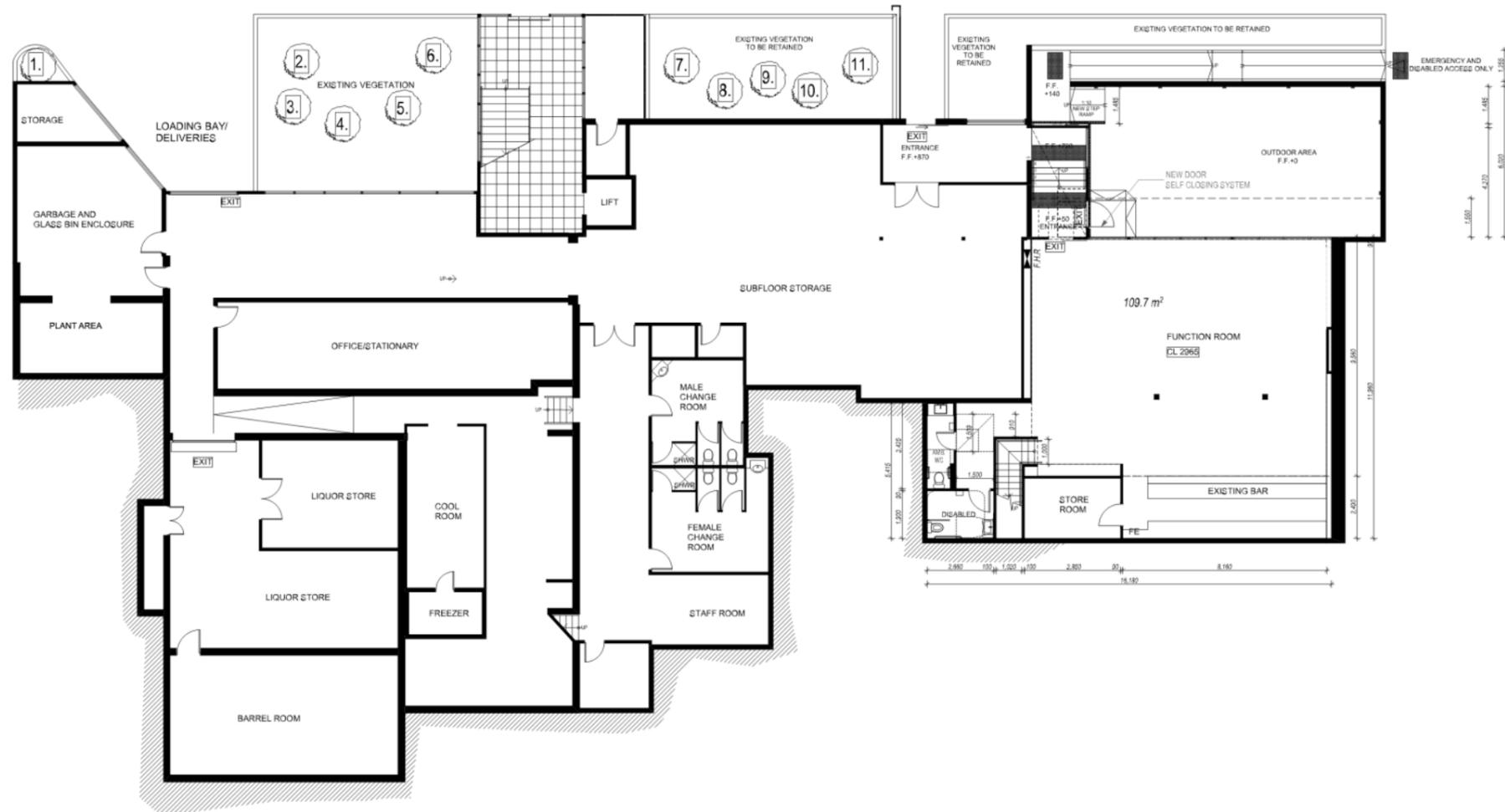
PLOT DATE: 21/07/2021

PLANNING AND ENVIRONMENT ACT 1987
MANNINGHAM PLANNING SCHEME
ADVERTISED PLANS
Planning Application Number: PLA20/0143
Date: 29 July 2021
Sheet 5 of 10
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BASEMENT = 832m²
GROUND FLOOR = 1680.5m²
TOTAL AREA = 2512.5m²

NOTE PERMIT CONDITIONS

- 1.8 The location of any new lighting for the outdoor function area, to be fixed no more than 1.5 metre above the existing surface level.
See drawing for placement lighting
- 1.9 The erection of a new 2.5metre high brick fence on the common boundary between the subject land and 23 Ruffey Street, Templestowe Lower.
See TP01 for placement brick fence.



PROPOSED BASEMENT PLAN
SCALE 1:100

No.	Revision	Date

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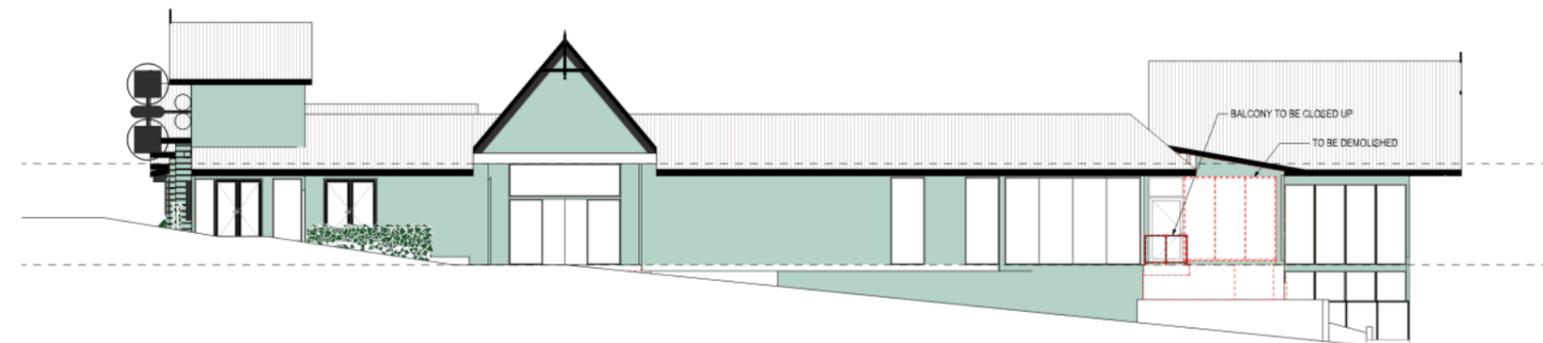
Project: Templestowe Hotel	
23-29 Parker Street Templestowe	
Drawing: PROPOSED BASEMENT PLAN FLOOR PLAN	
Project Status: TOWN PLANNING ISSUE	Scale: 1:100A1
Date: 2021/04/20	Drawn: JC
Checked:	Job No.: 1408
Drawing No.: TP05	Revision No.: G
PLOT DATE: 21/07/2021	



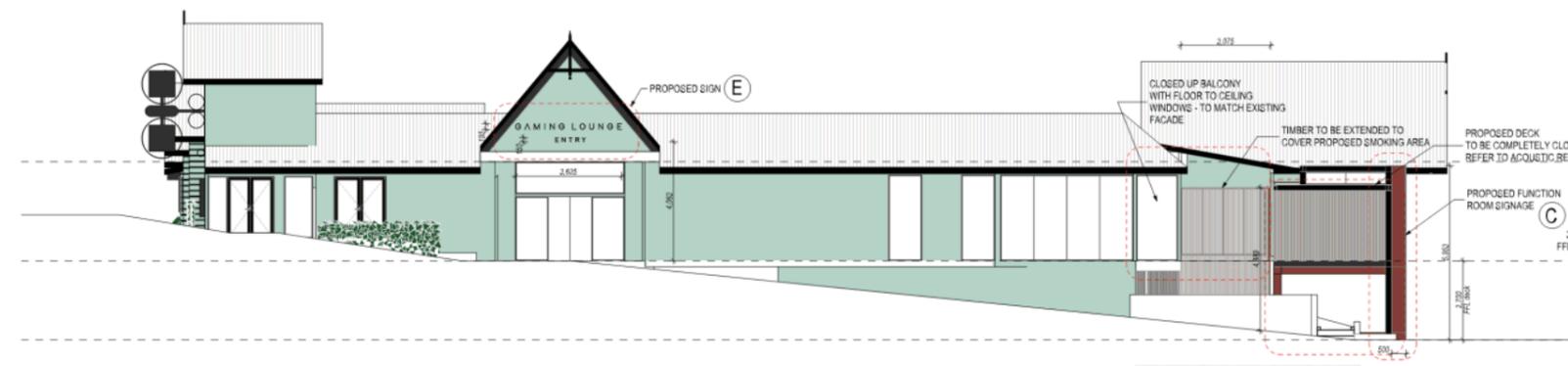
EXISTING NORTH ELEVATION
SCALE 1:100



PROPOSED NORTH ELEVATION
SCALE 1:100



EXISTING EAST ELEVATION
SCALE 1:100



PROPOSED EAST ELEVATION
SCALE 1:100

COLOURS AND MATERIALS LEGEND

-  FACADE SCREEN - VIC ASH TIMBER LOOK
-  DECK FACADE: BLUESTONE
-  DECK: STEEL COLUMNS AND BEAMS IN BLACK POWDERCOAT
-  DECK: LOUVRE WINDOWS NATURAL TRANSPARENT SAFETY GLASS WITH RW RATING AS PER ACOUSTIC REPORT
-  DECK: ROOF LOUVRES ALUMINIUM TO BE IN POWDERCOAT WHITE WITH SEALS IN BETWEEN LOUVRES - LOUVRES FILLED WITH POLYURETHANE INJECTION FOR THERMAL AND SOUND INSULATION
-  WINDOWS ALUMINIUM FINISHES TO BE POWDERCOAT BLACK 5mm GLAZING PANEL NATURAL TRANSPARENT SAFETY GLASS WITH RW RATING AS PER ACOUSTIC REPORT
-  SCREEN - METAL SCREEN WITH LEAF SHAPE OPENING POWDERCOAT IN DULUX ELECTRO BURNISHED COPPER

NOTE:
The use of Decks 1 and 2 are to be in accordance with the acoustic report and must include noise limiters

No.	Revision	Date

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Project:
Templestowe Hotel
23-29 Parker Street
Templestowe

Drawing:
EXISTING/PROPOSED ELEVATION

Project Status: TOWN PLANNING ISSUE	Scale: Date: 2021/04/20 Drawn: JC Checked: Drawing No.: TP06	Job No.: 1408 Revision No.: G
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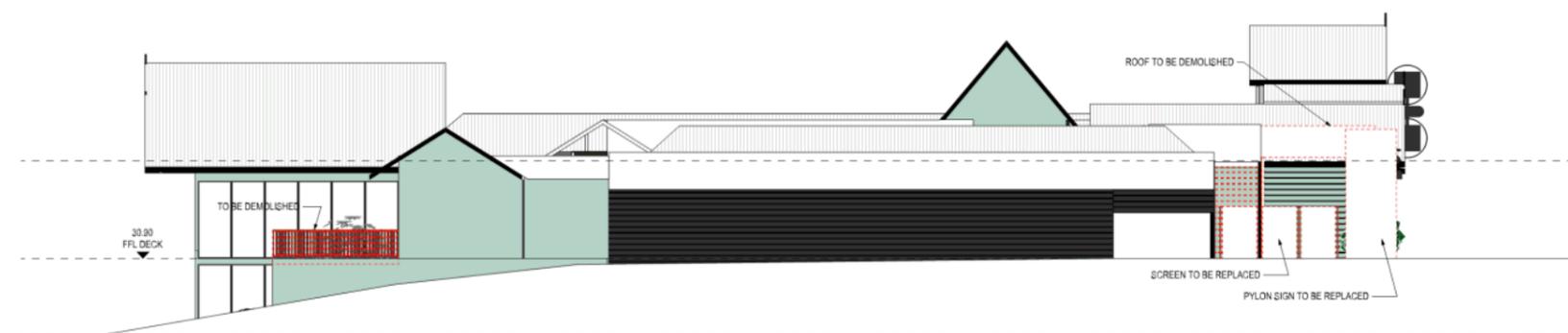
PLOT DATE: 21/07/2021



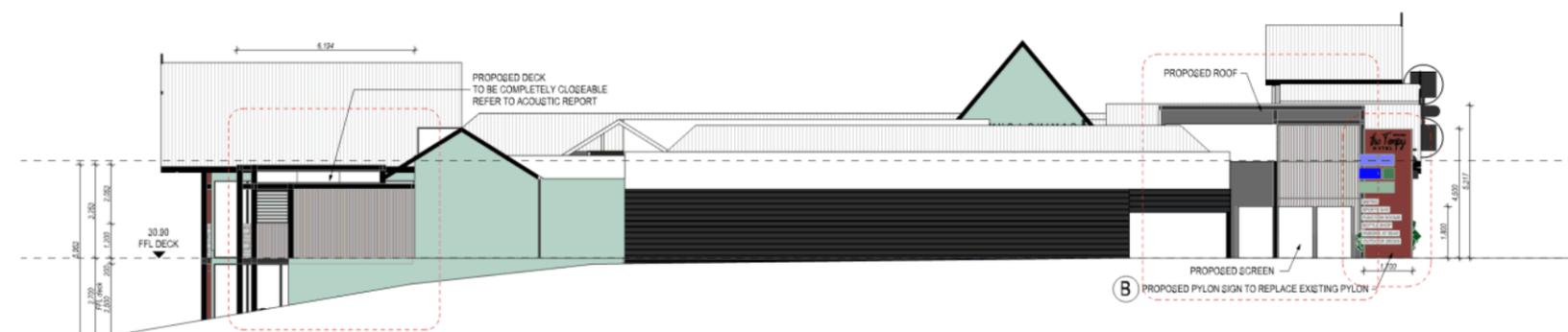
EXISTING SOUTH ELEVATION
SCALE 1:100



PROPOSED SOUTH ELEVATION
SCALE 1:100



EXISTING WEST ELEVATION
SCALE 1:100



PROPOSED WEST ELEVATION
SCALE 1:100

COLOURS AND MATERIALS LEGEND

- FACADE SCREEN - VIC ASH TIMBER LOOK
- DECK FACADE: BLUESTONE
- DECK: STEEL COLUMNS AND BEAMS IN BLACK POWDERCOAT
- DECK: LOUVRE WINDOWS NATURAL TRANSPARENT SAFETY GLASS WITH RW RATING AS PER ACOUSTIC REPORT
- DECK: ROOF LOUVRES ALUMINIUM TO BE IN POWDERCOAT WHITE WITH SEALS IN BETWEEN LOUVRES - LOUVRES FILLED WITH POLYURETHANE INJECTION FOR THERMAL AND SOUND INSULATION
- WINDOWS ALUMINIUM FINISHES TO BE POWDERCOAT BLACK 5mm GLAZING PANEL NATURAL TRANSPARENT SAFETY GLASS WITH RW RATING AS PER ACOUSTIC REPORT
- SCREEN - METAL SCREEN WITH LEAF SHAPE OPENING POWDERCOAT IN DULUX ELECTRO BURNISHED COPPER

NOTE:
The use of Decks 1 and 2 are to be in accordance with the acoustic report and must include noise limiters

No.	Revision	Date

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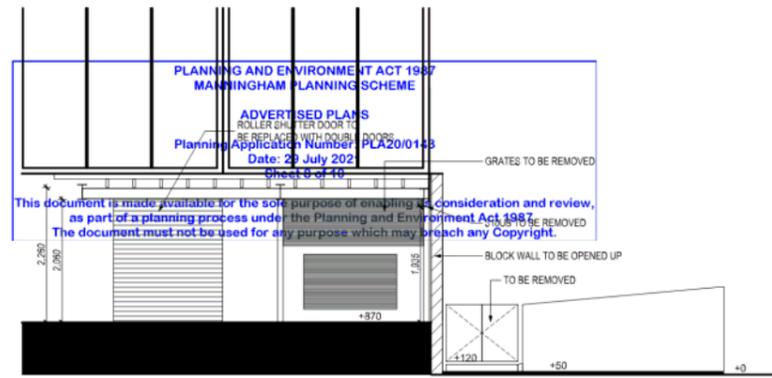
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Project: **Templestowe Hotel**
23-29 Parker Street
Templestowe

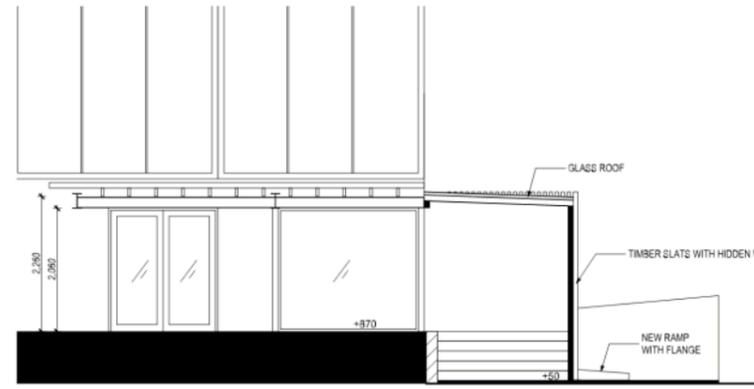
Drawing: **EXISTING/PROPOSED ELEVATION**

Project Status: TOWN PLANNING ISSUE	Scale:
Date: 2021/04/20	Drawn: JC
Checked:	Job No.: 1408
Drawing No.: TP07	Revision No.: G

PLOT DATE: 21/07/2021



EXISTING SECTION AA
SCALE 1:50



PROPOSED SECTION AA
SCALE 1:50

-  (PF1) Exterior paint finish, colour to match existing
-  (PF2) Interior paint finish white matte colour
-  (AF1) Powdercoated aluminium framed window/door, black colour frame finish 5mm glazing panel natural colour
-  (TF1) Vertical facade screen Timber finish
-  (GF1) Insulated double glass Aluminium structure



SOUTH ELEVATION



SOUTH ELEVATION



NORTH ELEVATION - DECK



NORTH ELEVATION - DECK



NORTH ELEVATION

No.	Revision	Date

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Project: Templestowe Hotel	
23-29 Parker Street Templestowe	
Drawing: SECTION AND PERSPECTIVES	
Project Status: TOWN PLANNING ISSUE	Scale: Date: 2021/04/20 Drawn: JC Checked: Drawing No.: Job No.: Revision No.: TP08 1403 G
PLOT DATE: 21/07/2021	



CLOSED



CLOSED

NOTE:
USE OF PROPOSED DECK 1 AND 2 REFER TO
ACOUSTIC REPORT



OPEN



OPEN



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No.	Revision	Date	No.	Revision	Date



Project:
Templestowe Hotel
23-29 Parker Street
Templestowe

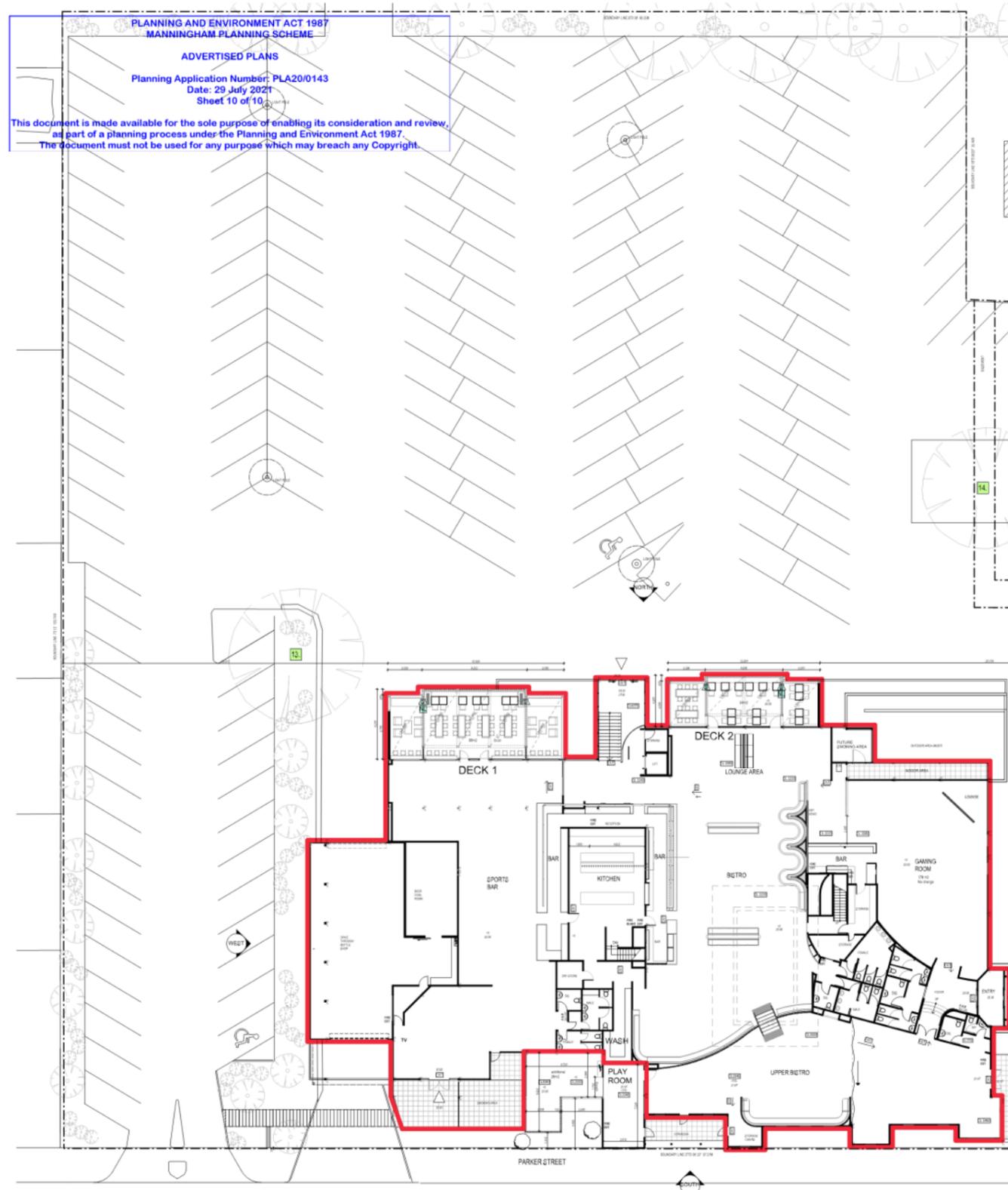
Check and Verify all dimensions on site before commencing work. Do not scale drawings. Drawings shall not be used for construction purposes until issued by Architect for construction. Advise Architect of any errors or omissions. Shop drawings shall be submitted to this office for approval prior to the commencement of any fabrication.

Drawing:
DECK PERSPECTIVES

Project Status:
TOWN PLANNING ISSUE

Scale: August 2020
Date:
Drawn: Draftsperson
Checked:
Drawing No.: **TP09**
Job No.: **1408**
Revision No.: **G**

PLOT DATE: 21/07/2021



PROPOSED GROUND FLOOR RED LINE PLAN
SCALE 1:200



PROPOSED BASEMENT RED LINE PLAN
SCALE 1:200

No.	Revision	Date

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Project:
Templestowe Hotel
23-29 Parker Street
Templestowe

Drawing:
PROPOSED RED LINE PLAN

Project Status: TOWN PLANNING ISSUE	Scale: Date: 2021/04/20 Drawn: JC Checked: Drawing No.: LC01	Job No.: 1408 Revision No.: G
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PLOT DATE: 21/07/2021

5. LEGISLATIVE REQUIREMENTS

5.1 PLANNING AND ENVIRONMENT ACT 1987 (THE ACT)

The *Planning and Environment Act 1987* is the relevant legislation governing planning in Victoria. The Act identifies subordinate legislation in the form of Planning Schemes to guide future land use and development.

Section 60 of The *Planning and Environment Act*, requires the Responsible Authority to consider the following before deciding on an application:

- *The relevant planning scheme;*
- *The objectives of planning in Victoria;*
- *All objections and other submissions which it has received;*
- *Any decision and comments of a referral authority which it has received; and*
- *Any significant effects which the responsible authority considers the use or development may have on the environment or which the responsible authority considers the environment may have on the use or development.*

Section 61(4) of the Act makes specific reference to covenants. Under Section 61(4) of the *Planning & Environment Act 1987* the Responsible Authority must not issue a planning permit that would result in a breach of a registered restrictive covenant.

5.2 MANNINGHAM PLANNING SCHEME

Clauses of the Manningham Planning Scheme the Responsible Authority must consider:

- Planning Policy Framework
- Local Planning Policy Framework
- Clause 32.08 General Residential Zone, Schedule 3
- Clause 43.01 Heritage Overlay, Schedule 130
- Clause 52.05 Signs
- Clause 52.27 Licensed Premises
- Clause 65 Decision Guidelines

Zones

Clause 32.08 General Residential Zone (Schedule 3)

The purpose of the General Residential Zone is:

- *To implement the Municipal Planning Strategy and the Planning Policy Framework;*
- *To encourage development that respects the neighbourhood character of the area;*
- *To encourage a diversity of housing types and housing growth particularly in locations offering good access to services and transport;*
- *To allow educational, recreational, religious, community and a limited range of other non-residential uses to serve local community needs in appropriate locations.*

A permit is required to construct a building or construct or carry out works for a use in Section 2 (Food and Drink premises- Hotel).

Overlays

Clause 43.01 Heritage Overlay (Schedule HO130)

The policy purpose is:

- *To implement the Municipal Planning Strategy and the Planning Policy Framework;*
- *To conserve and enhance heritage places of natural or cultural significance;*
- *To conserve and enhance those elements which contribute to the significance of heritage places;*

- To ensure that development does not adversely affect the significance of heritage places;
- To conserve specified heritage places by allowing a use that would otherwise be prohibited if this will demonstrably assist with the conservation of the significance of the heritage place.

The requirements of this overlay apply to both the heritage place and its associated land:

Schedule 130 outlines the following requirements:

PS Map Ref	Heritage Place	External Paint Controls Apply?	Internal Alteration Controls Apply?	Tree Controls Apply?	Outbuildings or fences which are not exempt under Clause 43.01-3	Included on the Victorian Heritage Register under the Heritage Act 1995?	Prohibited uses may be permitted?	Name of Incorporated Plan under Clause 43.01-2?	Aboriginal heritage place?
HO130	Templestowe Hotel- 23-29 Parker Street, Templestowe	No	No	Yes	No	No	No	-	No

A permit is required to demolish or remove a building, construct a building, construct or display a sign and remove a tree.

Planning Policy Framework

The relevant sections of the state policy framework are as follows:

Clause 13.02-1S Bushfire Planning

The policy objective is:

- To strengthen the resilience of settlements and communities to bushfire through risk based planning that prioritises the protection of human life.

The strategy to achieve this is to give priority to the protection of human life by:

- Prioritising the protection of human life over all other policy considerations;
- Directing population growth and development to low risk locations and ensuring the availability of, and safe access to, areas where human life can be better protected from the effects of bushfire;
- Reducing the vulnerability of communities to bushfire through the consideration of bushfire risk in decision making at all stages of the planning process.

Clause 13.05-1S Noise Abatement

The policy objective is:

- To assist the control of noise effects on sensitive land uses.

The strategy to achieve this is:

- Ensure that development is not prejudiced and community amenity and human health is not adversely impacted by noise emissions, using a range of building design, urban design and land use separation techniques as appropriate to the land use functions and character of the area.

Clause 13.07-1S Land Use Compatibility

The policy objective is:

- To protect community amenity, human health and safety while facilitating appropriate commercial, industrial, infrastructure or other uses with potential adverse off-site impacts.

This clause includes several strategies to achieve this objective, including:

- Ensure that use or development of land is compatible with adjoining and nearby land uses.

- *Avoid locating incompatible uses in areas that may be impacted by adverse off-site impacts from commercial, industrial and other uses.*
- *Avoid or otherwise minimise adverse off-site impacts from commercial, industrial and other uses through land use separation, siting, building design and operational measures.*
- *Protect existing commercial, industrial and other uses from encroachment by use or development that would compromise the ability of those uses to function safely and effectively.*

Clause 17.01-1S Diversified Economy

The policy objective is:

- *To strengthen and diversify the economy.*

The strategies to achieve this are:

- *Protect and strengthen existing and planned employment areas and plan for new employment areas.*
- *Facilitate regional, cross-border and inter-regional relationships to harness emerging economic opportunities.*
- *Facilitate growth in a range of employment sectors, including health, education, retail, tourism, knowledge industries and professional and technical services based on the emerging and existing strengths of each region.*
- *Improve access to jobs closer to where people live.*
- *Support rural economies to grow and diversify.*

Clause 19.02-4S Social and Cultural Infrastructure

The policy objective is:

- *To provide fairer distribution of and access to, social and cultural infrastructure.*

The relevant strategies to achieve this are:

- *Identify and address gaps and deficiencies in social and cultural infrastructure, including additional regionally significant cultural and sporting facilities.*
- *Encourage the location of social and cultural infrastructure in activity centres.*
- *Ensure social infrastructure is designed to be accessible.*
- *Ensure social infrastructure in growth areas, is delivered early in the development process and in the right locations.*
- *Plan and design community places and buildings so they can adapt as the population changes and different patterns of work and social life emerge.*
- *Support innovative ways to maintain equitable service delivery to settlements that have limited or no capacity for further growth, or that experience population decline.*

Local Planning Policy Framework (LPPF)

Municipal Strategic Statement

Clause 21.11 Heritage

The policy objectives are:

- *To enhance cultural heritage through the retention and protection of significant buildings, precincts, trees and landscapes;*
- *To minimise impacts on heritage places as a result of changes to adjoining land uses and development.*
- *To protect sites of archaeological significance.*

The strategies to achieve the objectives include:

- *Identify and assess the cultural significance of heritage places and sites of archaeological significance.*
- *Discourage the demolition and destruction of heritage places.*
- *Encourage the retention of heritage fabric in development proposals.*

- *Encourage initiatives that preserve and enhance Manningham's cultural heritage.*
- *Protect and enhance the unique heritage values of the Warrandyte Township Heritage Precinct.*
- *Require that an assessment be undertaken by a suitably qualified archaeologist, for development proposals in areas where there is a known or potential site of archaeological significance.*
- *Consider the preparation of amendments to the Heritage Overlay schedule to allow prohibited uses, where the use is unlikely to have a detrimental impact on adjoining land and which may assist with the ongoing preservation of the heritage building.*
- *Encourage the use of existing buildings in the Heritage Precinct on the north side of Yarra Street, Warrandyte for a limited range of commercial uses and to discourage the use of the buildings for any other purpose.*

Local Planning Policy

Clause 22.05 Non-Residential Uses in Residential Areas

The policy applies to non-residential uses and encourages the accommodation of a range of non-residential uses that service the local community needs in residential areas. There is benefit in clustering non-residential uses to reduce the need for multi-purpose trips, reducing car dependency and provide opportunities for social interaction. Whilst there is a need for a variety of uses throughout the municipality to service the needs of the local community, it is acknowledged that non-residential uses can have the potential to adversely impact on the amenity and character of the area through high levels of on-site activity, traffic generation, the emission of noise, odour, light and visual disorder (storage of waste). It is important, therefore, that non-residential uses are discretionary and responsive to the existing and preferred character, the amenity of the residential location and the environment and landscape values.

Clause 22.06 Eating and Entertainment Premises

The policy applies to the use and development of land for eating and entertainment premises. Eating and entertainment premises should be located within existing activity centres and commercial areas. There is benefit to supporting these premises in residential areas where they are designed and landscaped to make a positive contribution to the local area by enhancing amenity, responding to neighbourhood character and facilitating high levels of mobility. Whilst there is a need for these types of premises, they must be designed in a manner to ensure that the intensity and hours of operation of the proposed activity are not detrimental to the amenity of the area.

Clause 22.07 Outdoor Advertising Signs

The policy applies to the erection and display of outdoor advertising signs and recognises that advertising signs are an important component of the built environment. While there is a need for the effective identification of businesses, a proliferation of signs, and signs that are poorly sited and designed, significantly detract from the attractiveness and amenity of the municipality. A clutter of signs also reduces the effectiveness of individual signs. It is important, therefore, that signs are displayed in a manner compatible with the character of the surrounding area and which avoids visual clutter. Advertising signs need to be clear, legible and visually attractive. Signs need to be well designed and should complement the area, building design, streetscape and any views.

Particular Provisions

Clause 52.05 Signs

The purpose of the policy is:

- *To regulate the development of land for signs and associated structures.*
- *To ensure signs are compatible with the amenity and visual appearance of an area, including the existing or desired future character.*
- *To ensure signs do not contribute to excessive visual clutter or visual disorder.*

- *To ensure that signs do not cause loss of amenity or adversely affect the natural or built environment or the safety, appearance or efficiency of a road.*

A permit is required to construct or put up for display internally illuminated business identification signs.

Clause 52.27 Licensed Premises

The purpose of the policy is:

- *To ensure that licensed premises are situated in appropriate locations.*
- *To ensure that the impact of the licensed premises on the amenity of the surrounding area is considered.*

A permit is required to use land to sell or consume liquor where the area that liquor is allowed to be consumed or supplied under a licence is to be increased.

General Provisions

Clause 65 Decision Guidelines

This clause outlines that before deciding on an application, the responsible authority must consider, as appropriate:

- *The Municipal Planning Strategy and the Planning Policy Framework.*
- *The purpose of the zone, overlay or other provision.*
- *Any matter required to be considered in the zone, overlay or other provision.*
- *The orderly planning of the area.*
- *The effect on the amenity of the area.*
- *Whether the proposed development is designed to maintain or improve the quality of stormwater within and exiting the site.*
- *The degree of flood, erosion or fire hazard associated with the location of the land and the use, development or management of the land so as to minimise any such hazard.*

10 CITY PLANNING & COMMUNITY

10.1 Placemaking Framework

File Number: IN21/687
Responsible Director: Acting Director City Planning & Community
Attachments: 1 Manningham Placemaking Framework [↓](#)

EXECUTIVE SUMMARY

Placemaking is a global movement which supports the process of creating quality places where people want to live, work, play and learn. Manningham Council has been involved in placemaking for several years. With the specific challenges presented by the COVID-19 pandemic and an increasing need to be able to work, play and conduct business outdoors, the placemaking agenda was recently reinvigorated. As a result, a Placemaking Framework has been developed to confirm Council's commitment to creating more connected communities and thriving local businesses.

The Placemaking Framework plans to make our neighbourhoods engaging, creative and healthy places where people want to be. The Framework aligns with the Council Plan and Health and Wellbeing Strategy to build connections to support improved wellbeing, and recognises the potential to deliver on actions associated with Council's forthcoming Reconciliation Action Plan.

The Framework defines Council's intentions for placemaking. It will be used as a tool for Council staff, developers, community organisations and local people to strengthen their local community. The Framework will be supported by internal planning, that will be closely linked to our Capital Works Plan to prioritise and drive our major placemaking projects across Manningham.

1. RECOMMENDATION

That Council:

- A. Endorses the Placemaking Framework in confirmation of Manningham's commitment to placemaking as a way of enhancing our urban villages and outdoor amenity.**
- B. Notes the Placemaking Framework as an organisational practice model.**

2. BACKGROUND

- 2.1 All around the world, communities are seeking a closer connection to place. Connection is one of the strongest themes emerging from our community engagement for our Vision and Council Plan.
- 2.2 Placemaking connects our communities, engage and guide urban planning and develop our vibrant villages with the current thinking and best practice on making places work for people.

- 2.3 Council seeks to activate public spaces and stimulate economic and community activity through good urban design and the re-thinking traditional uses of street spaces to encourage greater pedestrian activity. Placemaking practice encourages meeting, socialising, exercising, creativity, and spending money. As economic exchange generally only happens once people get out of their cars, stimulating economic activity occurs by encouraging people to 'stick, stop, stay and spend' – not just to pass through.
- 2.4 At the highest level, the goals of placemaking are to strengthen the connection between people and places, and to improve social, economic and environmental sustainability and the community's health and wellbeing.
- 2.5 COVID-19 has had a significant economic impact on businesses and traders. This is has been especially difficult for those in the hospitality industry, including restaurants, pubs, cafes, and take away food outlets, as well as for small business, and our arts industry.
- 2.6 A feature of Plan Melbourne is the 20-minute neighbourhood - where everything you need is within 20 minutes of where you live - is proving to be a liveability standard and increasingly a community expectation.
- 2.7 As a result of COVID-19:
- Our neighbourhoods are more important than ever;
 - Community connection is vital for wellbeing;
 - It makes sense to support local business and have good access to community services and facilities;
 - Buy local is increasingly important;
 - Reduced travel and time saving are becoming more desirable; and
 - There is heightened awareness of sustainability goals including the importance of shade and trees, recycling and waste management, safe places and easily negotiated footpaths and cycle ways.
- 2.8 Over the last 10 months the placemaking program has delivered:
- 33 activations at Jackson Court and three community arts projects
 - 30 separate community-led projects that collaborate with local hospitality businesses as part of the business, including small community libraries, Lion Dances and Persian Fire Festivals, environmental workshops, community walks and Pilates, food festivals and tasting feasts, library storytelling walks, and coffee workshops.
 - Development of outdoor seating at Wonga Park Community Cottage.
 - Upgrade of Ayr Street South rejuvenated and activated the shopping strip into place where local residents want to be.
 - Outdoor seating, signage, umbrellas and plants to stimulate outdoor dining in several locations.
 - Four temporary popup parks in neighbourhood centres, with two remaining at Tunstall Square and Templestowe Village.
 - Re-use of some popup features and furniture such as dice at MC2.
 - Internal engagement and development of the Placemaking Framework and a subsequent strengthening of ideas around inclusion, access, signage, and alignment with the forthcoming Reconciliation Action Plan.
 - Several widely covered stories in print and online about our community building through placemaking.

3. DISCUSSION / ISSUE

- 3.1 The Placemaking Framework has been developed to outline a set of high-level principles for the process of undertaking placemaking as an activity. It places genuine engagement (in alignment with Council's Community Engagement Policy), and sound research at its core, and seeks to ensure that the community will drive the desired outcomes.
- 3.2 Success will come from a shared approach across directorates and operational units to drive the change required towards a common goal.
- 3.3 Manningham's Placemaking Framework ("the Framework") is underpinned by the following principles:
- Led by authentic community engagement and evidence.
 - Recognises the Wurundjeri Woi-wurrung as primary guardians, keepers and knowledge holders of Aboriginal cultural heritage and therefore seeks authentic engagement to enrich the built environment in the placemaking process.
 - Starts with local people and is inclusive of the whole community.
 - Ranges from very small localised projects to large infrastructure development.
 - Is multidisciplinary.
 - Is outcomes focussed and consistently measured for economic and social impacts.
 - Encourages innovation and makes it visible and public.
 - Encourages public art and community participation in creative activations in places that are important to local people.
 - Seeks to make people feel happy and safe because they can recognise that they belong, and their local places are somewhere that they have fun.
 - Often includes change, or is driven by change. Council will support the community in making desirable change happen and as a business be prepared to try new ways of doing things.
 - Recognises that vibrant connected communities deliver sound economic and social justice outcomes.
- 3.4 Through the Framework, there are a number of short term strategies that include:
- Streamlining permit approval process;
 - Waiving fees for extending roadside trading permits;
 - Supporting hospitality businesses utilise outdoor spaces for dining, in line with COVID-Safe practices;
 - Provision of outdoor furniture in open areas to support COVID-Safe practices; and
 - Accessing funding available from State Government to support these initiatives.
- 3.5 The Framework also establishes longer term strategies including:
- Activation of urban villages through placemaking initiatives.
 - Community led interventions to shape a place.
 - Growth in public art and creative community activations of public spaces.

- 3.6 The placemaking program has followed Council's Community Engagement Policy and makes use of the internal Guidelines developed to support that policy. The placemaking program has extended our community engagement through authentic engagement and strategies that reach out to the community, rather than expecting them to come to us. *Tactical urbanism* (short term action for long term change) presents creative opportunities for us to engage regularly with our community. This would support our more strategic shift to deliberative engagement with a focus on hyper-local to utilise an integrated planning approach with involvement from all our teams, including social planning, environment, arts, engineering, traffic etc.
- 3.7 In alignment with the Community Engagement Policy, Council will listen to perspectives on place, and to the aspirations and ideas of local people. We will strive to understand what being "on Country" means and engage the Wurundjeri Woi-wurrung in our significant placemaking projects.
- 3.8 Placemaking sites and priorities will be identified and informed by engagement, to be reflected in future Capital Works programs. The priorities will enable the ideal of 20-minute neighbourhoods and achieve an outcome of "living locally", building on the objectives identified in the Liveable City Strategy. The development of priorities for our 'Vibrant Villages' has been identified as an action in the 2021-2025 Council Plan.

4. IMPACTS AND IMPLICATIONS

- 4.1 The Placemaking Framework will enable outcomes such as:
- Enabling healthy lifestyles and celebrating a healthy environment, taking into account the needs of the vulnerable citizens in our community.
 - Activate an emerging night economy designed to meet the needs of local people.
 - Connecting our residents, and welcome visitors, to our green spaces and waterways.
 - Enable ways of making active transport, walking and cycling connections accessible and easy to use.
- 4.2 The Framework assists our community in trying to build resilience in the face of COVID-related socio-economic impacts. The Framework determines that we will evaluate Manningham's interventions in order to understand and benchmark the delivery of public value and help build strong, inclusive and safe communities.
- 4.3 The Framework will also ensure Manningham is keeping pace with its neighbouring LGAs who are also prioritising placemaking.
- 4.4 The placemaking program involves a process of ongoing monitoring and evaluation of our partnerships and the short, medium and long-term projects implemented throughout each of the initiatives stages. At the outset of each placemaking project, we will determine the measures of success using Council's Public Value methodology and understanding baseline criteria such as the problem that is intended to be solved through placemaking.

5. IMPLEMENTATION

5.1 Finance / Resource Implications

The placemaking program and resources are funded through operational funding for a temporary period to the first quarter of 2022 financial year, after which time the placemaking practices will be embedded across the organisation.

5.2 Communication and Engagement

The Framework involves the ongoing implementation of a communication and engagement plan.

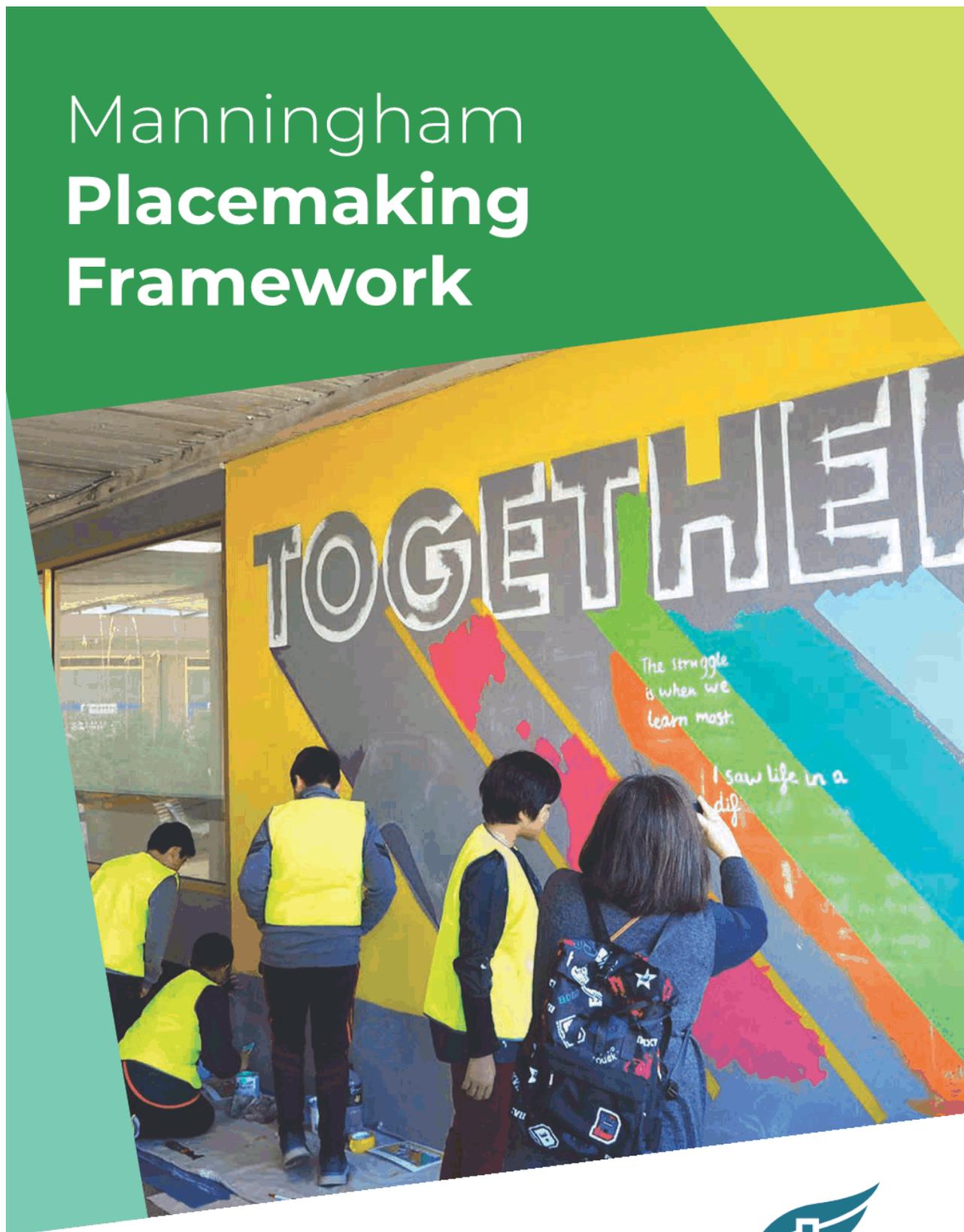
5.3 Timelines

Once endorsed by Council, the Framework will be embedded throughout organisation, with targeted team workshops and advisory committee presentations delivered over the next six months.

6. DECLARATIONS OF CONFLICT OF INTEREST

No officers involved in the preparation of this report have any general or material conflict of interest in this matter.

Manningham Placemaking Framework



Connected, with a strong chance of fun.

“Manningham is a peaceful, inclusive and safe community. We celebrate life with its diverse culture, wildlife and natural environment. We are resilient and value sustainable and healthy living, a sense of belonging, and respect for one another.”

Manningham's Community Vision



Abbey Rich – Participatory Art Project at Jackson Court, 2021

Acknowledgment of Country

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

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

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



Image of Placemaking

About the artist and the Manna Gum

The image of Manna Gum leaves and seed capsules by Wurundjeri Woi-wurrung artist Ash Firebrace conveys the importance of the plant within Wurundjeri Woi-wurrung culture. Women utilise its leaves to cleanse ground prior to ceremonies and it is also used in smoke cleansing ceremonies and for decoration.

This image has been chosen for placemaking because of the importance of place to the Wurundjeri Woi-wurrung People who take their name from the 'wurun' meaning Manna Gum (*Eucalyptus viminalis*) found along the 'Birrarrung' (Yarra River), and 'djeri', the grub which is found in or near the tree. Their relationship with the land extends back tens of thousands of years to when their creator spirit 'Bunjil' formed the land and all living things.

This Manna Gum reminds us that we are on Wurundjeri Woi-wurrung Country and it recognises that the natural environment is one of the most valued characteristics of Manningham. The connectivity of placemaking is evident in the structure of the leaves - it is our connections that strengthen us and will help us to be a resilient community.

Firebrace's image is representative of the artist's confident graphic style, utilising a muted black, white and gold colour palette and featuring distinctive angular patterns of parallel lines and hatching motifs often seen in Wurundjeri art and material culture. This image featured in Firebrace's solo exhibition *Myths and Legends* held at Manningham Art Gallery in 2021.





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Figure 1: Community Library - placemaking can be small and bespoke.

Scope of framework

The scope of this Placemaking Framework is to outline for Council and the community, Council’s approach to the way we understand, design and deliver our public spaces and community activities for the wellbeing of our community.

This document outlines our placemaking approach, the guiding principles, benefits and key steps involved in creating vibrant and inclusive local places in Manningham.



Framework statement



Connected Communities and Vibrant Villages

Creating vibrant and inclusive places starts with people. “Placemaking inspires people to collectively re-imagine and reinvent spaces to become places at the heart of every community”³.

Manningham will seek to understand its places and spaces through the eyes of its community. We will implement our Community Engagement Policy. We will utilise creative urban design and community and economic development principles to support community connections and enhance local vibrant villages. In Manningham there will be a place for everyone.

GUIDING PRINCIPLES

Manningham’s placemaking is underpinned by the following principles:

- Placemaking is led by authentic community engagement and evidence.
- Placemaking recognises the Wurundjeri Woi-wurrung as primary guardians, keepers and knowledge holders of Aboriginal Cultural heritage and therefore seeks authentic engagement to enrich the built environment in the placemaking process.
- Placemaking starts with local people and is inclusive of the whole community.
- Placemaking ranges from very small localised projects to large infrastructure development.
- Placemaking is multidisciplinary.
- We will consistently measure outcomes, and economic and social impacts.
- Placemaking encourages innovation and makes it visible and public.
- Placemaking encourages public art and community participation in creative activations in places that are important to local people.
- Placemaking seeks to make people feel happy and safe because they can recognise that they belong, and their local places are somewhere that they have fun.
- Placemaking often includes change, or is driven by change. Council will support the community in making desirable change happen and as a business be prepared to try new ways of doing things.
- In supporting placemaking Council recognises that vibrant connected communities deliver sound economic and social justice outcomes. Placemaking builds social capital and economic vibrancy.

³ Project for Public Spaces www.pps.org



Figure 2: Key elements of a successful Place

“Great public spaces are those places where celebrations are held, social and economic exchanges occur, friends run into each other, and cultures mix. They are the “front porches” of our public institutions – libraries, field houses, schools – where we interact with each other and government. When these spaces work well, they serve as the stage for our public lives.”

– Project for Public Spaces

PURPOSE

The purpose of this framework is to state Council’s commitment to creating more connected communities and thriving local businesses. We seek to plan for people and to make our neighbourhoods engaging, healthy places where local people want to be.

This framework seeks to clearly define Placemaking and what it is that Manningham hopes to achieve. It may be used as a tool for Council, developers, business, organisations and local people to strengthen their local community. The framework embodies both an intent and a way of working with our community.

Placemaking is a process for delivering on our commitments in our Council Plan, Liveable City Strategy and Health and Well Being Strategy. We will take a placemaking approach to the way we conduct our business as it relates to the design and activation of our public places.

Placemaking is not a new thing, but it does seek to solve problems in a new way, engaging deeply and trying to see places through the eyes of our community. Council hopes it will be transformational for the community and for the organisation.

WHAT IS PLACEMAKING?

Placemaking is a process by which we shape our public realm by inspiring people to collectively reimagine and reinvent public spaces as a place for the community to enjoy and feel welcome, whether they are locals or visitors. Placemaking supports creative patterns of use that build physical, cultural, and social identities that define a place and support its ongoing evolution to create quality public spaces that help contribute to people’s health, happiness, and wellbeing. [Source: Project for Public Spaces]

Placemaking:

- Seeks to collectively activate public spaces to stimulate economic and community activity through good urban design and the reallocation of redundant or surplus street space to pedestrians
- Encourages meeting, socialising, exercising and spending money, recognising that economic exchange generally only happens once people get out of their cars
- Stimulates economic activity by encouraging people to ‘stick, stop, stay and spend’ – not just to pass through.

At the highest level the goals of placemaking are to strengthen the connection between people and places, and to improve social, economic and environmental sustainability and the community’s health and wellbeing.



WHY PLACEMAKING?

Placemaking is a process for delivering on Council's core business. It seeks to deliver the effective use of Council resources through an even stronger multi-disciplinary and integrated approach.

The community has high expectations for the quality and functionality of places that are important to them. Placemaking engages deeply and seeks to meet existing and emerging community aspirations.

Lively and aesthetically pleasing places build private sector confidence and attract investment; an outcome that will support Manningham's economic sustainability. Liveability delivers not only for local residents but for business growth.

Placemaking helps to reinstate a safe and attractive environment for people to spend more time in public places both to connect and to spend money with local businesses.

Placemaking is for People

Placemaking is founded in deep engagement with our community and is often "community-led". We listen to the community first, we bring in our expertise, and we work together to deliver.

Our urban planning recognises that the pedestrian is the core of transportation and the centre of all transport modes – as we are effectively all a 'pedestrian' before we get into a car or onto a bike or public transport. In many of our streets, it should be considered that given their physical vulnerability, the pedestrian should take precedent ahead of all other modes.

We recognise that people with ambulatory challenges require special consideration in order for our places to be safe and accessible for all. Safe places will always be high on the placemaking agenda.

“Cities have the capability of providing something for everybody, only because, and only when, they are created by everybody.”

– Jane Jacobs

Placemaking as a testing ground for change

Placemaking can also be intentionally temporary, or a testing ground for long term change.

Placemaking is embedding the principles of tactical urbanism, which encourages us to think in more innovative ways.

Communities are looking for short-term, low-cost, scalable interventions that can catalyse long-term change. Spaces are designed as places for people to experience, and it's those varying, purposeful positions that can evolve with the needs of the community that make a neighbourhood or city nurturing and attractive places to live, work and invest.

As we now try to stimulate community resilience, we will learn from cities around the world that are getting back to business in a "living with COVID" context.



Imagine

Imagine the public value created if we focused all our skill and energy into a particular place, even more intensively than our current collaborations; engagement, urban design, traffic engineering, communications, community services, environmental initiatives, waste management, maintenance, arts and cultural events, creating connections and supporting communities in enjoying their local places and assets. We would then be able to build, and measure the impact of, a network of places across Manningham that help realise the Community Vision:

“Manningham is a peaceful, inclusive and safe community. We celebrate life with its diverse culture, wildlife and natural environment. We are resilient and value sustainable and healthy living, a sense of belonging, and respect for one another.”

PLACEMAKING IN PRACTICE

Urban design and community infrastructure projects provide the platform for our placemaking. Our community will lead the way as we develop inclusive, stronger, connected local neighbourhoods.

We will prioritise Placemaking projects by assessing our activity centres and public spaces and developing a clear plan for action. The Vibrant Village 10 Year Action Plan will accompany this document and it will set out our priority upgrades for our local and neighbourhood activity centres.

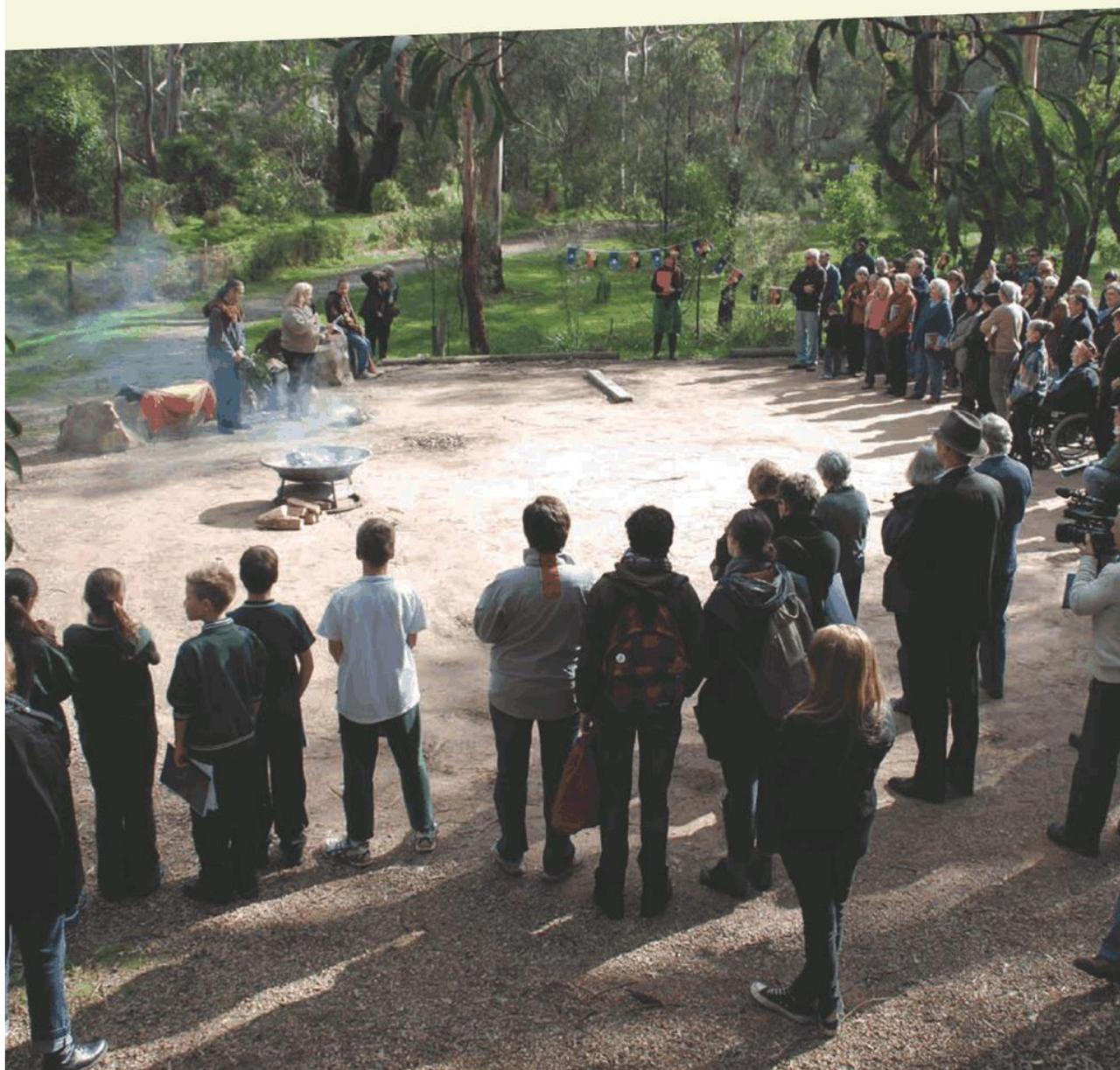
This Vibrant Village Plan and our placemaking activations will help us deliver on the *Liveable City Strategy* and the *Healthy City Strategy*. At the same time, organic, community-led activities will be encouraged to flourish as they help people feel good about their local places and support their health and happiness.

The renewal of our public places to enhance community wellbeing is driven by changes that are already well underway. As Melbourne’s population continues to rapidly grow from 5 million today to over 8 million by 2050, pressure will continue to mount on how the city can use its land more efficiently as the urban area expands and increases in density, whilst private open space diminishes. Public streets will need to do more than just carrying vehicles. Suburbs will need to achieve the city-planning objective of a ‘20 minute city’ – an urban environment where every resident can access their everyday needs within a 20 minute trip by either public transport, walking or cycling from where they live.

“Growing urban populations will demand that their streets serve not only as corridors for the conveyance of people, goods, and services, but as front yards, parks, playgrounds and public parks” – National Association of City Transport Officials (NACTO).



Placemaking is shaped by many of the commitments in the Council Plan, particularly those related to community connection and community wellbeing. Placemaking is grounded in Wurundjeri Country and it is where the Reconciliation Action Plan can be enlivened. Placemaking is a way of working with communities to bring Council strategies to life in a community-centred way.



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Our approach



This Framework is supported by a Guideline for Council staff. We will continually improve our practices and take a placemaking approach to our neighbourhood activity centres and public places. Our approach is summarised below.

When we determine to approach an area from a placemaking perspective, and in a considered way with a view to renewal and upgrade, we will undertake the following steps to ensure we are working with our community to improve their connectedness, wellbeing and economic opportunities. Our approach will be towards the empowerment end of International Association of Public Participation (IAP2) Spectrum which is our framework that supports our Community Engagement Policy.

Step 1: Understanding Place

We will undertake background research and analysis to develop a comprehensive understanding of the place. This will include consideration of ABS data and alignment with our Council Plan.

Step 2: Imagining Place

We will engage with our community to find out what they love about the place and their ideas for improving it. We will identify a project or community advocate to lead the process. We will engage first in order to see a place through the eyes of our community.

Step 3: Prioritising Ideas

We will work with our community to understand constraints and to rank priorities and explore and refine ideas into a shared vision for the place.

Step 4: Planning Place

A Place Plan will identify our community's vision for the place and the key areas and actions for improvement. This will include a process to translate the vision into conceptual plans. Not all Placemaking will involve infrastructure or be large scale. Some will be small community led activations and we will simply try and find ways to support the community in their projects.

Step 5: Transforming Place

We will implement the Place Plan, which could include improvements to infrastructure and streetscapes or activations and programming

Step 6: Evaluating Place

Evaluation starts at the beginning of the planning process by identifying outcomes and impacts to be measured in relation to placemaking. Ongoing evaluation allows plans and activations to be refined throughout the process. Key question to be considered at the outset: how will we measure community and business impacts?

Responsibility



RESPONSIBILITY (MULTIDISCIPLINARY APPROACH)

Placemaking involves the community, stakeholders and Council working together to plan, design, develop, activate, manage and evaluate spaces, neighbourhoods and precincts.

Placemaking is a long-term, future oriented process that recognises the uniqueness of a place. It involves listening to the people who live, work, visit, study and play in a place to discover their needs and aspirations.

It uses short and long-term interventions to build on the place's existing qualities. Placemaking will be referenced in many of Council's strategic documents.

STRATEGIC CONTEXT

The *Manningham Council Plan 2021-25* sets out the four year vision for our future based on the values, aspirations and priorities our community told us were important to them. Our placemaking approach will play an important role in working with our community and stakeholders to deliver on the overall vision and key strategic objectives of the *Manningham Council Plan*.

Key strategic documents to be referenced in our placemaking include:

- **Council Plan**
- **Liveable City Strategy**
- **Health and Wellbeing Strategy**
- **Reconciliation Action Plan (RAP)**
- **Open Space Strategy**
- **Public Art Policy**
- **Community Infrastructure Plan**
- **Asset Plan**



Key components



10-Year Vibrant Villages Plan

The objective of the 10-Year Vibrant Villages Plan is to prioritise future infrastructure and urban design upgrades throughout Manningham's 12 Neighbourhood Activity Centres and 27 Local Activity Centres. This will seek to encourage the ideal of 20-minute neighbourhoods and achieve an outcome of "living locally" and build on the objectives identified in the *Liveable City Strategy*.

Many activity centres require maintenance or replacement of public assets and infrastructure, and intervention to help improve community infrastructure to support existing businesses and encourage future investment.

The Vibrant Villages Plan will provide a 10-Year program of works which prioritises the centres in most need of attention first and determine the level of intervention required (i.e. minor or moderate infrastructure works and placemaking activity, or the development of a major precinct structure plan to guide future development in the centre).

Creating and supporting Manningham's local commercial strip or shopping hubs that people want to visit because of:

- Connection with community
- Access to services
- Accessibility
- Range of business activities
- Outdoor dining
- Activations and events
- Pleasant and green village squares and "piazzas"
- Appropriate night time economy
- Places where people want to visit and to invest
- Fit for purpose public infrastructure
- Safe and inclusive places (including safety for pedestrians, women, children, people with disabilities etc.)

We will develop an assessment and prioritisation criteria for our vibrant villages program that includes:

- An understanding of the community's sense of place
- Economic status of each centre (number of cafes, vacant shops etc.)
- Planning issues or development opportunities
- State of the streetscape/landscape and any maintenance issues
- Traffic or drainage issues
- Known future development (live planning permits)
- Private vs public land/land tenure
- Capital Works Program for the delivery of infrastructure improvements
- Social Planning issues or opportunities
- Catchment demographics

We will measure the impact of our Placemaking interventions in our activity centres. For example; do traders report an increase in turnover? Have new businesses been attracted to the area? Has research with local people found increased usage of the local asset/place? This will help us assess the public value delivered in our interventions.



Community-led Placemaking

We will listen to perspectives on place, and to the aspirations and ideas of local people. We will follow the principles and processes outlined in Manningham’s Community Engagement Policy.

We will connect community and place with our partners and stakeholders: Libraries, Neighbourhood Houses, Sporting Clubs, Community Organisations, and Government Agencies.

Activations and events are led by the local community and traders. Activations will be based on our research and engagement and will seek to celebrate what is important to local people. Council’s expertise and insights will be available to strengthen activations.

Place and a Healthy Environment

We will connect people and encourage active healthy lifestyles: Walk to your local. Have coffee with friends. Make art together. Ride your bikes. Let your children climb in the park. Breathe easy under trees. Eat outside in the sunshine. Keep cars moving slowly in places where people walk and congregate. Plant veggies in your local community garden. We will re-imagine our hard spaces to create cooler and greener urban environments.

Placemaking also seeks to achieve sustainability outcomes such as the introduction of vegetation and soft landscaping into our urban areas, trees and canopy cover to provide shade and reduce the heat-island effect and consider water sensitive urban design initiatives.

Place Activation and the Night-time Economy

A planned and emerging night time economy: Places to connect, read, learn, create, dance, exercise, eat and drink. Night time activities designed to meet the needs of local people. Late nights where people want them and quiet streets in other places.

Activated places for a COVID-normal context such as increased outdoor dining, pop-up parks and parklets (footpath extensions that provide more space and amenity for people using the streetscape.)



Warren Langley, *Immerse*, 2008, ceramic tiles and LED lighting

Our Natural Places

Open spaces, parks, trails and playing fields are the centrepieces of life in Manningham, to be frequently used and enjoyed. We will take a placemaking approach with our large scale projects that seek to connect residents and welcome visitors to our green spaces and waterways.

We recognise Wurundjeri Woi-wurrung Country, and our more recent heritage through storytelling, interpretive signage, art, music, community activities and cultural events. We will work with our community to protect and nurture our natural places.

We will use art and storytelling to explore our natural places and honour the original owners, as well as to educate and inform through community participation and involvement with the natural environment.

Place to place (by bike, wheelchair, with pram or by foot: a connected community)

We will look for ways of making active transport, walking and cycling connections accessible and easy to use.

Placemaking and everything else – what makes it placemaking?

Placemaking shares goals and activities with much of Council's strategic activities. What makes it placemaking? It is more than "business as usual" and a placemaking project when:

- The project starts with engaging with local people about a place/neighbourhood/location, and what it means to them
- The project seeks to renew a local place, community or asset.
- The goal is to strengthen the connections and/or create economic opportunities.
- There is a strong likelihood of people having fun.

Evaluation

At the outset of our Placemaking projects we will determine the measures of success. How will we know we have provided public value? What are the problems we have set out to solve and what are the indicators that we can measure to show that we have addressed the problem?

At its most complicated this is socio-economic impact assessment. For many projects it will be clearly defining the problem and developing indicators of success in order to measure value.

The use of evidence-based case studies can help develop business cases to support future projects and demonstrate the issues and opportunities to the community, traders, government agencies and funding partners.

We will apply our public value lens to our projects and use our measurement of outcomes to shape future planning both for places and for Council business.

Related Legislation

Local Government Act 2020

Gender Equality Act 2020



Case studies



CASE STUDY 1

Ayr Street South, Doncaster

yoursay.manningham.vic.gov.au/ayr-street-south

What was the problem?

Ayr Street South was a degraded shopping strip with an uncertain future. The motivation for the upgrade came from a local trader, interested in revitalising the shopping strip.

What the locals told us

From regular in-person engagement with traders, and an online survey for local residents, we heard strong agreement that Ayr St South needed a makeover. Overall the community welcomed the beautifying of the streetscape and the provision of outdoor seating, and they were keen not to lose any car parks in the upgrade. Existing issues with rubbish led to the inclusion of a new bin.

What we did

First we wrote a comprehensive engagement plan using Manningham's Community Engagement Guidelines that accompany our Community Engagement Policy.

Then we worked with our Communications lead to implement the plan and promote the project. Council officers from a range of teams, particularly City Design, worked closely with traders to ensure all new elements met their needs. Key features include new fencing with planter boxes and hand rails for the stairs, a wider footpath, and a new permanent public outdoor seating area to support outdoor dining. We also upgraded the accessible parking space to meet the standard, and added bike racks and a bin.

New trees and shrubbery have been planted to enhance the area's appeal, and to keep it cooler in warmer months. A launch party to celebrate the new shopping strip is also an event for capturing ideas for a community arts project.



CASE STUDY 2

Sunday Streets, Melbourne City Council

participate.melbourne.vic.gov.au/sundaystreets

What was the problem?

Docklands is a notoriously disconnected precinct in Melbourne and is lacking upbeat street activity and social interaction.

What the locals said

Local people wanted to see the area become more vibrant. Local community organisations partnered with The City of Melbourne to trial Sunday Streets, a program to connect communities in a fun and friendly way. A pilot was run in the Docklands to get the creative juices flowing, and citizens filled out a survey on the future direction of Sunday Streets.

What Council did

Melbourne City Council collated the feedback and worked with local communities to plan and implement Sunday Street projects. As a result, three events took place:

- Games for kids, coffee for adults and information stalls for community groups at Boyd Community Hub at Southbank
- Kids were encouraged to bring their bike or scooter to decorate and feature in the Sunday Street community parade at Docklands, while the adults were kept busy with a speed dating style 'Meet a Docklander' activity.
- In Carlton, community members of all ages came together for a picnic lunch, petting zoo, a toy swap and Community Cake Off!



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CASE STUDY 3

Aboriginal co-design, Carrum Station

levelcrossings.vic.gov.au/media/news/aboriginal-designs-take-flight-in-carrum

What was the problem?

The challenge was to incorporate First People's perspective into the creation of this space. The culture of traditional owners is often invisible in the built environment, despite all planning and building taking place on First People's land. Aboriginal and Torres Strait Islander people often aren't often engaged early enough ([Murawin, 2020](#)).

There is a tendency to focus on the history of buildings, excluding other layers of history. Aboriginal culture is a lived culture, evolving, growing and an integral part of an ever changing landscape ([Jefa Greenaway, ArchitectureAU](#)).

What the locals said

The Level Crossing Removal's community consultation for the revitalisation of Carrum heard from the local community that they wanted natural yet functional spaces to gather that could be enjoyed all year round. A proposed drainage pit at Carrum station offered up an opportunity to create a [yarning circle and Urban Marker](#) following an upgrade to Carrum Carrum Bridge.

What the Victorian Government's Level Crossing Removal Project did

This project was co-designed with Traditional Owners of the Bunurong and Boon wurrung peoples. Bunurong Land Council endorsed incorporating their cultural patterns into the designs. Bunjil, the wedge-tailed eagle, and spiritual creator of the bay is at the top of the Urban Marker, flying over and protecting Country. The yarning circle at its base is a place to celebrate and share Country, and have cultural tours and events.



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CASE STUDY 4

Zaragoza, Spain

pps.org/article/not-empty-plot-finding-opportunity-emptiness-historical-city-zaragoza-2

What was the problem?

Zaragoza, Spain's fifth largest city, was hit hard by the global financial crisis, with extremely high rates of unemployment, plunging property values. Protesters took to the streets, demanding jobs and financial support.

What the locals and the government body did

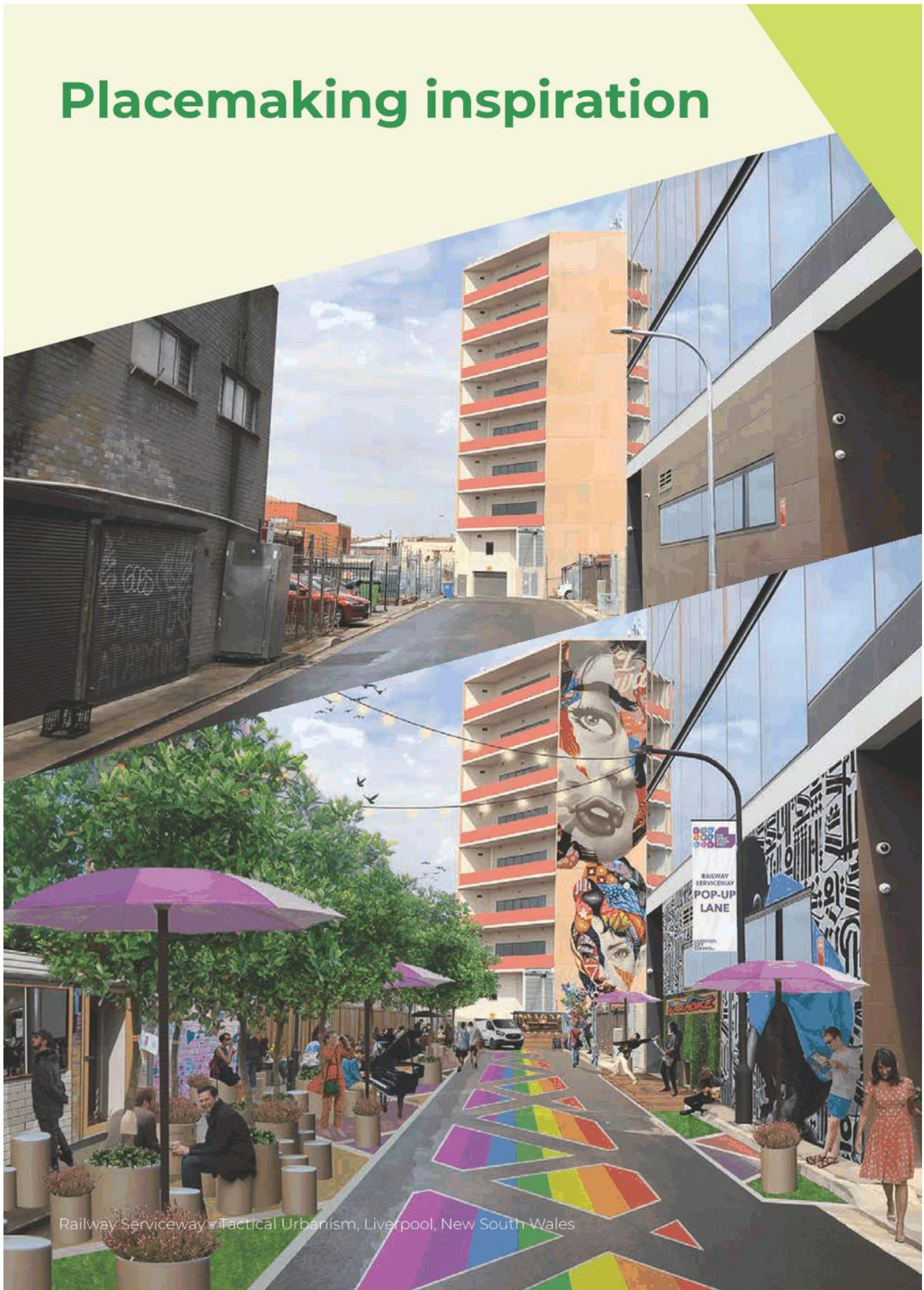
Amid the social unrest, a group of architects, citizens, community organizations, nurseries, small businesses and city agencies came together to imagine new possibilities for Zaragoza's citizens.

A mix between an employment initiative and placemaking project employed workers to clean up the city's many grungy abandoned lots and lift morale for the locals.

'EstoNoEsUnSolar' (translation: "this is not an empty site") used classic Lighter, Quicker, Cheaper strategies; abandoned plots were repurposed into flexible and inviting public spaces. Each site became a place where spontaneous activity could thrive, including recreation, gardening, concerts, dance classes, skating, art workshops, and outdoor cinema.



Placemaking inspiration



Railway Serviceway - Tactical Urbanism, Liverpool, New South Wales

Manningham Placemaking Framework



The Village Square

A Piazza at the heart of our local neighbours where people can linger longer to connect, and to support local businesses.



Street furniture

Often generic and utilitarian, street furniture can be transformed to be reflective of a place - whimsical, artistic, temporary or permanent and always functional and accessible.



Smart Cities

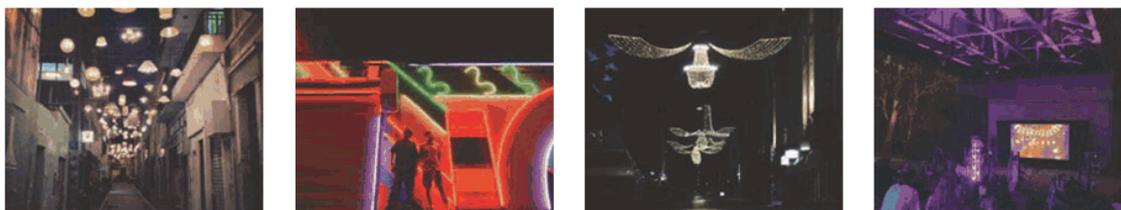
Sensors, 5G, the Internet of Things, driverless cars, or virtual and augmented reality – our places are set to become embedded with smart technology and green infrastructure.

Manningham Placemaking Framework



Signage

The purpose of signage is varied: it can herald a sense of arrival or direct, educate or interpret a place. It can also be attractive, sculptural, creative, or digital, and even an interactive means of engagement. It can be temporary or permanent and used to “brand” a place according to its identity and functions.



Lighting

Transformative. Highlights assets, such as a beautiful tree or an historical façade. Creates surprise and drama. Denotes festivity. Can be temporary or permanent, such as festoon, fairy or up-lighting. Sometimes used to make places feel safer.



Greening

Embedding a sense of nature and greenery into a space for shade, respite and relaxation. One important means to respond to Manningham’s declared Climate Emergency. Celebrating one of our most treasured community assets – our green places.

Manningham Placemaking Framework



Play

Opportunities to engage with activities purely for fun and enjoyment. Including, but not only for children.



Celebrating Culture

Through performance and parties, solemn moments and loud events - music, poetry, art, film and dance can imbue a space with a myriad of moods, vibrancy, and a sense of the extraordinary.



Food trucks and markets

clustering a variety of traders or a group of vibrant, edgy food trucks to transform a place with crafty sales, local produce and the tastes and aromas not otherwise available. Adds interest and draws a crowd.



Public Exhibition Spaces

Provide spaces as a platform to showcase the local strengths and talent of a place for all to enjoy.



Laneways

Renowned throughout Melbourne as open air gallery spaces, alfresco dining nooks and exceptional sites for temporary pop-ups and activations, laneways are hidden gems ripe for discovery. imbue a space with a myriad of moods, vibrancy, and a sense of the extraordinary.



Site specific interventions

Surprise, delight, entertain, green, introduce creative expression - and wait for people to engage.



Shade structures

For sun safety and comfort. A shade structure can become a sculptural piece, which can add a ‘wow’ factor.



Street Art and Community Art

Energising local interactions, utilising all art mediums, for the beautification of public spaces from laneways to silos, traffic signal boxes to ugly brick walls. Art can be used as an adornment or to interpret the cultural and social essence of a place. Art can also be in private places that are visible to the community, such as apartment lobbies or front gardens in a neighbourhood. Art can be temporary (Spoonville) or permanent (public sculpture at MC2).



Transport Infrastructure

Adds colour and creative flair to bus shelters and bike racks. Create bike and walking paths with green elements and points of interest that inspire people to use alternative modes of transport. Prioritise accessibility and make strong connections between places and modes of transport.



Workshops and Fun Days

Use a range of engagement tools that can get place-users of all ages and abilities together to imagine and co-design places using activities, such as brainstorming, walk-throughs, visualisation and play.



Gateways

Provide a sense of welcome and destination with a gateway installation that speaks to your place.



Gardening

Gardening and growing and sharing local food, is an important component of resilient and sustainable communities and local food systems. Community gardening has a wide range of potential benefits for community health and wellbeing, the environment and even the local economy. Community-based gardening can foster the physical, mental, social and spiritual wellbeing of our community. Individually, plant a pot of colour flowers or install a hanging basket.

Glossary of terms

Placemaking

Placemaking is a holistic, hands-on approach to creating people centred places for the health and wellbeing of our community. It involves the re-imagining and activation of spaces to create vibrant, memorable and social places and precincts where people feel a sense of belonging.

Placemaking can improve the health and wellbeing of our community by transforming small or large spaces, such as car parks, laneways, local parks, shopping strips, neighbourhoods or entire precincts. By activating spaces that encourage connections, healthy outdoor activities and safe and attractive spaces, Placemaking will assist in delivering outcomes described in our *Council Plan*, our *Reconciliation Action Plan*, and in our *Health and Wellbeing Strategy*.

Tactical Urbanism

Tactical urbanism encompasses changes and adaptations to our existing places and city systems in order to quickly meet the needs of communities. It can range from using the space of our streets to prioritise walking and cycling, to planting community gardens in empty plots and changing leases in empty retail properties to support new businesses. These small and large actions – both from top-down policy and bottom-up intervention – represent a significant opportunity for our cities to meet the immediate needs of our response to COVID-19 and to implement lasting changes that contribute to us solving the problem of sustainable development.

Tactical Urbanism is often the trial of short term interventions to support longer-term change.

20 Minute Neighbourhoods

The 20-minute neighbourhood celebrates 'living locally'—giving people the ability to meet most of their daily needs within a 20-minute walk, cycle or public transport journey from home, with access to safe cycling and local transport options.

The Green Wedge

Green Wedges are the environmentally significant areas that lie outside the Urban Growth Boundary across Metropolitan Melbourne. The Urban Growth Boundary was put in place by the Victorian Government in 2002 to contain Melbourne's urban sprawl and protect our sensitive environment surrounding the City from over development.

Manningham's Green Wedge is the peri-urban space made up of trees, parks and waterways, which is essential to the character of Manningham and provides protection to our more rural areas from over development. This includes Warrandyte, Warrandyte South and parts of Wonga Park and Park Orchards.

Social Capital

Social capital is defined by the OECD as "networks together with shared norms, values and understandings that facilitate co-operation within or among groups"¹. A connected community, a key goal of our Council Plan, is one with strong social capital: people, organisations, clubs and businesses working together for public benefit.

¹ OECD (2001). *The Well-Being of Nations: The Role of Human and Social Capital*, OECD, Paris. Page 41.



Inclusion (all ages, genders, abilities, backgrounds and socio-economic status)

Inclusion is a universal human right. Inclusion in a placemaking context means creating places where everyone can feel safe and be safe, feel valued and respected, and be connected to our community.

The aim of inclusion is to embrace all people irrespective of race, gender, economic status, ability, medical and/or other need. Inclusion strives for equal access and opportunities for all, while addressing the barriers that lead to discrimination and intolerance.

Council is committed to ensuring that all people in our community are treated with dignity, respect and fairness. We will uphold our requirements in the Victorian Government's Gender Equality Act 2021 and seek ways to make Manningham a safe, respectful and inclusive community.

Urban Design

Urban design is the design of towns and cities, streets and spaces. It is the collaborative and multi-disciplinary process of shaping the physical setting for life – the art of making places. Urban design involves the design of buildings, groups of buildings, spaces and landscapes, and establishing frameworks and procedures that will deliver successful development by different people over time².

Placemaking looks at urban design through the eyes of the community and supports Council's *Liveable City Strategy*.

² udg.org.uk/about/what-is-urban-design

Complete Streets

Complete Streets are roadways designed, planned, and implemented to enable safe and comfortable access for every type of user, and they are an essential component of creating healthy and inclusive streetscapes. The term originated in the USA and is often referred to in Australia as "shared use" pathways and streets.

Parklet

A parklet is a footpath extension that provides more space and amenities for people using the streetscape and interventions to increase outdoor dining.

Place Plan

A Place Plan outlines the shared vision for place and recommends a range of short, medium and long term projects. It may include "concept plans" for further engagement.

Public Art

Public art is art in public places and installed on public land. It may be large commissioned works or community art projects. Placemaking supports Council's *Public Art Policy*.



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Manningham Placemaking Framework

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Amanda Newman (Artist), *Together project*, 2021, Jackson Court. Commissioned by Manningham, funded by the Neighbourhood Activity Centre Renewal Fund. (cover image)

Words from the artist about this placemaking project:

"This mural was the result of workshops held in early 2021 with kids who wanted to share their feelings about the difficult past year.

... the kids expressed common themes of hope and togetherness in spite of the global pandemic and lockdown ... The design I created used their own illustrations to portray a girl who is happy despite the rain - a metaphor for the kids' optimism during the pandemic ...

... the kids were able to use the methods I'd taught them to paint their own artwork onto the wall. This aspect was an extremely important part of the project, as it gave the kids a tangible sense of pride in the mural and let them know that their actual voices were being heard and that they mattered ...

Special thanks to participants Jessica (quotes), Leah and Hannah (original illustrations), Cherry, Daniel, Isaac, Jed, James, Oscar, Sihy, Thomas, Xavier, and Yusut for your incredibly inspirational ideas, artwork, and hard work."





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10.2 Whitehorse Manningham Library Annual Report 2020-2021

File Number: IN21/662
Responsible Director: Director City Planning and Community
Attachments: 1 Whitehorse Manningham Library Annual Report 2020
2021 [↓](#)

EXECUTIVE SUMMARY

The Whitehorse Manningham Regional Library Corporation has prepared an Annual Report for the 2020-2021 year. (Attachment 1)

The Annual Report outlines the Library's achievements towards the strategic objectives outlined in the Library Plan and the implementation of the Strategic Resource Plan.

It is recommended that Council receive and note the Whitehorse Manningham Regional Library Corporation 2020-21 Annual Report (Attachment 1), adopted by the Library Board on 21 October 2021.

1. RECOMMENDATION

That Council:

- A. Receive and note the Whitehorse Manningham Regional Library Corporation 2020-2021 Annual Report. (Attachment 1).**
- B. Note the Whitehorse Manningham Regional Library Corporation 2020- 2021 Annual Report is publicly available via the corporation's website.**

2. BACKGROUND

- 2.1 The Whitehorse Manningham Regional Library Corporation provides public library and information services to residents and visitors across the cities of Whitehorse and Manningham.
- 2.2 Across a network of eight branch libraries (with four branches in Manningham) and the website, the libraries provide free access to physical and virtual resources that support lifelong learning and reading.
- 2.3 Pursuant to Sections 131 to 134 of the Local Government Act 1989, the Whitehorse Manningham Regional Library Corporation has prepared an Annual Report for the 2019/2020 year. (Attachment 1) The Library Corporation still operates under provisions of the old Local Government Act.
- 2.4 The Annual Report outlines the Corporation's achievements towards the strategic objectives outlined in the Library Plan and the implementation of the Strategic Resource Plan.
- 2.5 The Financial Report was approved by the Library Board at its meeting on 25 August 2021. The Annual Report was adopted by the Library Board at a special meeting of the Board on 21 October 2021.

3. DISCUSSION / ISSUE

- 3.1 The Annual Report documents the contributions of the Corporation, its Board, staff and branch operations throughout the year.
- 3.2 The Annual Report describes the impact of the COVID-19 pandemic on library services, but also documents the considerable achievements across the year and the value our community places in library services.

4. COUNCIL PLAN / STRATEGY

- 4.1 The Whitehorse Manningham Regional Library Corporation has its own Strategic Plan, underpinned by the following key themes for the period 2017-21:
- 1. Read, Learn and Discover**
Providing resources and programs that encourage life-long learning and reading for pleasure.
 - 2. Connect, Collaborate and Participate**
Our library provides opportunities for social connection and community engagement.
 - 3. Experience**
We strive for excellence in all aspects of our services to ensure a positive and responsible experience for all customers.
 - 4. Value**
We apply best practice principles to the way we work to ensure our services continue to be relevant and sustainable.
- 4.2 A new Library Plan 2021-2024 has been developed and was endorsed at the Library Board meeting on 21 October 2021. It will guide the directions for the next four years.

5. IMPACTS AND IMPLICATIONS

- 5.1 The Whitehorse Manningham Regional Library Corporation provides a highly valued service to the Manningham and Whitehorse communities. The 2020-21 Annual Report documents the organisation's deliverables against the adopted targets and provides a transparent report into the organisations finances and operations.
- 5.2 The Annual Report acts as a record of the organisation's tracking against its 2017-21 Strategic Plan and provides the basis for Council's reporting via the Local Government Performance Reporting Framework.
- 5.3 It is noteworthy that the Library service continued to deliver modified services during extended lockdown periods so that residents could continue to collect books and other materials using 'click and collect' or via home delivery.

- 5.4 In early 2021, the member Councils and the Library Corporation commenced a comprehensive Library Review and the development of a 10 year Strategy. This work will is still being finalised and is due to be presented to the Library Board in December 2021. The member councils will be briefed in early 2022. A more comprehensive summary of the Library Review and Strategy will also be reported in next year's Annual Report.

6. IMPLEMENTATION

6.1 Finance / Resource Implications

The Annual Report does not, in and of itself, have direct financial implications for Council however the Financial Report identifies Council's operating contribution of \$3.93M for the 2020-2021 Financial Year. Attachment 1, p67.

6.2 Communication and Engagement

An extensive community survey of 1800 respondents was completed during early 2020.

- 94% of respondents rated the Library as important or very important
- 87% reported that the library impacts them in a positive way
- The top five things for users: items for loan, helpful staff, library website and online resources, consistent opening hours and the library as a place to do your own thing.

The 2020-21 Annual Report is published on the Whitehorse Manningham Regional Library Corporation website.

6.3 Timelines

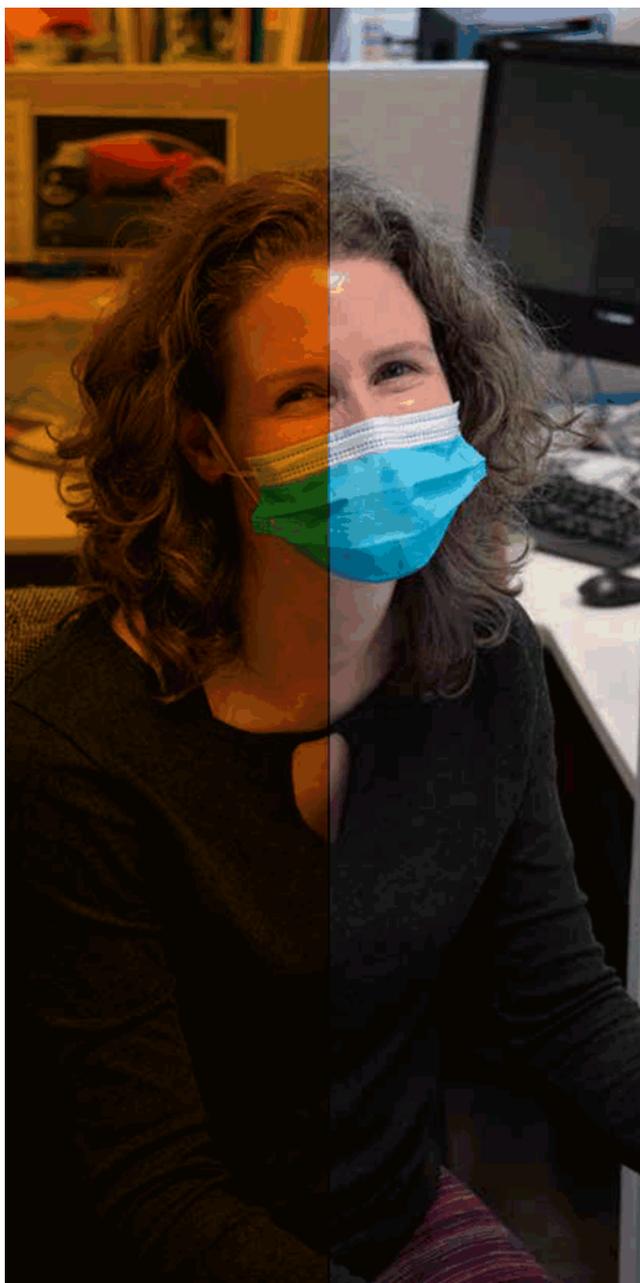
The Financial Report was approved by the Library Board at its meeting on 25 August 2021 and the Annual Report was adopted by the Library Board at a special meeting on 21 October 2021.

7. DECLARATIONS OF CONFLICT OF INTEREST

No officers involved in the preparation of this report have any general or material conflict of interest in this matter.



ANNUAL REPORT 2020/21



Whitehorse
Manningham
Libraries

open for discovery

Administration

1040 Whitehorse Road Box Hill 3128	PO BOX 3083 NUNAWADING VIC 3131
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☎ 03 9896 4333 📠 03 9896 4348

Where to find this report

Copies of this report are available at the Corporation's administration office.

It can also be accessed electronically on the Corporation's website at www.wml.vic.gov.au

For further information, telephone 9896 4333.

♻️ This publication is printed on 100% recycled paper and uses plant-based ink.

Acknowledgement of Country

Whitehorse Manningham Libraries acknowledges the Wurundjeri Woi Wurrung people of the Kulin Nation as the traditional owners of the land. We pay our respects to their Elders past, present and emerging.

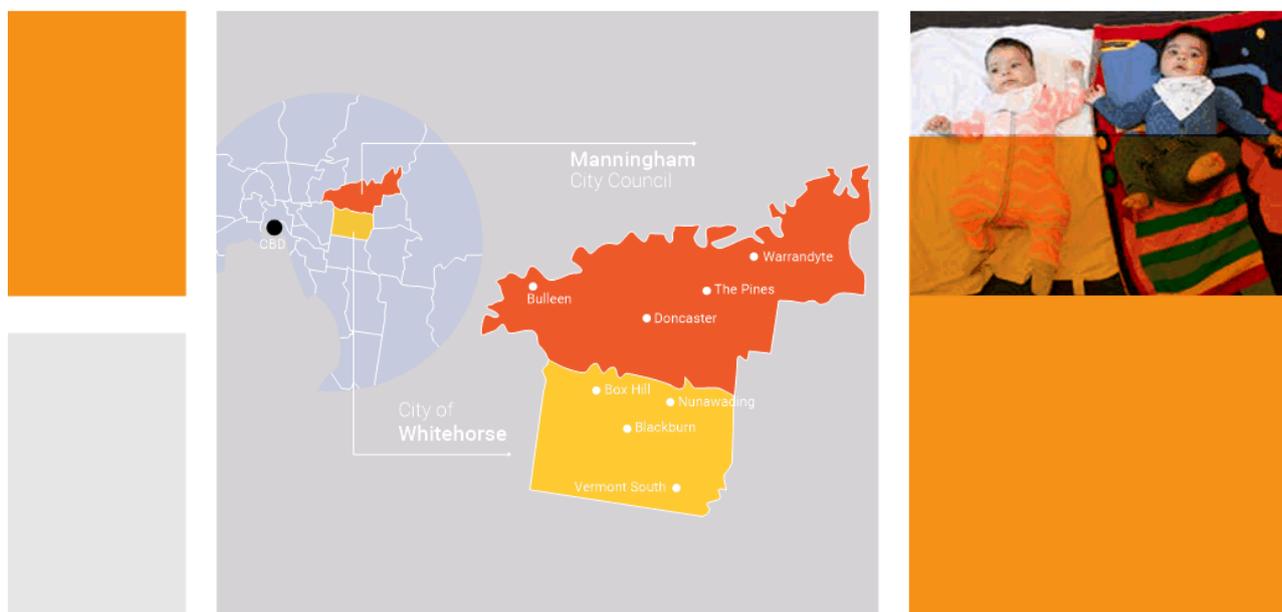


Environment,
Land, Water
and Planning



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INTRODUCTION

Welcome to Whitehorse Manningham Regional Library Corporation’s (WMRLC) Annual Report 2020/21.

This report details our performance for 2020/21 against the strategic themes outlined in our Library Plan 2017–2021 and our Annual Budget 2020/21. The report provides an overview of our key achievements and challenges throughout the past year.

WMRLC services an area of 178km² located within Melbourne’s outer eastern suburbs.

OUR COMMUNITY

The Whitehorse Manningham Regional Library Corporation (WMRLC) provides public library services to the neighbouring cities of Whitehorse and Manningham in Melbourne’s eastern suburbs.

The City of Whitehorse is located 15km east of the Melbourne CBD and has an estimated population of 178,739. Manningham City Council, to the north of Whitehorse, has an estimated population of 127,573, giving the library region an estimated total population of 306,312.

39.1% of our community was born overseas, with 75% of these people speaking a language other than English at home.

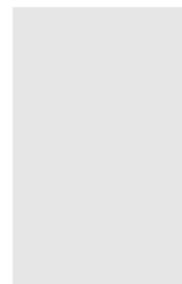
Whitehorse Manningham Libraries is proud of our diverse community and the services that we provide.

Our Vision A library open for all to discover a world of possibilities.

Our Mission To provide opportunities that inspire our community to read, learn, connect and create.

Our Values The following principles guide the way we operate:

- ▶ **Respect**
We acknowledge our diverse community and support equal access to services by all.
- ▶ **Integrity**
We are open, honest and accountable in the way we conduct our business.
- ▶ **Community Drive**
Our services and the way we deliver them are shaped by the needs and aspirations of our community.
- ▶ **Collaboration**
Together we develop positive relationships and partnerships that strengthen our services and their impact.
- ▶ **Excellence**
We aim for excellence and strive to find new ways to improve how we work and deliver services.



PERFORMANCE HIGHLIGHTS

OUR MAJOR ACHIEVEMENTS IN 2020/21

LIBRARY PLAN 2017–2021 STRATEGIC THEMES



Read, Learn and Discover

More on pages 28

- ▶ Delivery of programs and events through a range of different formats, including hybrid events and outdoor events in the summer
- ▶ Participation in statewide Victoria Reads project that included 613 attendees at Zoom, Youtube and Facebook events
- ▶ Home-delivery service kept our community connected throughout the extended lockdown period

Connect, Collaborate and Participate

More on pages 34

- ▶ Bounce Back Program delivered in collaboration with the City of Whitehorse, Manningham City Council and the Box Hill Institute Job Skills Network. There were 14 live online programs offered to support our community throughout Covid-19, attracting 577 attendances.
- ▶ Care for Carers Program pivoted to an online delivery format and proved extremely popular.
- ▶ The Pierre Gorman Award project kicked off with a partnership with Nadrasca.



Experience

More on pages 40

- ▶ Cessation of reservation charges
- ▶ Overdue charges suspended during all lockdown periods
- ▶ Introduction of modified library opening hours in January 2021 to support our Covid Recovery Plan

Value

More on pages 45

- ▶ Library branding put on Corporation vehicles to increase visibility within the community
- ▶ Launch of the new library website and staff intranet
- ▶ Community survey undertaken to help inform the new 2021–2025 Library Plan



OUR CHALLENGES

Covid-19

The pandemic continued to provide WML with service challenges. Changing restrictions leading to branch library closures, restricted visitation numbers and frequent disruption to service provision resulted in the need to pivot at short notice to alternative modes of delivery. The safety of the community and staff was our first consideration throughout the year.

Infrastructure

A number of our physical library branches are no longer able to support the type of library service expected by the community due to their age, size and condition. WML is working with the Member Councils on a long-term strategy to improve library infrastructure across the two municipalities.

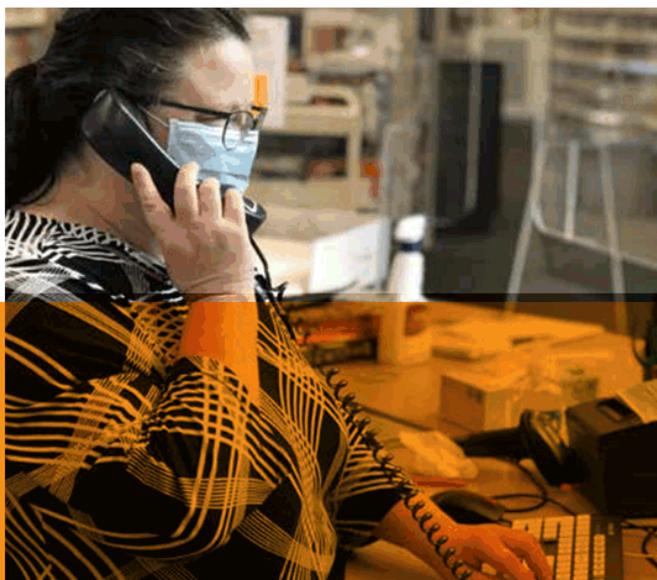
Funding

Ensuring that our library services respond to the evolving expectations and needs of our community continues to be challenging in a constrained financial environment. WML continues to advocate to our Member Councils and the State Government for increased investment in public libraries.

Looking Ahead

Whitehorse Manningham Libraries looks forward to progressing the following in 2021/22:

- ▶ Implementation of a new four-year road map for WML with the Library Plan 2021–2025
- ▶ Development of a Whitehorse and Manningham Library Strategy 2021–2031
- ▶ Continuing to enact the WML Business Recovery Plan
- ▶ Providing our community with tools to assist in the recovery from Covid-19



SNAP SHOT FAST FACTS

While our doors were closed we issued 93,176 items to 12,627 library members and there were 5,550 home deliveries to vulnerable members of our community.

TOTAL PROGRAM ATTENDANCE LIFELONG LEARNING



6,424

Attendances at adult programs



11,340

Attendances at children's and youth Programs

DIGITAL ACCESS ALWAYS OPEN



40,449

online genealogy sessions logged



12,526

online learning courses accessed



9,568

YouTube views of library program presentations



114,298

newspapers and magazines were downloaded



127,179

eBook loans



137,165

pieces of music downloaded or streamed



3,011

online stories for children were viewed through StoryBox



48,349

eAudiobook loans



21,725

movies streamed

PROGRAMS AND EVENTS PROVIDED ONLINE



2,366

attendances at online children's and youth programs



5,406

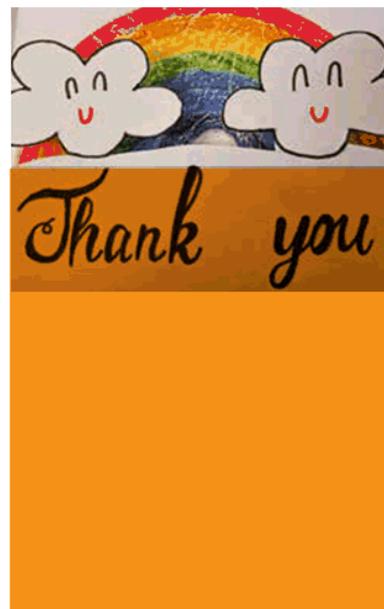
attendances at online adult programs and events



207

online programs and events on offer for adults

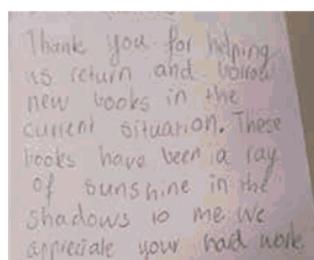
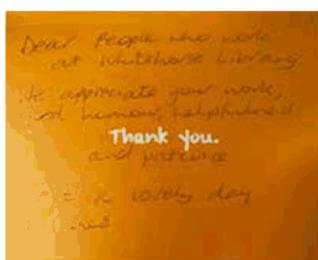




YOUTH SERVICES 2020/21

Providing quality programs and material to children and teenagers continues to be of high importance to WML, even in the pandemic. There were a number of challenges that our Youth Services team had to overcome in order to deliver services in this area throughout 2020/21, ranging from lockdowns to number restrictions, and the delivery of programs in outdoor venues only. Despite this, programs were successfully delivered online, outdoors and in person. All of the team's efforts were greatly appreciated and resulted in an outpouring of thanks from children and their families. It seems that libraries really do change lives!

WML participated in *National Simultaneous Storytime* virtually and in person. This year's book was *Give me some Space* by Philip Bunting. It was great to have our guest storytellers from our Library Board – Chair Cr Trudy Skilbeck and Deputy Chair Cr Michelle Kleinert. Both got into the spirit of things, dressing up as astronauts. The use of a green screen for our virtual session truly made it seem as though we were transported into space.





CHAIRPERSON'S MESSAGE



In my first year as a Library Board member and Chairperson, I am particularly proud of the way Whitehorse Manningham Libraries has continued to respond during the Covid-19 pandemic with agility, creativity and a strong commitment to customer service.

Our libraries have evolved and maintained an essential role in supporting our community throughout periods of lockdown and recovery. Strong advocacy from the library and local government sectors has enabled the provision of contactless click and collect and home-delivery services. We know that our libraries are an important service combatting social isolation and contributing to personalised connection and wellbeing support. We have received some wonderful feedback from library members on the positive impact the library has had throughout the pandemic.

Whilst our library buildings were closed, our services remained open and staff worked tirelessly to support our community remotely by providing virtual programs and activities, online and telephone information services, home delivery of books and DVDs and access to an increased range of digital collections and learning resources.

When restrictions allowed, our community was welcomed back to our library branches to use the public computers, wi-fi and reading and study facilities. The priority has always been ensuring the health and safety of staff and the community who use our services. Covid-safe plans and practices continue to be maintained to provide assurance for all using the library services and facilities.

Despite the significant disruption and challenges faced, I'm pleased to highlight a number of significant achievements this year:

- Over 2 million collection items were loaned, with loans of eBooks increasing by 60%
- 429,000 people visited our library branches and 8,885 new members joined the library
- Over 93,000 contactless click and collect and home-delivery loans were provided to 12,627 library members whilst branches were closed to visitors during lockdowns
- A Bounce Back program, delivered in collaboration with Whitehorse and Manningham Councils and the Box Hill Institute Job Skills Network, provided 14 live online programs to support our community and attracted 577 participants
- A new library website was launched and searches of the online catalogue increased by 20%

Library Board meetings remain very strategically focussed, with critical thinking towards our most effective and sustainable future. I would like to thank my fellow Board members, council officers and, particularly, our library staff and volunteers, for their continued dedication and commitment to delivering positive outcomes for our community.

Cr Trudy Skilbeck

Chair of the Library Board

CEO'S MESSAGE



This year's Annual Report highlights the achievements and challenges experienced through the financial year 1 July 2020 to 30 June 2021. The Annual Report details the Whitehorse Manningham Libraries performance against the goals of the Library Plan 2017–2021.

The past year has continued to present challenges brought about by the Covid-19 pandemic, including the extended periods of library branch closures to the public, and restricted visitor numbers at other times. I commend our library staff for their ability to adapt and maintain their commitment to delivering a high level of service to our community throughout this year.

As expected, the ongoing pandemic this year has resulted in less than budgeted operating income, along with unanticipated expenditure associated with responding to the health emergency. An extended delay in the receipt of the State Government Public Library funding provided some cash flow challenges. Savings in some areas of operating expenditure due to periods of branch closures have resulted in a greater than usual surplus of \$287,313. This surplus will be carried forward to offset the anticipated deficit in the 2021/22 financial year and will enable the removal of overdue charges for children's and teenage items as of 1 July 2021.

This year has seen progress towards both the development of a new four-year strategic plan for Whitehorse Manningham Libraries and, in collaboration with our Member Councils, a longer-term vision for the provision of library services to the municipalities of Whitehorse and Manningham that responds to community expectations. I look forward to the launch of our new strategic direction. I am excited by what the future holds for our service and how we can continue to support our community and the achievement of our Member Council goals.

Sally Both

Chief Executive Officer

BOARD MEMBERS

The Whitehorse Manningham Regional Library Corporation is a Local Government Authority with the operations and responsibilities of the Corporation being defined under the Local Government Act (1989). The Corporation is governed by the Library Board, which is responsible for overall governance and policy direction.

Ordinary meetings of the Board are held quarterly. Special meetings of the Board are held as required. Agendas and minutes of Board meetings are published on the WML website. Members of the Board are required to conduct themselves in accordance with the Code of Conduct for Board Members.

The Library Board currently comprises of:

- ▶ two Councillors appointed from each Member Council
- ▶ a delegated Officer of each Member Council
- ▶ one Community Representative appointed by each Member Council.

Board Meeting Attendance

Board Member	Maximum Number of Meetings Eligible to Attend	Number of Meetings Attended 2020/21
Whitehorse		
Cr Tina Liu	2	2
Cr Trudy Skilbeck	3	3
Cr Mark Lane	3	3
Cr Andrew Munroe	2	1
Mr Simon McMillan	1	1
Ms Carole Jean – Community Representative	5	5
Ms Terry Wilkinson – General Manager Human Services	3	2
Mr Tony Johnson – Acting Director Community Services	1	1
Manningham		
Cr Dot Haynes	2	2
Cr Sophy Galbally	2	0
Cr Stephen Mayne	3	3
Cr Michelle Kleinert	3	3
Mr Andrew Day	1	1
Mr Ian Keese – Community Representative	5	3
Ms Lee Robson – Group Manager Community Programs	4	4

- ▶ Ms May Hassan acted as proxy for Ms Terry Wilkinson on 16 December 2020
- ▶ Ms Terry Wilkinson attended her last Board Meeting on 10 March 2021, following her resignation from her position at the City of Whitehorse.

▶ Senior officers of the Corporation support the operation of the Library Board and attend meetings of the Board.

- Ms Sally Both** Chief Executive Officer, WMRLC
- Mrs Julie Lawes** Manager Finance, WMRLC
- Mr Jonathan Gosden** Manager Library Operations, WMRLC
- Ms Katie Norton** Manager Collections and Information Services, WMRLC
- Ms Tracey Olive** Manager Corporate Services, WMRLC
- Mr Neville Butler** Manager ICT, WMRLC

	 <p><u>Cr Dot Haynes</u> Manningham City Council Chair until October 2020</p>		 <p><u>Cr Trudy Skilbeck</u> City of Whitehorse Chair from December 2020</p>
 <p><u>Cr Michelle Kleinert</u> Manningham City Council Deputy Chair from December 2020</p>		 <p><u>Cr Mark Lane</u> City of Whitehorse from December 2020</p>	
	 <p><u>Cr Sophie Galbally</u> Manningham City Council until October 2020</p>		 <p><u>Cr Tina Liu</u> City of Whitehorse until October 2020</p>
 <p><u>Cr Stephen Mayne</u> Manningham City Council from December 2020</p>		 <p><u>Cr Andrew Munroe</u> City of Whitehorse Deputy Chair until October 2020</p>	
	 <p><u>Mr Ian Keese</u> Manningham City Council Community Representative</p>		 <p><u>Ms Carole Jean</u> City of Whitehorse Community Representative</p>
			
<p><u>Mr Andrew Day</u> CEO Manningham City Council</p>	<p><u>Ms Lee Robson</u> Group Manager Community Programs</p>	<p><u>Mr Simon McMillan</u> CEO City of Whitehorse</p>	<p><u>Mr Tony Johnson</u> Acting Director Community Services</p>



THE YEAR IN REVIEW

When reading this table, it should be noted that the 2019/20 and 2020/21 results were severely impacted by the coronavirus public health emergency. Libraries were closed to the public for significant periods of time and were subject to number limits throughout.

KEY INDICATORS	2018/19	2019/20	2020/21	TREND (VARIANCE OF AT LEAST 1%)
Library Membership				
Total members	93,189	100,136	102,606	+ 2.5%
Active members (LGPRF measure)	43,016	39,788	27,625	- 30.6%
New members	15,657	12,786	8,885	- 30.5%
Library Use				
Total library visits	1,332,790	938,943	428,652	- 54.3%
Library visits per capita	4.42 ¹	3.07 ¹	1.38 ¹	- 45.7%
Information enquiries	158,764	131,186	49,608	- 62.2%
Collections				
Total number of collection items	384,885	388,523	399,624	+ 2.9%
% of collection purchased in the last five years	77%	74%	72%	- 2%
New collection items acquired	68,858	63,770	56,258	-11.8%
Loans				
Total loans	3,132,829	2,490,332	2,020,291	- 18.9%
eBook loans (downloads)	50,539	79,740	127,179	+ 59.5%
Total loans of eResources (includes music, magazines, books, audio books, database)	445,690	513,229	530,477	+ 3.7%
Library Programs				
Total number of attendees	81,581	52,873	17,764	- 66.4%
Total attendees at adult programs	11,404	7,703	6,424	- 14.4%
Total attendees at children's/youth programs	70,177	45,170	11,340 ²	- 74.9%
Online Library Use				
Annual visits to website	1,329,860	1,250,416	1,080,905	- 13.5%
Web catalogue searches	n/a	3,336,462	4,008,635	+ 20.1%
Fixed PC sessions	251,537	183,419	946	- 99%
Wireless sessions	585,416	396,697	123,369	- 68.9%
Library Staffing				
Total EFT	70.64	68.54	70.31	+ 2.5%
EFT per '000 population	0.23	0.22	0.23	-
Community Engagement				
Social media engagement (Facebook followers)	2,159	3,295	3,920	+ 19%
Library eNewsletter subscribers	23,843	15,904 ³	17,936	+ 12.8%
Number of volunteers	160	158	153	- 3%
Volunteer programs	8	8	8	-

1. Based on Estimated Residential Population (ERP) of 301,704 in June 2019; 306,312 in June 2019 and 309,664 in June 2020.
2. Only includes events/programs where bookings were made. Does not include views of online story times or other streamed events.
3. Subscriber list cleared of members who had not opened sent newsletters for three years.

FINANCIAL SUMMARY

Overview

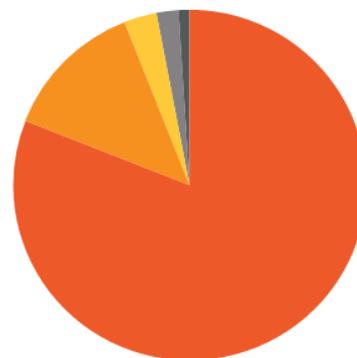
The 2020/21 Budget was adopted at the ordinary meeting of the Library Board on 28 May 2020.

The financial result for 2020/21 is a surplus of \$639,557. It should be noted that income has been severely impacted this year due to Covid-19 as all reservation and overdue charges were suspended, along with meeting room bookings and sale of products.

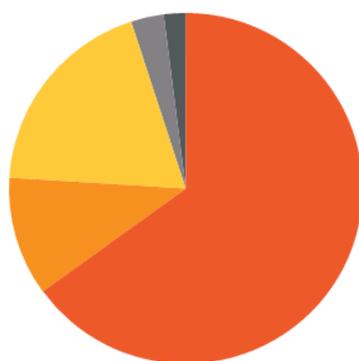
The Corporation does not have any loans.

Income Sources 2020/21

- ▶ Council Contributions
- ▶ State Government Grants
- ▶ Other Income
- ▶ Other Grants
- ▶ Interest from Investments



Income Sources 2010/21



2020/21 Expenses

2020/21 Expenses

- ▶ Employee Expenses
- ▶ Depreciation
- ▶ Other Expenses
- ▶ IT Services
- ▶ Collection Resources

Revenue

The Corporation's total income of \$11,530,769 in 2020/21 was derived from:

- ▶ Member Councils
- ▶ State Government grant
- ▶ Interest from investments
- ▶ Grants
- ▶ Other income

Other income is generated by the Corporation from the following sources:

- ▶ Overdue charges and reservations
- ▶ Photocopy and printing services
- ▶ Meeting room hire
- ▶ Sale of products
- ▶ Donations
- ▶ Library programs and activities

In 2020/21 the Corporation received the following grants:

- ▶ Local Priorities \$95,930
- ▶ Libraries Initiatives Project \$25,000
- ▶ Premiers Reading Challenge \$35,899
- ▶ Blackburn IT Upgrade \$25,000
- ▶ SLV Health and Wellbeing Grant \$20,000
- ▶ Other \$3,420

Expenses

In keeping with previous years, the major areas of expenditure were employee benefits and depreciation.

In 2020/21 total expenditure was \$10,891,212 comprised as follows:

- ▶ Employee Expenses
- ▶ Depreciation
- ▶ IT Services
- ▶ Collection Resources
- ▶ Other expenses

Beyond the Doors Fundraising

The ongoing Beyond the Doors fundraising campaign supports the provision of special reading, literacy and learning services for people experiencing disadvantage. All programs delivered using donated funds are in addition to existing core library services and programs. No donated funds are used for administration costs.

Beyond the Doors Fundraising

2020/21

Opening balance of the fund **\$4,669.60**

Funds raised

Donations received	4959.28
Interest	8.72
Total funds raised	\$4,968.00

Expenditure (ex GST)

Give the Gift of Reading project 2020/21 ¹	295.09
Total funds expended	\$295.09

Funds remaining **\$9,342.51**

¹ The delivery of the Give the Gift of Reading project was delayed due to Covid-19 restrictions; as a result, expenditure of funds raised will occur in the 2021/22 FY.

Highlights and Challenges

Reservation charges ceased from 1 July 2020. Throughout the lockdown periods, meeting rooms were unavailable for hire and overdue charges were suspended. This has had a significant impact on WMLs income.

Unanticipated additional costs associated with the health emergency were offset by reduced costs associated with branch closures.

GOVERNANCE

The Audit Committee

The Audit Committee is an independent advisory committee to the Library Board. The Audit Committee assists in the effective oversight of financial reporting, management of risk and maintaining a reliable system of internal controls.

Membership of the Audit Committee comprises one Councillor from each Member Council, nominated by the Library Board, and two external independent members. The Chief Executive Officer, Finance Manager and Internal Auditor attend each committee meeting.

Audit Committee Members for 2020/21 were:

- ▶ Cr Stephen Mayne (from December 2020)
- ▶ Cr Mark Lane (from December 2020)
- ▶ Cr Tina Liu (until October 2020)
- ▶ Cr Sophie Galbally (until October 2020)
- ▶ Ms Kerrie Jordan, Independent Member
- ▶ Ms Michele Tame, Independent Member

Risk Management

The Corporation takes a proactive approach to risk management. A risk-management strategy, and systems, policies and procedures are in place to minimise the adverse effects of all types of risk to its operations. Organisational risks are regularly reviewed and identified in the Enterprise Risk Register. The Corporation reports the status of risks and treatment plans to the Audit Committee and Library Board.

Public Interest Disclosures

In accordance with the provisions of s58 of the Public Interest Disclosures Act 2012, the Corporation has a procedure for dealing with disclosures made under the Act. The Manager Corporate Services is the Corporation's Public Interest Disclosures Coordinator. The Public Interest Disclosures procedures were reviewed and updated in February 2020 to reflect the name change of the Act and amendments. The Corporation has not received any disclosures directly nor has it received any referrals from the Ombudsman for the period 1 July 2020 to 30 June 2021.

Freedom of Information

The Freedom of Information Act 1982 provides people with the opportunity to obtain information held by state and local government departments and authorities. The Act gives people the right to request documents relating to their personal affairs. The Corporation did not receive any requests in the period 1 July 2020 to 30 June 2021.

Information Privacy Act

The Privacy and Data Protection Act 2014 and Health Records Act 2001 are designed to protect the private information of individuals. The Corporation has a privacy policy available through the library branches and website.

Requests for access to information held must be made in writing and addressed to:

The Chief Executive Officer
Whitehorse Manningham Libraries
PO Box 3083, Nunawading, 3131.



Documents Available for Inspection

In accordance with the Local Government Act Regulations 2015, the following information is available for inspection upon request at the Administration Office, Box Hill Library, 1040 Whitehorse Road, Box Hill, Victoria, 3128 during office hours by appointment from 9.00am to 5.00pm weekdays:

- ▶ Annual Reports for each financial year
- ▶ Annual Financial Statements, including an operating statement, a statement of financial position and notes to financial statements
- ▶ agendas and minutes for ordinary and special meetings of the Library Board held in the previous twelve months
- ▶ Regional Library Agreement
- ▶ register of delegations kept under sections 87 (1) and 98 (4) of the Act, including the date on which the last review took place under sections 86(6) and 98(6), respectively, of the Act
- ▶ a list of the names of organisations of which the Corporation was a member during the financial year and details of all membership fees and other amounts and services provided during that year by each organisation to the Corporation
- ▶ names of Board members who submitted returns of interest during the financial year and dates returns were submitted
- ▶ names of Corporation officers who were required to submit a return of interest during the financial year and dates returns were submitted
- ▶ a register of authorised officers appointed under the Act
- ▶ details of overseas or interstate travel undertaken in an official capacity by Board members or any member of Corporation staff in the previous twelve months.

A range of Corporation documents are also available on the library website, including some of those listed above.

GOVERNANCE AND MANAGEMENT CHECKLIST

The following is a list of the Corporation's governance and management controls. It should be noted that the impact of s330 of the Local Government Act 2020 is that those sections of the Local Government Act 1989 that were applicable to an existing Regional Library Corporation continue to apply as if all of those sections had not been repealed until 2031.

	GOVERNANCE AND MANAGEMENT ITEMS	ASSESSMENT
1	Regional Library Agreement (agreement under section 196 of the Act that sets out the agreement between the Cities of Whitehorse and Manningham to form a regional library)	Formed in accordance with section 196 of the Act. Date of operation pending confirmation from LGV of gazetted date. Agreement reviewed and signed by Member Councils in February 2017, sent to the Minister and gazetted on 27 July 2017.
2	Library Plan (plan under sections 125 and 197D of the Act that sets out the strategic objectives of the Corporation and strategies for achieving the objectives for the next four years)	Adopted in accordance to section 125 and 197D of the Act. Date of operation: 1 July 2017
3	Strategic Resource Plan (plan under section 126 of the Act outlining the financial and non-financial resources required for at least the next four financial years)	Adopted in accordance with section 126 of the Act. Date of adoption: 28 May 2020
4	Annual Budget (plan under section 130 of the Act setting out the services to be provided and initiatives to be undertaken over the next 12 months and the funding and other resources required)	Adopted in accordance with section 130 of the Act. Date of adoption: 28 May 2020
5	Asset Management Plans (plans that set out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)	Date of operation of current plans: Collection Resources July 2017 Asset Register (for non-collection assets). Updated and maintained on an ongoing basis.
6	Risk Policy (policy outlining the Corporation's commitment and approach to minimising the risks to the Corporation's operations)	Date of operation: 20 February 2019
7	Fraud Prevention Policy (outlines the Corporation's commitment and approach to minimising the risk of fraud)	Date of operation of current policy: 3 April 2020
8	Procurement Policy (policy under section 186A of the <i>Local Government Act 1989</i> outlining the matters, practices and procedures that will apply to all purchases of goods, services and works)	Prepared and approved in accordance with section 186A of the <i>Local Government Act 1989</i> . Date of operation of current policy: April 2020
9	Business Continuity Plan (plan setting out the actions that will be undertaken to ensure that key services continue to operate in the event of a disaster)	Date of operation of current plan: V1.8 March 2020 Business Continuity Management Policy and Framework reviewed June 2019.
10	ICT Disaster Recovery Plan (plan setting out the actions that will be undertaken to recover and restore ICT infrastructure and capability in the event of a disaster)	Date of operation of current plan: ICT Strategy 12 December 2018 Due for review in July 2021

	GOVERNANCE AND MANAGEMENT ITEMS	ASSESSMENT
11	Risk Management Strategy (outlining the Corporation's approach to managing risks to operations)	Date of operation of current plan: June 2019, reviewed June 2021
12	Audit Committee (advisory whose role is to oversee the integrity of the Corporation's financial reporting, processes, to oversee risks to the Corporation's operations and compliance with applicable regulatory requirements)	While not required of Regional Library Corporations under the Act, the committee was established in accordance with section 139 of the Act. Committee established: 1998 Audit Committee Charter adopted by Library Board in May 2016 and reviewed in December 2019.
13	Internal Audit (independent accounting professionals engaged by the Corporation to provide analyses and recommendations aimed at improving governance, risk and management controls)	RSM appointed as Internal Auditor in April 2019 for a three-year period. New three-year Internal Audit Plan adopted by Audit Committee August 2019.
14	Performance reporting framework (a set of indicators measuring financial and non-financial performance indicators)	LGPRF measures reported to Member Councils in accordance with section 131 of the Act. Victorian Public Library Performance Indicators reported to PLV. Date of operation of current framework: February 2020
15	Financial reporting (quarterly statements to the Library Board under section 138 of the Act comparing budgeted revenue and expenditure with actual revenue and expenditure)	Statements presented to the Library Board in accordance with section 138(1) of the Act. Date statements presented: 26 August 2020, 16 December 2020, 10 March 2021, 26 May 2021
16	Risk reporting (annual reports of strategic risks to the Corporation's operations, the likelihood and consequences of risks occurring, and risk-minimising strategies)	Risk review completed and reported to the Audit Committee and Library Board in August 2019.
17	Annual report (prepared in accordance with sections 131 and 196 of the Act containing a report of operations and audited financial statements)	Considered at a Library Board meeting in accordance with section 134 of the Act. Date of consideration: 14 October 2020
18	Board Member Code of Conduct (in accordance with section 76C of the Act setting out the conduct principles and dispute resolution processes to be followed by Board Members)	Reviewed in accordance with section 76C of the Act. Date of adoption: 16 December 2020
19	Delegations (a document setting out the powers, duties and functions of the Corporation delegated to the Chief Executive Officer)	Reviewed in accordance with Section 197B of the Act. Reviewed: 22 August 2018
20	Meeting procedures (a local law governing the conduct of Library Board meetings and use of the common seal)	Meeting procedures local law made in accordance with section 197F of the Act. Date local law made: 6 May 2021, Local Law 3 replaced previous Local Laws 1, governing meeting procedures.
21	Register of Interests (in accordance with section 81 of the Act, a register of interests declared by Board members and nominated officers)	Register maintained in accordance with section 81 of the Act.

OUR ORGANISATION

Whitehorse Manningham Regional Library Corporation



Staff Profile

As of 30 June 2021, Whitehorse Manningham Regional Library Corporation had a total of 122 employees, or 70.31 full-time equivalent (FTE), compared with 117 employees, or 68.54 FTE, at 30 June 2020. There continues to be a very high percentage of staff who are employed in a part-time capacity. Due to Covid-19, recruitment was suspended for a number of positions and these remained vacant at the end of June 2020. Most vacancies were filled by the end of June 2021.

WML is currently hosting one trainee who has been employed through the VARP (Victorian Apprenticeship Recovery Package) Scheme designed to assist young people into the workforce following the impacts of the coronavirus health emergency. This position is not included in our staffing tally and will cease in March 2022.

Summary of the number of FTE corporation staff by department, employment type and gender

EMPLOYMENT TYPE/GENDER	BRANCH SERVICES	TECHNICAL SERVICES	ICT	CORPORATE SERVICES AND ADMINISTRATION	TOTAL
Permanent FT – female	15	1	-	2	18
Permanent FT – male	3	-	3	1	7
Permanent PT – female	50	6	-	7	63
Permanent PT – male	5	2	1	1	9
Casual – female	21	-	-	-	21
Casual – male	4	-	-	-	4
Total	98	9	4	11	122

Note that both technical services staff and administration staff also undertake branch services duties on a regular basis. A high proportion of the workforce continues to be female and employed in a part-time capacity. The technical services branch is also the home location of programs and Makerspace staff.

Summary of the number of FTE staff categorised by employment classification and gender

EMPLOYMENT CLASSIFICATION	FEMALE FTE	MALE FTE	TOTAL FTE
Band 3	16.94	5.09	22.03
Band 4	10.13	0.55	10.68
Band 5	20.76	2.64	23.4
Band 6	6.3	2	8.3
Band 7+	2.9	2	4.9
Band not applicable	1	0	1
Total	58.03	12.28	70.31

01 
RESILIENCE
TRAINING

02 
FIRST AID

03 
ONLINE
COMPLIANCE
TRAINING

04 
INDUCTION
TRAINING

05 
LIBRARY
PLANNING
WORKSHOP

06 
MENTAL HEALTH
TRAINING

07 
YOUTH SERVICES
SENSORY STORY
TIMES

STAFF TRAINING

Supporting our staff through training

Providing the community with a library service that is relevant to them means that the required skills of our staff are forever changing. Keeping up with these changes can be a challenge. Covid-19 has presented our staff with many challenges, ranging from developing personal resilience through to dealing with difficult patrons who refuse to follow Covid-safe guidelines.

WML staff have been provided with a range of training opportunities including:

- ▶ Resilience training
- ▶ First aid
- ▶ Online compliance training
- ▶ Induction training
- ▶ Library Planning Workshops
- ▶ Mental Health training
- ▶ Youth Services – sensory story times

A Safe and Healthy Workplace in a Covid-19 Environment

The Corporation is committed to providing a safe and healthy environment for both staff and library users.

This year we remained committed to keeping our staff and our community safe throughout the pandemic. We achieved this by:

- ▶ developing, implementing and reviewing a Covid-Safe Plan in line with government regulations
- ▶ delivering library events and programs in virtual formats when required
- ▶ adhering to number restrictions within locations when required
- ▶ establishing QR code check-in points at all locations
- ▶ implementing additional cleaning schedules
- ▶ implementing Safe Operating Procedures
- ▶ establishing systems that enabled back-of-house staff to work from home
- ▶ providing services to our community through initiatives such as home delivery and click and collect
- ▶ providing support to staff through EAP and our Wellbeing newsletter.

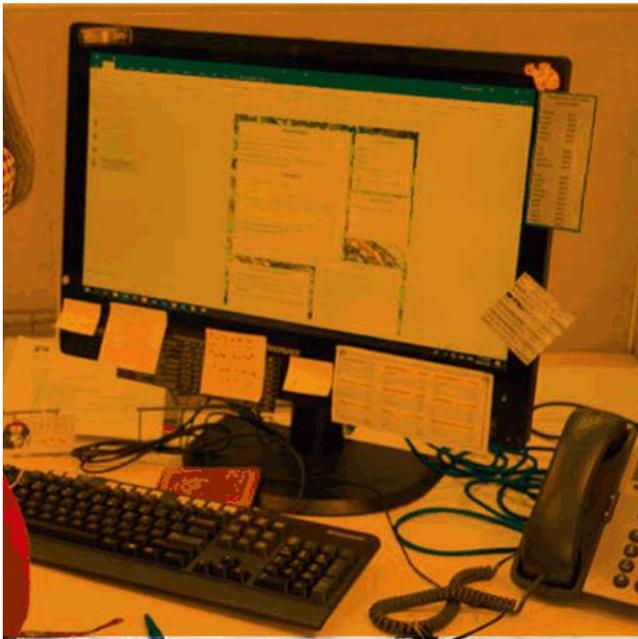
WML have provided staff with a range of options to help support them through the Covid period. These include:

- ▶ access to flexible leave arrangements
- ▶ support through EAP services
- ▶ hybrid work models where possible
- ▶ online compliance and professional development learning programs
- ▶ Covid leave under prescribed circumstances
- ▶ modified rostering
- ▶ recruitment of a multimedia support officer to assist staff producing online content throughout closure and restricted periods.

Thank you to all our staff for continuing to deliver services to our community throughout extended closure periods and within government restrictions.







OUR PERFORMANCE

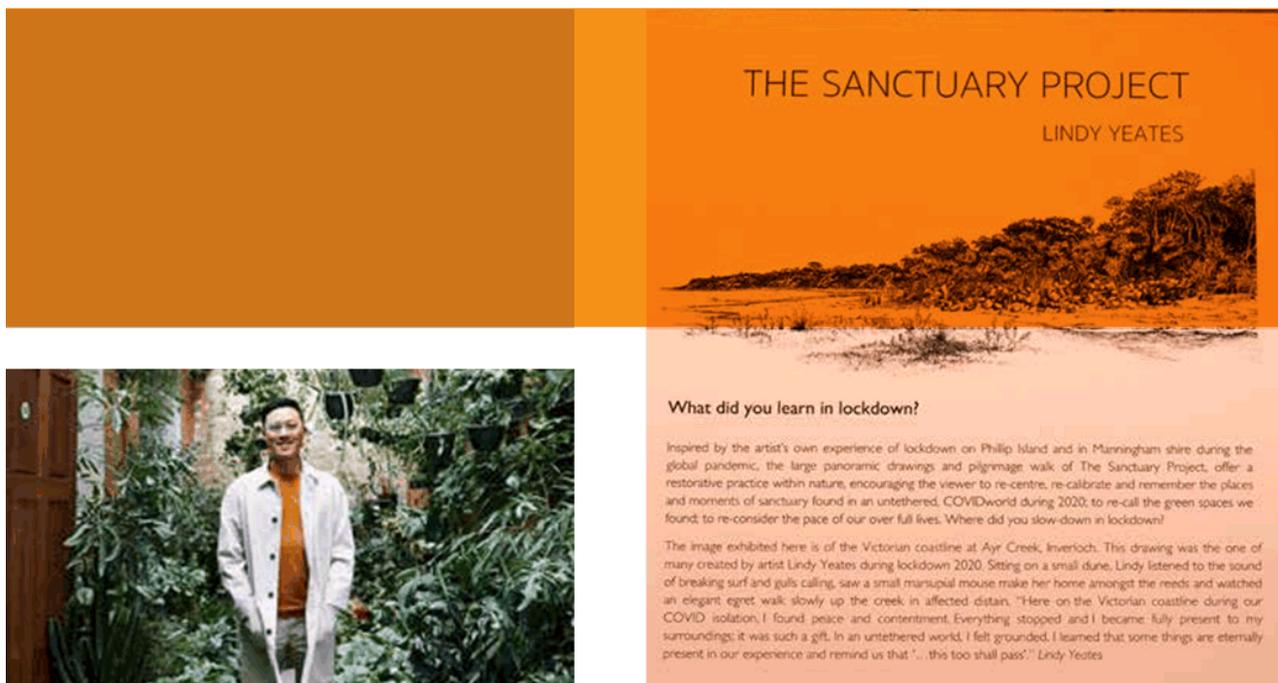
Goal 1: Read, Learn and Discover

Contribute to community and individual wellbeing by providing accessible and engaging collections, resources and programs that encourage lifelong learning and reading for pleasure.

KEY STRATEGY	KEY ACHIEVEMENTS	INDICATORS
We will provide high-quality collection resources relevant to the needs of our diverse community.	PLV annual statistics evaluated and benchmarked.	Report provided to the Library Board on 10 March 2021.
	LGPRF statistics completed.	Statistics available on My Council website
	Community survey released on 12 February and closed on 5 March 2021.	1,813 respondents
	Community survey data analysed and reported to Library Board.	Report provided to Library Board on 26 May 2021.
We will celebrate the power of reading and literature to enrich lives.	Participation in the Australia Reads Program	12 November 2020
	Author events held in person and via online platforms.	25 author talks
	Writing workshops held throughout the year that support literacy.	6 workshops
We will provide access to information services and programs that support life-long learning for all in the community through our physical, online and outreach platforms.	Lindy Yeats' Sanctuary Project was installed at Warrandyte Library.	1 April–7 May 2021
	Onsite indoor and outdoor program of events held throughout the year.	9,992 in-person attendances
	A program of online events was held throughout the year that supported lifelong learning.	207 online adult programs
	Bounce Back program delivered in partnership with our Member Councils and delivered an average of 93% positive feedback response.	14 programs, with 577 attendances
We will deliver programs and services that foster the development of literacy to help strengthen community competency.	Outdoor programs were held during November–January in compliance with Covid-19 regulations.	9 programs, with 61 attendances
	Continued implementation of the WML Literacy Strategy through the delivery of the Give the Gift of Reading Program.	\$4959 raised
	Implementation of the 2019 Youth Services Review	Interrupted due to Covid-19 restrictions
	Delivery of Care for Carers Program successfully changed to an online format.	21 programs delivered
	1000 Books Before School Program continued throughout the Covid-19 closure period.	Packs posted



KEY STRATEGY	KEY ACHIEVEMENTS	INDICATORS
We will deliver programs and services that provide opportunities to explore the past and discover the future.	Pilot program assisting grandparents to connect with children via online story-telling technology – launched in closure period.	Pilot launched
	Heritage programs delivered in partnership with Whitehorse City Council.	5 programs delivered
	Successful Makerspace Programs and events delivered online and in person throughout the year.	66 adult programs, 1033 attendees
We will have skilled staff available to help people access the resources and information they need.	Recruitment of a specialist Program Instructor to support the Pierre Gorman Award program.	1 temporary part-time disability worker appointed
	Litmos online learning platform introduced for staff and volunteer training.	233 registered users
	Niche Academy training made available to all staff – specialising in challenging behaviours.	All frontline staff enrolled
	OHS Covid-19 training required throughout the health emergency period, delivered in an online format and in person.	All staff
	Pivoted to different service-delivery models and staffing levels throughout the health emergency of 2020/21.	3 lockdowns and restricted environments



>> Indoor Gardening with Jason Chong

Connecting Our Community with Authors and Influencers

Our doors may have been closed for much of the 2020/21 year but this did not stop us from providing some excellent author events online. There were 55 Writing and Literature sessions offered throughout the year, with 1,185 attendees. Whilst this was down on previous years, the events were even more important to our community, providing them with an opportunity to connect while in lockdown. Highlights included:

- ▶ Clementine Ford
- ▶ Dr Yumiko Kadota, author of *Emotional Female*
- ▶ Indoor Gardening with Jason Chong
- ▶ Best-selling author Monica McInerney
- ▶ Meet the Mender author Erin Lewis-Fitzgerald
- ▶ Introduction to screen writing with Christian White
- ▶ Crime-writing author, Robin Bowles

In a difficult year we were proud to present 391 programs to adults, with 6,424 attendees. The vast majority of these were successfully delivered online.

Lindy Yeates' Sanctuary Project

Lindy Yeates' Sanctuary Project examines how the government's Covid-19 restrictions afforded moments of pause and self-reflection. For many of us with busy lives, those moments of pause are so hard to come by. Yeates' project researches opportunities for recreating that sense of pause through discrete art installations that act as 'sanctuaries' from our everyday lives. Her fellowship focused on translating drawings and prints of natural landscapes in Manningham and on the Victorian coastline into larger scale, immersive works and identifying suitable locations for the works. Warrandyte Library hosted Lindy's Sanctuary Project from 1 April to 7 May 2021.



COMMUNITY SURVEY

We asked what the community wanted, and over 1,800 people responded! The results of the survey will be used to help inform the next four-year library plan . The survey was also an opportunity for the community to provide us feedback on our services throughout lockdown periods.



"Returning in person after the long second lockdown, I literally had tears in my eyes because I had missed it so very much. There is nothing like losing yourself in a sea of possibilities that is a well-stocked library."

KEY FINDINGS

What was important to you?



94% of respondents rated the library service as *important* or *very important*



87% of respondents said that the library impacts them in a *positive way*

TOP 5

IMPORTANT THINGS TO LIBRARY USERS	REASONS PEOPLE VISIT	SERVICES ACCESSED THROUGHOUT COVID-19 LOCKDOWN
<ul style="list-style-type: none"> ▶ Items for loan ▶ Helpful staff ▶ Library website and online resources ▶ Consistent opening hours ▶ Library as a space to do your own thing 	<ul style="list-style-type: none"> ▶ To borrow books and other resources ▶ For a place to read ▶ For a place to work or study ▶ For children's or youth activities ▶ To find information 	<ul style="list-style-type: none"> ▶ Website ▶ Click and Collect ▶ Online resources (eBooks, eAudio, eMagazines and Streaming services) ▶ Home Delivery ▶ Telephone Enquiries

THE MAJORITY OF RESPONDENTS STRONGLY AGREED OR AGREED THAT THE LIBRARY



Impacts their life in a *positive* way



Helps them find the *information* they need



Encourages them to *read* more



Increases their *knowledge*



Impacted their lives in a positive way throughout the pandemic and lockdown period

35% of respondents took the time to provide us with additional comments.



Thank you to the huge number of people of people who *thanked staff and council* for services provided throughout the pandemic.

Congratulations to WML for a wonderful offering of services during lockdown. I am amazed how adaptable the library service was as well as the additional changes that have been implemented since lockdown.



Early Literacy Programs were rated 8.13 out of 10.

The libraries are a very essential and necessary part of our community. They have saved a lot of money for my family, encouraged my kids to read more and the staff are wonderful.



82% of respondents used the *Library website or online services* over the last 12 months.

Online workshops through Zoom were invaluable. I lost my job because of COVID and they were helpful for my mental well-being and connection with the community.

WHAT CAN WE DO BETTER?

-  Increase our collection of *digital resources*
-  Get our message out that *reservations are now FREE*
-  Review other *fees and charges*
-  Review our *programs* and the *times* they are scheduled
-  Promote our *Suggested Purchase service*

"I read so much more during covid and the changes the library made – such as free reservations, extending borrowing periods and especially the amazing home delivery of books – made SUCH a positive difference to me and my family. We are very thankful for such a great local library!"

YOUR LIBRARY

What would you like your library to look like?

- ▶ Clean and up-to-date facilities
- ▶ Increased seating
- ▶ Increased program spaces
- ▶ Increased quiet study areas
- ▶ Extended and consistent opening hours

OUR PERFORMANCE

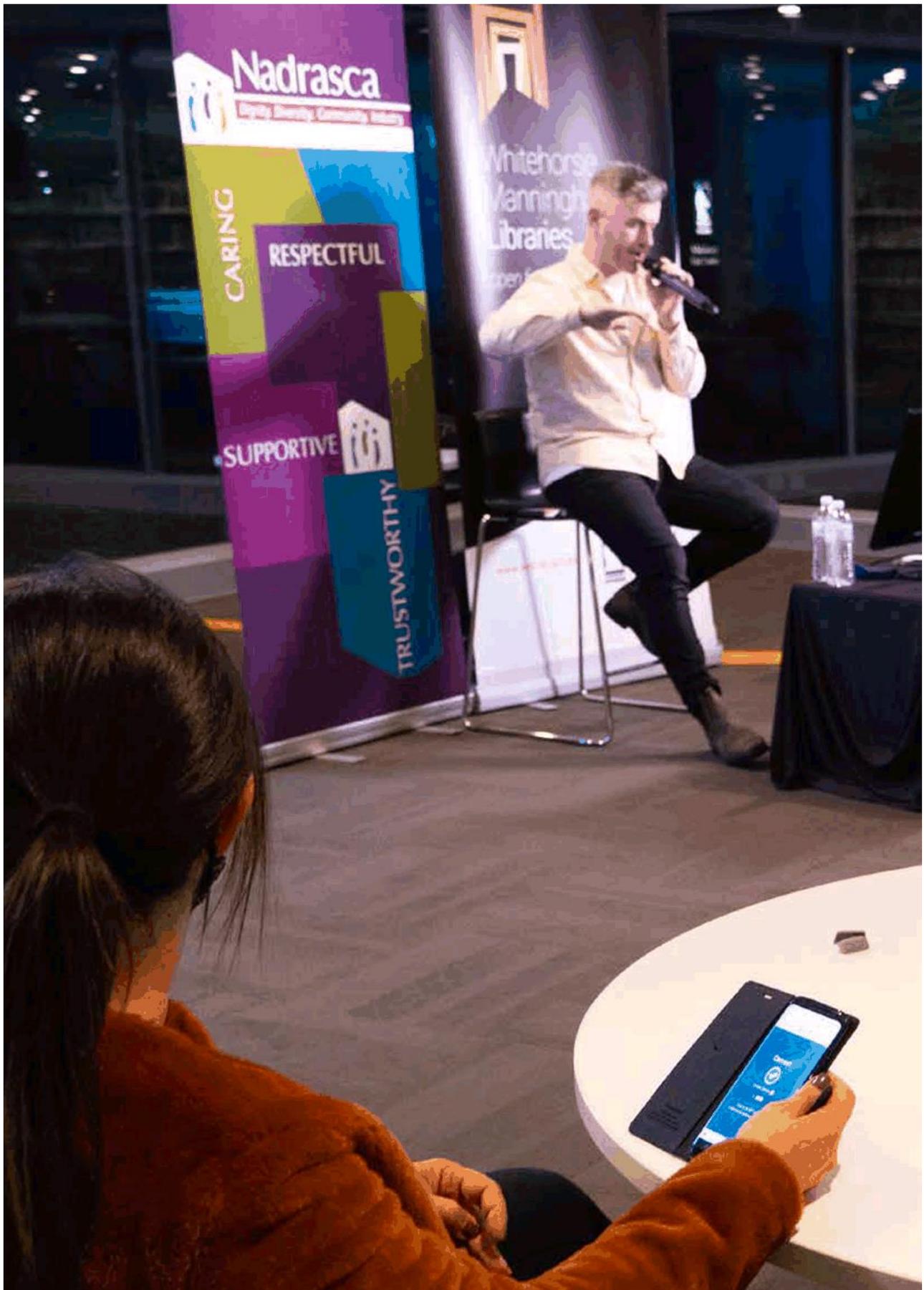
Goal 2: Connect, Collaborate and Participate

Our library provides opportunities for social connection and community engagement. We actively invite and develop collaborative community partnerships to achieve mutual benefits.

KEY STRATEGY	KEY ACHIEVEMENTS	INDICATORS
We will work in partnership with our Member Councils, community organisations, service providers, commercial sectors and volunteers to deliver collaborative services.	Sought sponsorship for branding of library vehicles.	Unsuccessful
	Bounce Back program delivered in partnership with Member Councils and local services.	577 attendances
	Gardens for Wildlife online event in partnership with City of Whitehorse.	2 programs
	Delivered outreach programs via the Care for Carers program in Mandarin language.	14 programs delivered in Mandarin
We will explore new ways for people to connect with technology, ideas and others through participatory programs, events and activities.	City of Whitehorse 2040 Community Vision – displays and community consultation opportunities.	Information displayed
	Digital technology support offered to the community throughout the Covid-19 closure period.	38 programs, 587 attendees
	A range of digital instruction material is available via the WML YouTube channel on an ongoing basis.	114 subscribers
	Feedback analysed from community survey in relation to programs.	1,813 responses
We will create free and safe physical and online spaces and services that facilitate social connection.	Introduction of simultaneous in-person and online events.	January 2021
	Facilities and services reviewed in line with government restrictions.	Risk assessment completed
	Covid-safe plan developed and updated on a regular basis in line with government directives and regulations.	Covid-safe plan enacted
We will communicate with our community to help people discover the value of the library and what it has to offer them.	Auslan interpretation available at all library events by request.	June 2021
	Library cars branded to provide mobile advertising.	2 cars wrapped
	Meals on Wheels delivery service assisted in the promotion of library services through the closure period.	Brochures distributed
	Liaison between the two councils and WML communications throughout the Covid-19 closure period.	Multiple communication platforms
	Box Hill 70th anniversary celebrations significantly impacted by Covid-19 restrictions.	Not achieved



KEY STRATEGY	KEY ACHIEVEMENTS	INDICATORS
We will participate in statewide and national public library initiatives to increase awareness and engagement with library services.	Participation in the virtual Libraries Change Lives Parliamentary event.	10 September 2021
	WML provided statistics and quotes around the value of libraries to the Libraries Change Lives Campaign.	
	Participation on the Advocate working group.	CEO participated
	Contributed to PLV state budget submissions.	
	Participation in the construction of the state-wide library statistical survey.	MCS on committee
	Participation in the National Simultaneous Storytime event.	19 May 2021
	Delivery of programs made possible through successful grant funding applications.	21 online programs funded by grants



Our Partners

Working with community partners enables us to plan and develop library services relevant to local needs. Whitehorse Manningham Libraries values the partners and sponsors we have worked with over the last year and looks forward to continuing these relationships in the future. We would like to acknowledge the following organisations for their invaluable contributions throughout the year.

PARTNERSHIP ACKNOWLEDGEMENTS	
A Little Chinese Adventure	Headspace
Access Health and Community	Julian Wood – Recycling Program
Adult Learning Australia	Kevin Heinze Grow
Australian Library and Information Association (ALIA)	Manningham Art Gallery
Australian Reading Hour – Australia Reads	Maternal Child Health Services
Australian Taxation Office	Melbourne Writers Festival
Box Hill Centro – Coffee with a Cop program	Midsumma Festival
Box Hill Institute – Skills and Job Centre	Nadrasca
Carers Victoria	National Simultaneous Storytime
Children’s Book Council of Australia	Onemda
Chinese Senior Citizens Club of Manningham	Readings
Chinese Parents Special Support Network	Ready Tech Go
Chinese Senior Citizens Club of Manningham Choir	Ringwood Social Games
Civica	Robo Gals
Confucius Institute at the University of Melbourne	Schwerkolt Cottage
Consumer Affairs Victoria	Speech Pathology Australia
Deakin University	State Government Victoria – Department of Health and Human Services
Dementia Australia	State Library Victoria
Doncare	Victorian Electoral Commission
EACH Health Promotion	Victorian Seniors Festival
Eastern Community Legal Centre	Victorian State Government
EDVOS (Eastern Domestic Violence Service)	Warrandyte Community Centre
Friends of the Library (FOL)	Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation
Games World Doncaster	



Partnering with our Member Councils

Whitehorse Manningham Libraries was proud to partner with the **City of Whitehorse** by participating in the following community programs:

- ▶ Homework Help/Tutoring
- ▶ Bounce Back – Programs to support you during lockdown
- ▶ Meals on Wheels – assistance with publicising home delivery in closure period
- ▶ Public Art Trail Walk
- ▶ Gardens for Wildlife
- ▶ Gardening for small birds
- ▶ Seniors Week
- ▶ Caring for your personal treasures – Whitehorse Heritage Week
- ▶ Antiques Roadshow with Abbey's Auctions – Whitehorse Heritage Week
- ▶ Discover your family history online – Whitehorse Heritage Week
- ▶ Find my Past Information Session – Heritage Week
- ▶ Schwerkolt Cottage and Museum Complex Tour
- ▶ Recycling van located at Box Hill Library

Whitehorse Manningham Libraries was a proud partner with **Manningham City Council**, participating in the following community programs:

- ▶ Bounce Back – Programs to support you during lockdown
- ▶ NAIDOC Week
- ▶ Seniors Week
- ▶ Adult storytelling place-making event
- ▶ Community Care – assistance with publicising home delivery in closure period
- ▶ Art Smart Stories – Manningham Art Gallery
- ▶ Reconciliation Week activities

BOUNCEBACK

PROGRAM OF EVENTS TO SUPPORT OUR COMMUNITY DURING LOCKDOWN

Covid-19 has had a huge impact on us all, whether it be due to work instability, lack of social interaction with family and friends or just a general lack of normality in our everyday lives.

To support our communities during this time, we put together a program of live online events in August covering four key areas: employment, money management, health and wellbeing and financial support from council. This program was a collaboration between Whitehorse Manningham Libraries, our two Member Councils and the Box Hill Institute Jobs and Skills Network. There were 14 live online programs offered to support our community throughout Covid-19, attracting 577 attendances.

Online programs that attracted large audiences included:

- ▶ What's 4 Dinner?
- ▶ The Covid job market
- ▶ Wellbeing: move through change
- ▶ Home Eats
- ▶ Budgets Don't Work
- ▶ Winning Job Interview Techniques
- ▶ Crafting the perfect resume and cover letter



BOUNCEBACK

OUR PERFORMANCE

Goal 3: Experience

Our libraries are important civic spaces where all the community should feel welcome. We strive for excellence in all aspects of our services to ensure a positive and responsive experience for all customers.

KEY STRATEGY	KEY ACHIEVEMENTS	INDICATORS
We will implement a customer-focused service model that facilitates positive service interactions and user experiences.	Suspension of overdue charges and loan periods throughout closure periods.	Enacted
	Introduction of free reservation system.	Enacted
	Home delivery and click and collect services provided throughout the closure period.	5,550 home deliveries
	Live chat via the website introduced throughout the closure period.	Enacted
	Library Board endorsed the removal of overdue charges on junior and teenage material, commencing in the new financial year.	Budget endorsed 26 May 2021
We will provide safe, welcoming and accessible physical spaces that encourage use by all in the community.	Bulleen Library painted.	December 2020
	Wayfinding signage completed at Box Hill and Nunawading Libraries. Commenced at Vermont South Library.	Commenced and due to be completed in August 2021.
	Multilingual signage installed at Box Hill Library.	Completed
We will work towards creating inspiring and flexible spaces that adapt to the changing needs and expectations of the community.	New furniture ordered and installed throughout the region.	June 2021
	Long-term library strategy project commenced – endorsed by the Library Board and funded by the Member Councils. Final Report due in the first quarter of 2021/22.	Consultant appointed December 2020
	Book recycling program established with book supplier, Julian Wood.	Commenced December 2021
	Plant-based ink used in our printed What's On Guide.	February 2021



KEY STRATEGY	KEY ACHIEVEMENTS	INDICATORS
We will ensure the library's digital spaces are accessible and easy to navigate.	Website redeveloped and launched to the public.	November 2020
	Introduction of the WML YouTube channel to deliver Makerspace and digital training events.	Over 9,000 views
	Lite-touch FE kiosks introduced in response to Covid guidance.	Introduced October 2020
We will implement policies and services that are responsive to community expectation and reduce barriers to access.	Branch hours modified to accommodate regulations and guidelines.	June – Dec 2020
	Extended opening hours temporarily offered to enable greater access to the library.	January 2021
	Home delivery: transition from a courier service back to a volunteer model once regulations allowed.	January 2021
We will maintain a technology infrastructure that ensures reliable connectivity, security and capacity for growth.	Hybrid work arrangements were supported by WML.	2020/21
	Upgrade of the IP telephone system software.	March 2021
	Completion of Windows 10 SOE on all workstations.	December 2020
	Blackburn network upgrade completed, enabled by a grant from Whitehorse Council.	November 2020
We will provide rewarding volunteer experiences that enhance and extend the library's service offering.	Decommissioned redundant radio links and obsolete satellite equipment and masts removed.	December 2020
	Re-introduction of some volunteer programs in an online format.	July 2020
	Recruitment for volunteer roles recommenced.	January 2021
	Celebration of our volunteers event transitioned to an online format due to Covid-19 restrictions.	31 attendees
	Production of a volunteer appreciation video shared on social media.	6 volunteers highlighted
Induction program developed for returning volunteers using the Litmos platform.	91 volunteers registered	



Our Volunteers – Thank You!!

It was with great enthusiasm that we welcomed back all our volunteers throughout January and February 2021. The majority of our volunteer programs were paused throughout the Covid-19 shutdown periods, with government restrictions meaning they were unable to function. There was one exception though, that led to some interesting outcomes.

The Conversation Circle transitioned to an online format throughout the closure period and had participants from around the world, including Russia, Iran and Bangladesh. Our volunteers continued to facilitate the discussions via Zoom twice a week, with Tuesdays and Fridays becoming a highlight of the locked-down pandemic week for many of those involved. Many friendships were forged via Zoom and once the lockdown lifted, some of the participants began to meet each other in real life, including on an excursion to Warrandyte and a trip to The Red Cup Café in Box Hill (as depicted in the photo below). Social inclusion – tick!

In May 2021 we were all set to celebrate with our volunteers in person at a morning tea, but unfortunately, once again Covid-19 interfered with those plans and we had to transition to an online event. It was fabulous to see that over 30 people joined us via Zoom to hear the Chair of the Library Board, Cr Trudy Skilbeck and the Deputy Chair, Cr Michelle Kleinert sincerely thank all for the important contribution they make to our library service. In addition to this we also highlighted some of our volunteers through a video presentation, which was later shared through our social media platforms.



Here’s a couple of highlighted quotes from our fabulous volunteers:

Val Sullivan – Volunteer for over 30 years

‘I don’t knit and I need to do something, and as I’m ageing it’s really a lovely thing to have some regular things to do every three weeks. And it’s not an onerous thing to do and you just meet such beautiful people.’

Ivan Glynn – Conversation Circle/Buddy Volunteer

‘I saw a flyer here and thought I might be good at the role of being a conversation buddy where I get to know somebody for a period of time and help them learn English. I feel that I’m helping them develop confidence and competence.’

Peter Denning – Volunteer for 15 years

‘I guess it is seeing what a difference it makes in some people’s lives. It’s only, it takes me about an hour and a half, two hours sometimes, every third week. So it’s not a big time commitment on my part. But I just see the difference it makes in people’s lives. And I think it doesn’t hurt me to give up two hours every three weeks to do that.’

Some fast facts about our volunteers:

- ▶ Total of 153 volunteers
- ▶ 16 recruited in 2020/21
- ▶ 21 volunteer resignations in 2020/21

The following library services would not have been possible without the assistance and dedication of our volunteers:

- ▶ Home Library Service – delivering materials to individual clients, retirement villages and aged-care facilities
- ▶ Conversation Circles – providing an opportunity to those learning English to practise their skills in a friendly group session
- ▶ Conversation Buddy Program – providing one-on-one assistance to adults learning English
- ▶ Story Circle Program – provided to aged-care facilities, stimulating discussion around themed topics.



OUR PERFORMANCE

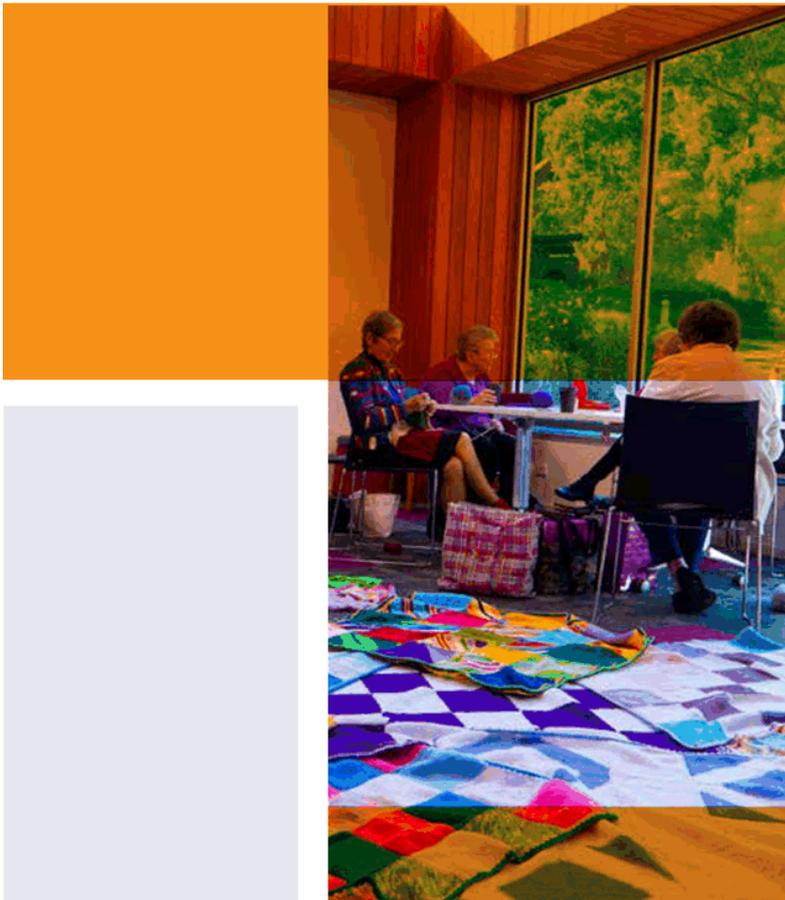
Goal 4: Value

We apply best-practice principles to our working processes, ensuring our services continue to be relevant and sustainable.

KEY STRATEGY	KEY ACHIEVEMENTS	INDICATORS
We will maintain sound governance practices and ensure compliance with legislative and regulatory requirements.	Changes to Local Government Act and impact on Library Corporations.	Board report 26 August 2020.
	2019/20 financial statements presented to the Library Board.	Adopted 26 August 2020
	Implementation of the Election Period Policy.	23 September 2020
	Independent members of Audit Committee appointment extended by the Library Board.	2 independent auditors
	Annual Report 2020 endorsed by the Library Board.	October 2020
We will manage risk effectively.	Risk status report presented to the Board and Audit Committee	Reported August 2020
	Covid-19 risk register developed, along with control measures	Ongoing
	Covid-safe plan developed and reviewed on a regular basis	Ongoing
	Covid-recovery group established	July 2020
	Appointment of a temporary Covid-recovery coordinator	July 2020 – January 2021
	Implementation of the Covid-recovery plan	July 2020
	Review of pandemic response through surveys	2 staff surveys 1 community survey
We will ensure effective business processes and practices are implemented.	Internal audit of OHS and WorkCover practices completed	June 2021
	Internal audit of IT Disaster Recovery Practices completed	June 2021
	Intranet updated to a SharePoint platform	Launched 31 March 2021
We will utilise technology to streamline operations and enhance functionality.	Remote access to systems enabled for all staff via VPN platform	July 2020
	Review and development of a new four-year ICT Strategy and action plan commenced	June 2021
	Exploration of opportunities to enhance service delivery in collaboration with other public library services and our LMS vendor	Ongoing



KEY STRATEGY	KEY ACHIEVEMENTS	INDICATORS
We will maintain strong corporate-performance reporting practices.	Completion of PLV Statistics and comparative report presented to the Library Board.	16 December 2020
	2019/20 Annual Report adopted by the Library Board and submitted to Local Government Victoria.	Adopted 14 October 2020
	All LGPRF data submitted to Member Councils.	July 2020
	Grant committal reports completed	June 2021
We will implement robust data collection, analysis and evaluation methods to measure outcomes and impacts.	Community Survey completed in March 2021 and results reported to the Library Board.	Board noted 26 May 2021
	Feedback on programs provided on a regular basis.	2,188 feedback forms received
We will Inform and educate stakeholders on the value of the library in the community.	WML provided statistics and qualitative data to the statewide advocacy campaign promoting the value of libraries throughout the pandemic.	Successful PLV submission for additional funding
	Library Plan staff workshops held to assist in the development of the new Library Plan	4 workshops
	Successful Give the Gift of Reading Campaign in 2020	\$5,000 raised for the 2021 literacy project
We will be a leader in our industry by encouraging staff engagement with innovation and emerging trends.	Student placements were suspended throughout 2020/21	n/a
	Staff participation in statewide working groups and forums	Ongoing





Grants

Grants give WML an opportunity to provide services that would not normally be possible within our current resourcing. This year we were able to run two amazing programs as a result of successful grant submissions. The pandemic created some challenges for the delivery of the programs but these were overcome and, in some instances, even enhanced their value.

Supporting Carers Locally Grant

In December 2019 we were informed that our grant application to provide a 10-month program to support the health and well-being of local Chinese speaking carers was successful. The program was launched in March 2020 but had to pause for a period of time due to Covid-19 restrictions.

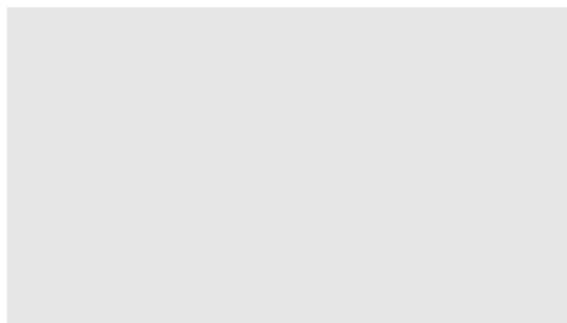
In September 2020 the program kicked off again but in an online format. This did not prove to be a barrier, with over 340 attendees at 23 events. Transitioning to online delivery removed a significant barrier for the target audience (local Chinese-language speaking carers). Carers who may not have been able to attend in-person programs due to their caring responsibilities were able to participate with ease.

Outcomes

Many participants took time to express appreciation for the sessions and indicated that they were encouraged to attend future library programs and events.

Surveys were held at the end of each session:

- ▶ 100% of respondents felt they had the opportunity to take time to engage in a recreational activity
- ▶ 98% of respondents felt the session they attended gave them the opportunity to learn information/skills to help them live a healthy life.



Pierre Gorman Award

The Pierre Gorman Award, valued at \$25,000, is given biennially by the Library Board of Victoria to support leadership in development of public library services for people with disabilities.

We were delighted to be the recipient of the 2020 Pierre Gorman Award for Our Library, Our Program: a job ready initiative. The delivery of this project had been delayed due to Covid-19 but we were very happy to recruit Cindy Hamilton as the Program Instructor in March 2021, to lead this project. Cindy is a disability-services worker and brings specialist skills to the role. Allowance was made for this appointment in the grant application and enabled WML to appoint Cindy for a six-month period.

The pilot program provided an opportunity for adults living with a disability to gain work-ready skills through work experience in library events management. The first intake of participants was recruited via a partnership with the disability support organisation, Nadrasca.

It provided participants with the opportunity to:

- ▶ attend a job interview
- ▶ attend information sessions on different parts of the library service
- ▶ plan and run an event
- ▶ gain work-ready skills.

The Event!!

The participants in the program decided to plan and organise a Trivia Night. This was to be in person, but had to be transitioned to a hybrid event. A small number of people were able to attend in the library but others also attended via Zoom. And what a night they had! Ably supported by their Master of Ceremonies, Bobby Fox.

Readings Foundation Grant

The Readings Foundation Grant of \$5,900 was used to extend the delivery of the Give the Gift of Reading Program, which provided gift bags of books and at-home story time kits to families experiencing disadvantage.

Project beneficiaries were the clients of our three community partners, meeting the intended aim of working with local organisations and increasing the libraries’ understanding of the literacy needs of local families living with disadvantage:

- ▶ EDVOS: women and their children who are currently living with or have experienced family and domestic violence
- ▶ Manningham Enhanced Maternal Child Health Program (EMCH)
- ▶ Whitehorse Enhanced Maternal Child Health Program (EMCH)

The program delivered 230 gift bags containing high-quality books selected by early-years literacy specialist librarians. The packs also included a puppet and an information sheet with hints to help caregivers share reading with children.



FINANCIAL REPORT

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Independent Auditor's Report

To the Board members of Whitehorse Manningham Regional Library Corporation

Opinion	<p>I have audited the financial report of Whitehorse Manningham Regional Library Corporation (the corporation) which comprises the:</p> <ul style="list-style-type: none"> • balance sheet as at 30 June 2021 • comprehensive income statement for the year then ended • statement of changes in equity for the year then ended • statement of cash flows for the year then ended • statement of capital works for the year then ended • notes to the financial statements, including significant accounting policies • certification of the financial statements. <p>In my opinion the financial report presents fairly, in all material respects, the financial position of the corporation as at 30 June 2021 and their financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of the <i>Local Government Act 1989</i> and applicable Australian Accounting Standards.</p>
Basis for Opinion	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the Financial Report</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the corporation in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's <i>APES 110 Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the financial report in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
Board members' responsibilities for the financial report	<p>The Board members of the corporation are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards and the <i>Local Government Act 1989</i>, and for such internal control as the Board members determines is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.</p> <p>In preparing the financial report, the Board members are responsible for assessing the corporation's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is inappropriate to do so.</p>

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 T 03 8601 7000 enquiries@audit.vic.gov.au www.audit.vic.gov.au

Auditor's responsibilities for the audit of the financial report

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

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

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

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

MELBOURNE
10 September 2021

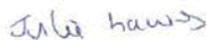


Sanchu Chummar

as delegate for the Auditor-General of Victoria

CERTIFICATION OF THE FINANCIAL STATEMENTS

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



Principal Accounting Officer

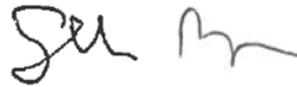
Julie Lawes

Date: 25 August 2021

In our opinion, the accompanying financial statements presents fairly the financial transactions of the Whitehorse Manningham Regional Library Corporation for the year ended 30 June 2021 and the financial position of the Corporation as at that date.

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

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



Councillor

Cr Stephen Mayne

Date: 25 August 2021



Councillor

Cr Mark Lane

Date: 25 August 2021



Chief Executive Officer

Sally Both

Date: 25 August 2021

COMPREHENSIVE INCOME STATEMENT

For the Year Ended 30 June 2021

	Note	2021	2020
		\$	\$
INCOME			
Council Contributions	2.1	9,425,564	9,103,701
State Government Grants		1,822,685	1,778,230
Other Income	2.3	62,083	254,051
Other Grants	2.2	205,249	222,986
Interest from Investments		10,815	50,813
Total Income		11,526,396	11,409,781
EXPENSES			
Employee Costs	3.1	7,068,906	7,173,351
Depreciation	3.2	1,156,569	1,223,012
Information Technology		340,807	391,503
Audit and Finance Costs	3.4	32,315	44,095
Collection Resources		250,234	262,090
Grant Expenditure		206,973	101,975
Warrandyte Library Expenses		236,719	229,483
Other Expenses	3.5	1,192,934	1,037,974
Loss on disposal of property, plant and equipment	3.3	405,755	443,502
Total Expenses		10,891,212	10,906,985
Surplus for the year		635,184	502,796
Total Comprehensive Result		635,184	502,796

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

BALANCE SHEET

As at 30 June 2021

	Note	2021	2020
		\$	\$
ASSETS			
Current Assets			
Cash and cash equivalents	4.1	2,794,675	2,872,587
Trade Receivables		45,327	47,912
Other assets	4.2	116,641	86,943
Total Current Assets		2,956,643	3,007,442
Non-Current Assets			
Property and Equipment	5.1	7,882,010	7,310,730
Total Non-Current Assets		7,882,010	7,310,730
Total Assets		10,838,653	10,318,172
LIABILITIES			
Current Liabilities			
Payables	4.3	693,116	945,752
Provisions	4.4	1,577,868	1,446,484
Total Current Liabilities		2,270,984	2,392,236
Non-Current liabilities			
Provisions	4.4	187,501	180,952
Total Non-Current Liabilities		187,501	180,952
Total Liabilities		2,458,485	2,573,189
Net Assets		8,380,168	7,744,984
Equity			
Members Contribution on Formation		3,922,043	3,922,043
Accumulated Surplus		4,458,125	3,822,941
Total Equity		8,380,168	7,744,984

The above balance sheet should be read with the accompanying notes

STATEMENT OF CHANGES IN EQUITY

For the Year Ended 30 June 2021

	Total 2021	Accumulated Surplus 2021	Members Contribution 2021
	\$	\$	\$

2021

Balance at beginning of the financial year	7,744,984	3,822,941	3,922,043
Surplus for the year	635,184	635,184	0
Balance at end of the financial year	8,380,168	4,458,125	3,922,043

	Total 2020	Accumulated Surplus 2021	Members Contribution 2021
	\$	\$	\$

2020

Balance at beginning of the financial year	7,242,188	3,320,145	3,922,043
Surplus for the year	502,796	502,796	0
Balance at end of the financial year	7,744,984	3,822,941	3,922,043

The above statement of changes in equity should be read with the accompanying notes

STATEMENT OF CASH FLOWS

For the Year Ended 30 June 2021

	Note	2021	2020
		\$	\$
CASH FLOWS FROM OPERATING ACTIVITIES			
Council Contributions		10,368,120	10,014,071
Government Grants		1,954,515	1,778,230
Interest Income		15,247	77,612
Library Fines, FONL income, Grants (gst free)		32,098	255,235
Other Income		117,837	244,893
Employee Costs		(7,015,651)	(7,136,257)
Payments to suppliers (inclusive of GST)		(2,847,509)	(2,013,450)
Net GST payments		(568,964)	(554,490)
Net cash provided by in operating activities	8.1	2,055,693	2,665,844
CASH FLOWS FROM INVESTING ACTIVITIES			
Proceeds from sale of Equipment		27,000	14,000
Payment for Library Stock, Information Technology & Furniture		(2,160,601)	(2,131,494)
Net cash investing activities		(2,133,601)	(2,117,494)
Net increase in cash and cash equivalents		(77,911)	548,350
Cash and cash equivalents at beginning of the year		2,872,588	2,324,237
Cash and cash equivalents at the end of the financial year	4.1	2,794,677	2,872,587
Financing arrangements	4.5		

The above cash flow statement should be read with the accompanying notes

STATEMENT OF CAPITAL WORKS

For the Year Ended 30 June 2021

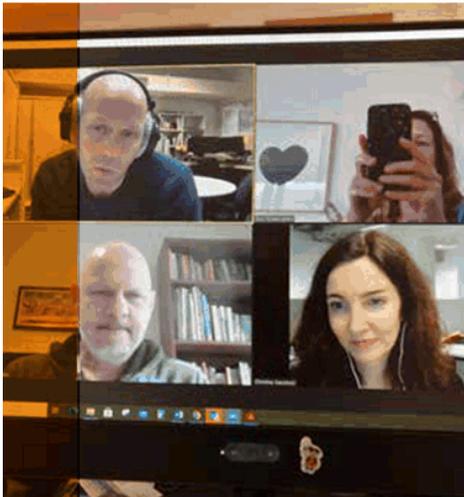
	2021	2020
	\$	\$

PLANT AND EQUIPMENT

Library Stock	1,789,523	1,722,400
Furniture and Equipment	106,574	67,388
IT Replacement	226,859	283,231
Motor Vehicles Replacement	37,645	58,474
Total Capital Works Expenditure	2,160,601	2,131,493

REPRESENTED BY

Renewal	2,160,601	2,131,493
Total Capital Works Expenditure	2,160,601	2,131,493



OVERVIEW

Introduction

The Whitehorse Manningham Regional Library Corporation was established under Section 196 of the *Local Government Act 1989* by the Minister of Local Government on 12 December 1995. The Corporation's headquarters is located at 1040 Whitehorse Road, Box Hill.

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

Significant Accounting Policies

a. Basis of Accounting

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

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

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

- ▶ the determination of depreciation for library collections, computer equipment and furniture (refer to note 5.1) and
- ▶ the determination of employee provisions (refer to note 4.4) .

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

b. Impact of Covid-19

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

- ▶ Revenue reductions – operating income from user fees and charges and interest was significantly reduced, being 75% below the budgeted amount. Member Council and State Government contributions received in full.
- ▶ Revenue foregone – overdue charges were suspended for the majority of 2020/21 due to periods of closure and restricted operating in accordance with government orders. Hire of meeting rooms was similarly impacted. The overall loss of income was \$187k compared to the budgeted amount.
- ▶ Additional costs – additional costs were incurred to support adjusted services to the community and COVID safe compliance requirements. Costs included courier for contactless home deliveries, security guards to manage restricted entrance numbers, supply of PPE, extra cleaning, additional employee support services, additional programming and marketing costs and increased electronic collection and information resources. The additional costs for 20/21 which were not budgeted for was \$339K.

Areas of reduced costs include utilities and employee costs associated with library closures (i.e. reduced weekend penalty costs, suspension of recruitment to vacancies, employees accessing leave without pay or reduced hours of work)

This has impacted, and continues to impact the normal operations of the library services. The full financial impact of COVID-19 is unknown. The situation and the financial implications for the library are being closely monitored and managed.

NOTE 1

Performance against budget

The budget comparison notes compare the Corporation'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. The Corporation has adopted a materiality threshold of 10% where further explanation is warranted. Explanations have not been provided for variations below the material threshold unless the variance is considered to be material because of its nature.

The budget figures detailed below are those adopted by the Corporation on 28 May 2020. The Budget was based on assumptions that were relevant at the time of adoption of the Budget. The Corporation sets guidelines and parameters for revenue and expense targets in this budget in order to meet the Corporation's planning and financial performance targets for both the short and long-term.

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

1.1 Income and Expenditure

	BUDGET 2021 \$	ACTUAL 2021 \$	VARIANCE 2021 \$	VARIANCE 2021 %	REF
INCOME					
Council Contributions	9,142,268	9,425,564	283,296	3%	
State Government Grant	1,810,238	1,822,685	12,447	1%	
Other Income	253,782	66,456	(187,326)	-74%	1
Other Grants	131,175	205,249	74,074	56%	2
Interest from Investments	44,000	10,815	(33,185)	-75%	3
	<u>11,381,463</u>	<u>11,530,769</u>	<u>149,306</u>		
EXPENDITURE					
Employee costs	7,642,035	7,068,906	573,129	7%	
Depreciation	1,106,223	1,156,569	(50,346)	-5%	
Information Technology	377,200	340,807	36,393	10%	4
Audit and Finance Costs	32,000	32,315	(315)	-1%	
Collection Resources	227,361	250,234	(22,873)	-10%	5
Other Expenses	939,640	1,192,934	(253,294)	-27%	6
Grant Expenditure	131,175	206,973	(75,798)	-58%	7
Warranty Library Expenses	-	236,719	(236,719)	100%	8
Net loss on disposal of property and equipment	590,120	405,755	184,365	31%	9
	<u>11,045,754</u>	<u>10,891,212</u>	<u>154,542</u>		
Surplus for the year	<u>335,709</u>	<u>639,557</u>	<u>(5,236)</u>		

(i) Explanation of material variations

VARIANCE REF	ITEM	EXPLANATION
1	Other Income	Revenue from user fees and charges continued to decline. This is an industry wide trend. Due to COVID 19 the library was closed for a number of weeks. During this time no income was received from library patrons and meeting room users and when the library reopened no overdue charges were applied for a long period. Reservations ceased on 1 July 2020.
2	Other Grants	The Corporation received a number of small grants for specific projects that were not anticipated. A \$25,000 grant was received from Whitehorse Council for Library Initiatives project and \$25,000 for an IT upgrade at Blackburn library. A Health and Wellbeing Grant was received from State Library Vict for \$20,000.
3	Interest	Interest on Investments includes the interest earned on both short term and at call accounts and also interest earned on the Long Service Reserve. The interest on LSL is not included in the budget figures. Due to decreased interest rate amount was a lot lower than budgeted. The Corporation did not receive the State Government income until January 2021 reducing the ability to earn additional interest.
4	Information Technology	Included in the end of year figure is non capitalised assets from the IT capital budget. Operational savings have been realised following the completion of the network upgrade.
5	Collections	Included in this is all items that are not capitalised including Electronic Resouces. Additional monies were put into this collection during the pandemic to increase the ebook collection.
6	Other Expenses	Expenditure in Programs and Marketing was higher than anticipated due to an increase in the number of library programs delivered across the region. Warrandyte Library is not reflected in the budget as it is an additional service provided by the Corporation at the request of Manningham City Council. However the income is reflected as part of Council Contributions. 339K was expended unexpectedly in relation to COVID 19. Insurance Costs were much higher than budgeted for due to increases in all insured items.
7	Grants Expenditure	Grants expenditure was higher than budgeted as the funding that carried over from 2019/2020 has been fully expended.
8	Warrandyte Library Expenses	Income and expenditure for Warrandyte Library is not included in the Budget preparation as City of Manningham fund this branch outside of the Regional Library Agreement.
9	Loss on disposal of property and equipment	The disposal of library stock figures for the budget are an estimate only. Minor amounts of discarded items are written off on disposal.

1.2 Capital Works

	BUDGET 2021 \$	ACTUAL 2021 \$	VARIANCE 2021 \$	VARIANCE 2021 %	REF
INCOME					
Library Stock	1,732,412	1,789,523	57,111	3%	
Furniture & Equipment	64,639	106,574	41,935	65%	1
Information Technology	210,000	226,859	16,859	8%	
Motor Vehicles Replacement	25,000	37,645	12,645	51%	2
Total Capital Works Expenditure	2,032,051	2,160,601	128,550		
REPRESENTED BY:					
Renewal	2,032,051	2,160,601	128,550	6%	
Total Capital Works Expenditure	2,032,051	2,160,601	128,550		

(i) Explanation of material variations

VARIANCE REF	ITEM	EXPLANATION
1	Furniture and Equipment	Funds were carried over from 19/20 year for furniture and equipment. The actual also includes assets that were purchased with the Whitehorse grant money.
2	Motor Vehicles Replacement	The budget allows for the changeover costs of vehicles while the actual cost for 20/21 year was the full vehicle cost.



NOTE 2

Funding for the delivery of our services

2.1 Council Contributions

	2021	2020
	\$	\$
Whitehorse City Council	5,493,112	5,307,497
Manningham City Council	3,649,156	3,525,665
Manningham City Council - Warrandyte	283,296	270,539
	<u>9,425,564</u>	<u>9,103,701</u>

2.2 Other Grants

	2021	2020
	\$	\$
Local Priorities Grant	95,930	93,591
Libraries Initiatives Project	25,000	25,000
Premiers Reading Challenge	35,899	35,899
Whitehorse Furniture	0	20,000
Pierre Gorman Award	0	25,000
Blackburn IT Upgrade	25,000	0
SLV Health and Wellbeing Grant	20,000	0
Other	3,420	23,496
	<u>205,249</u>	<u>222,986</u>

Council Contributions and Grants are recognised as revenue when the Corporation obtains control over the funds.

2.3 Other Income

	2021	2020
	\$	\$
Overdue Charges	12,370	80,439
Photocopying Services	18,152	39,633
Other Service Charges	19,485	78,688
Sale of Products	3,913	8,140
Library Programs & Activities	2,808	5,844
Fundraising	5,355	5,758
Sundry Income	0	35,549
	<u>62,083</u>	<u>254,051</u>

Revenue for overdue fines and other charges, interest on investments, sale of assets and other income is recognised at the time of receipt.

NOTE 3

The cost of delivering services

3.1 Employee Costs

	2021	2020
	\$	\$
Wages and Salaries	6,192,712	6,307,047
Annual Leave	26,841	54,742
WorkCover	25,335	30,733
Superannuation	584,612	588,175
Staff Training Expenses	53,255	37,094
Long Service Leave	186,151	155,560
	<u>7,068,906</u>	<u>7,173,351</u>

b. Superannuation

	2021	2020
	\$	\$

The Corporation made contributions to the following funds

Defined Benefit Fund

Employer contributions to Local Authorities

Superannuation Fund (Vision Super)	<u>84,146</u>	<u>87,768</u>
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Employer contributions payable at reporting date.	0	0
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Accumulation funds

Employer contributions to Local Authorities

Superannuation Fund (Vision Super)	370,067	380,442
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Employer contributions - other funds	130,399	119,966
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	<u>500,466</u>	<u>500,407</u>
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Employer contributions payable at reporting date.	0	0
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Refer to 8.2 for further information relating to the Corporation's superannuation obligations.

3.2 Depreciation

	2021	2020
	\$	\$
Library Stock	795,959	877,232
Furniture and Equipment	89,628	92,814
Computer Equipment	249,734	231,737
Motor Vehicles	21,248	21,229
	<u>1,156,569</u>	<u>1,223,012</u>

Refer to note 5.1 for a more detailed breakdown of depreciation and accounting policy.

3.3 Disposal of Assets

	2021	2020
	\$	\$
Library Stock		
Proceeds from sale of Library Stock	0	0
Written down value of assets written off	(410,067)	(442,854)
Gain/(Loss) on disposal of assets	<u>(410,067)</u>	<u>(442,854)</u>
Furniture and Equipment		
Proceeds from sale of furniture and equipment	0	0
Written down value of assets disposed	(4,320)	0
Gain/(Loss) on disposal of assets	<u>(4,320)</u>	<u>0</u>
Motor Vehicles		
Proceeds from sale of motor vehicles	27,000	14,000
Written down value of assets sold	(18,368)	(14,648)
Gain/(Loss) on disposal of assets	<u>8,632</u>	<u>(648)</u>
Total loss on Disposal of Assets	<u>(405,755)</u>	<u>(443,502)</u>

3.4 Audit and Finance Costs

	2021	2020
	\$	\$
Audit fee payable to Victorian Auditor General	10,500	10,300
Internal audit fees - RSM	17,230	26,270
Other finance costs	4,585	7,525
	<u>32,315</u>	<u>44,095</u>

3.5 Other Expenses

	2021	2020
	\$	\$
Cleaning, Security	202,098	199,925
Utility Costs	229,362	226,021
Headquarters Costs	106,292	65,121
Couriers	58,060	48,078
Professional Services	36,678	49,549
Insurance	70,577	54,860
Office Expenses	29,949	50,193
Programs and Marketing Costs	88,346	134,639
Vehicle Maintenance	18,633	16,366
Fundraising Expenditure	295	4,959
Covid-19 Crisis costs	339,317	165,389
Staff Amenities	13,326	22,874
	<u>1,192,934</u>	<u>1,037,974</u>

NOTE 4

Our financial position

4.1 Financial Assets

Cash and cash equivalents

	2021	2020
	\$	\$
Cash on Hand	1,500	1,500
Cash at Bank	109,544	47,411
Money Market call account	729,106	76,190
Term Deposits	643,635	1,443,459
Money Market - restricted LSL	1,310,890	1,304,028

Total financial assets

2,794,675	2,872,587
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For the purpose of the statement of cash flows, cash and cash equivalents include cash on hand, deposits at call, and other highly liquid investments with original maturities of three months or less, net of outstanding bank overdrafts.

4.2 Non-financial assets

Other assets

	2021	2020
	\$	\$
Prepayments	115,556	81,427
Accrued Income	1,085	5,516
Total other assets	116,641	86,943

4.3 Payables

	2021	2020
	\$	\$
Creditors	342,350	672,111
Accrued Expenses	350,767	273,641
	693,116	945,752

4.4 Provisions

	2021	2020
	\$	\$
Annual Leave		
Balance at beginning of the financial year	520,982	466,241
Additional Provisions	518,131	546,437
Amounts Used	(491,290)	(491,696)
Balance at end of the financial year	547,824	520,982
Long Service Leave		
Balance at beginning of the financial year	1,106,454	1,144,894
Additional Provisions	169,059	172,107
Amounts Used	(57,966)	(210,547)
Balance at end of the financial year	1,217,546	1,106,454
(a) Employee provisions		
Current provisions expected to be wholly settled within 12 months		
Annual Leave	418,852	436,546
Long Service Leave	32,252	17,203
	451,104	453,749
Current provisions expected to be settled after 12 months		
Annual Leave	128,972	84,436
Long Service Leave	997,792	908,299
	1,126,764	992,735
Total current employee provisions	1,577,868	1,446,484
Non current provisions		
Long Service Leave	187,501	180,952
Total non current provisions	187,501	180,952
Total Provisions	1,765,370	1,627,436

The calculation of employee costs and benefits includes all relevant on-costs and are calculated as follows at reporting date.

Wages and salaries and annual leave

Liabilities for wages and salaries, including non-monetary benefits, annual leave and accumulated sick leave expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits in respect of employee services up to the reporting date, classified as current liabilities and measured at their nominal values.

Liabilities that are not expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits as current liabilities, measured at the present value of the amounts expected to be paid when the liabilities are settled using the remuneration rate expected to apply at the time of settlement.

Long service leave

Liability for long service leave (LSL) is recognised in the provision for employee benefits. LSL is measured at present value. Unconditional LSL is disclosed as a current liability. Conditional LSL that has been accrued, where an employee is yet to reach a qualifying term of employment, is disclosed as a non - current liability.

4.5 Financing arrangements

The Corporation has the following funding arrangements in place as at the end of the year.

	2021	2020
	\$	\$
Bank overdraft	20,000	20,000
Credit card facilities	13,000	13,000
Total facilities	33,000	33,000
Used facilities	4,133	5,142
Unused facilities	28,867	27,858
	33,000	33,000

Key assumptions:

	2021	2020
▶ discount rate	1.49%	0.87%
▶ weighted average increase in employee costs	2.95%	4.25%
▶ settlement	7 yrs	7 yrs

NOTE 5

Assets we manage

5.1 Summary of property and equipment

	OPENING ASSET	OPENING DEPRECIATION	AT COST 30 JUNE 2020	ADDITIONS	DEPRECIATION	DISPOSALS SOLD	DISPOSALS WRITTEN OFF	AT COST 30 JUNE 2021
Library Stock	13,965,017	(7,932,733)	6,032,284	1,789,523	(795,959)		(410,067)	6,615,781
Furniture & Equipment	1,980,085	(1,400,360)	579,726	106,574	(89,627)		(2,973)	593,700
Computer Equipment	4,625,993	(4,020,662)	605,332	226,859	(249,734)		(1,348)	581,109
Motor Vehicles	148,378	(54,988)	93,390	37,645	(21,248)	(18,367)		91,420
TOTAL	20,719,473	(13,408,743)	7,310,732	2,160,601	(1,156,569)	(18,367)	(414,388)	7,882,010



a. Recognition and measurement of assets

The Corporation has adopted the purchase method of accounting in relation to the measurement of the acquisition of assets, being the fair value of the assets provided as consideration at the date of acquisition plus any incidental cost attributable to the acquisition. In accordance with the Corporation's policy, the threshold limits below have been applied when recognising assets within an applicable asset class. (Same as applied in 2019/2020)

CLASS OF ASSET	THRESHOLD LIMIT
Library Stock	Nil Limit
Audio Visual	Nil Limit
Electronic Resources	Nil Limit
Computer Hardware	\$1,000
Computer Equipment	\$1,000
Motor Vehicles	Nil Limit
Furniture and Equipment	\$1,000

b. Depreciation of non current assets

Library Stock, motor vehicles, furniture and equipment, including computer equipment and other assets having limited useful lives are systematically depreciated over their useful lives to the Corporation. Estimates of remaining useful lives and residual values are reassessed annually. Depreciation is recognised on either the straight-line basis or diminishing value basis using rates that are, unless otherwise stated, consistent with the prior year:

	USEFUL LIFE	DEPRECIATION BASIS
Library Stock	10 Years	Straight Line
Audio Visual	5 Years	Straight Line
Electronic Resources	2 Years	Straight Line
Computer Equipment	3 Years	Straight Line
Computer Hardware	5 Years	Straight Line
Motor Vehicles	4.44 Years	Diminishing
Furniture and Equipment	6.67 Years	Diminishing

c. 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.

d. Land and Buildings

The library branches are operated out of Council owned or leased properties. The libraries at Box Hill, Nunawading, Vermont South and Blackburn are operated from Whitehorse Council controlled, owned and maintained buildings. The libraries at Doncaster, The Pines, Warrandyte and Bulleen are operated from buildings controlled, owned or leased by Manningham Council.



NOTE 6

People and Relationships

6.1 Board and Key Management Remuneration

- a. Names of persons holding the position of a Responsible Person at the Whitehorse Manningham Regional Library Corporation for the period 1 July 2020 to 30 June 2021

Key Management Personnel

Councillors

Cr Tina Liu
City Of Whitehorse (to December 2020)

Cr Andrew Munroe
City of Whitehorse (to December 2020)

Cr Dot Haynes
City of Manningham (to December 2020)

Cr Sophy Galbally
City of Manningham (to December 2020)

Cr Trudy Skilbeck
City of Whitehorse (from December 2020)

Cr Mark Lane
City of Whitehorse (from December 2020)

Cr Michelle Kleinert
City of Manningham (from December 2020)

Cr Stephen Mayne
City of Manningham (from December 2020)

Council Representatives

Ms Terry Wilkinson
City of Whitehorse (to April 2021)

Mr Tony Johnson
City of Whitehorse (from April 2021)

Ms Lee Robson
City of Manningham

Community Representatives

Ms Carole Jean
City of Whitehorse

Mr Ian Keese
City of Manningham

Chief Executive Officer

Ms Sally Both
Whitehorse Manningham Regional Library Corporation

b. Remuneration of Key Management Personnel

Board Members who are Councillors and Officers nominated by the Member Councils do not receive remuneration from Whitehorse Manningham Regional Library Corporation.

	2021	2020
	\$	\$
Total remuneration of key management personnel was as follows:		
Short term benefit	188,546	185,378
Post-Employment Benefits	16,876	16,412
Other long-term benefits	4,457	4,378
	209,879	206,168

Total remuneration of key management personnel persons were within the following band:

	No.	No.
\$200,000 – \$209,999	1	1
	1	1

d. Senior Officers Remuneration

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

- a) has management responsibilities and reports directly to the Chief Executive; or
- b) whose total annual remuneration exceeds \$151,000

The number of Senior Officers are shown below in their relevant income bands:

Income Range:	No.	No.
\$120,000 - \$129,999	0	2
\$130,000 - \$139,999	2	2
\$140,000- \$149,999	3	1
	5	5
Total Remuneration for the reporting year for Senior Officers included above, amounted to:	703,181	666,484

6.2 Related party disclosure

a. Transactions with related parties

Revenue

Contributions received from member councils are detailed under 2.1 Council Contributions. These payments are made quarterly in advance in July, October, January and April.

Other Revenue received from Member Councils

Manningham City Council		
Reimbursement of Warradyte library expenses	283,296	270,539
Additional grants for specific projects	2,913	0
Whitehorse City Council		
Additional grants for specific projects	50,000	45,000
Hire of meeting rooms		102

Expenses

Manningham City Council		
Warradyte Library Expenses	229,483	229,483
Utilities reimbursement - Doncaster Library	19,500	19,500
Whitehorse City Council		
Headquarters Rental	85,250	51,150
Utilities reimbursement - Nunawading, Vermont South and Blackburn Libraries	71,102	42,540
Homework Support Program	16,500	16,500

b. Loans to/from related parties

No loans were made to or received from related parties.

c. Commitments to/from related parties

There are no commitments in existence at balance date.

d. Other Transactions - Peppercorn leases

Manningham and Whitehorse Councils provide library floor space to the Corporation. Any charges related to the leasing or maintenance of these branch libraries are not passed on to the Corporation. The councils do not charge the Corporation for these leases.

The Whitehorse Manningham Regional Library Corporation leases the headquarters space at the Box Hill and Nunawading branches for \$85,250 (2019/2020 \$51,150) per annum from City of Whitehorse on a 3 monthly basis. There is no formal tenancy agreement so it is considered to be an open ended agreement and the charge is not at commercial rate.

Other related party transactions have been considered and there are no matters to report.

NOTE 7

Managing uncertainties

7.1 Contingent assets and liabilities

a. Contingent assets

At the reporting date, the Corporation had no contingent assets (2018-19: Nil).

b. Contingent liabilities

Superannuation

The Corporation has obligations under a defined benefit superannuation scheme that may result in the need to make additional contributions to the scheme, matters relating to this potential obligation are outlined in Note 8.2. As a result of the volatility in financial markets the likelihood of making such contributions in future periods exists. At this point in time it is not known if additional contributions will be required, their timing or potential amount.

7.2 Financial instruments

a. Objectives and policies

The Corporation'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 and financial liability is disclosed in the financial statements. Risk management is carried out by senior management under policies approved by the Corporation. These policies include identification and analysis of the risk exposure to the Corporation 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 Corporation's exposure to market risk is primarily through interest rate risk with only insignificant exposure to other price risks and no exposure to foreign currency risk.

Interest rate risk

Interest rate risk refers to the risk that the value of a financial instrument or cash flows associated with the instrument will fluctuate due to changes in market interest rates. The Corporation does not hold any interest bearing financial instruments that are measured at fair value, and therefore has no exposure to fair value interest rate risk. Cash flow interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The Corporation has minimal exposure to cash flow interest rate risk through its cash and deposits that are at floating rate.

Investment of surplus funds is made with approved financial institutions under the *Local Government Act 1989*. We manage interest rate risk by adopting an investment policy that ensures:

- ▶ diversification of investment product,
- ▶ monitoring of return on investment,
- ▶ benchmarking of returns and comparison with budget.

There has been no significant change in the Corporation's exposure, or its objectives, policies and processes for managing interest rate risk or the methods used to measure this risk from the previous reporting period.

Interest rate movements have not been sufficiently significant during the year to have an impact on the Corporation's year end result.

c. Credit Risk

Credit risk is the risk that a contracting entity will not complete its obligations under a financial instrument and cause us to make a financial loss. We have exposure to credit risk on some financial assets included in our balance sheet. To help manage this risk:

- ▶ we have a policy for establishing credit limits for the entities we deal with;
- ▶ we may require collateral where appropriate; and
- ▶ we only invest surplus funds with financial institutions which have a recognised credit rating specified in our investment policy.

The credit risk with receivables is very low as it relates to one member council.

There are no material financial assets which are individually determined to be impaired.

We may also be subject to credit risk for transactions which are not included in the balance sheet, such as when we provide a guarantee for another party.

The maximum exposure to credit risk at the reporting date to recognised financial assets is the carrying amount, net of any provisions for impairment of those assets, as disclosed in the balance sheet and notes to the financial statements. The Corporation does not hold any collateral.

d. Liquidity risk

Liquidity risk includes the risk that, as a result of our operational liquidity requirements or we will not have sufficient funds to settle a transaction when required, we will be forced to sell a financial asset at below value or may be unable to settle or recover a financial asset.

To help reduce these risks the Corporation:

- ▶ have a liquidity policy which targets a minimum and average level of cash and cash equivalents to be maintained;
- ▶ have readily accessible standby facilities and other funding arrangements in place;
- ▶ have a liquidity portfolio structure that requires surplus funds to be invested within various bands of liquid instruments; and
- ▶ monitor budget to actual performance on a regular basis

The Corporation's maximum exposure to liquidity risk is the carrying amounts of financial liabilities as disclosed in the balance sheet and the amounts related to financial guarantees disclosed, and is deemed insignificant based on prior periods' data and current assessment of risk.

There has been no significant change in the Corporation's exposure, or its objectives, policies and processes for managing liquidity risk or the methods used to measure this risk from the previous reporting period.

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

7.3 Fair Value Measurement

e. Sensitivity disclosure analysis

Taking into account past performance, future expectations, economic forecasts, and management's knowledge and experience of the financial markets, the Corporation believes the following movements are 'reasonably possible' over the next 12 months:

- ▶ A parallel shift of + 1% and – 1% in market interest rates (AUD) from year-end rates of .25%.

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

Fair value hierarchy

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

7.4 Events occurring after balance date

There are no subsequent events of which the Corporation is aware, that would affect the information provided within these Financial Statements.





NOTE 8

Other matters

8.1 Reconciliation of cash flows from operating activities to surplus.

	2021	2020
	\$	\$
Surplus for the year	635,184	502,796
Depreciation	1,156,569	1,223,012
(Profit)/Loss on Disposal of Fixed Assets	405,755	443,502
Changes in assets and liabilities		
(Decrease)/Increase in Receivables	2,584	24,170
(Decrease)/Increase in Accrued Income	4,432	26,799
(Decrease)/Increase in Prepayments	(34,130)	(12,725)
Increase/(Decrease) in Employee Provisions	137,933	16,303
Increase/(Decrease) in Payables	(252,635)	441,987
Net cash provided by operating activities	2,055,693	2,665,844

8.2 Superannuation

The Corporation 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 the Comprehensive Operating Statement when they are made or due.

Accumulation

The Fund's accumulation category, Vision MySuper/ Vision Super Saver, receives both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings (for the year ended 30 June 2021, this was 9.5% as required under Superannuation Guarantee (SG) legislation).

Defined Benefit

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

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

Funding Arrangements

The Corporation makes employer contributions to the Defined Benefit category of the Fund at rates determined by the Trustee on the advice of the Fund Actuary.

A triennial actuarial review for the Defined Benefit category as at 30 June 2020 was conducted and completed by the due date of 31 December 2020.

The vested benefit index (VBI) of the Defined Benefit category of which the Corporation is a contributing employer was 104.6%. The financial assumptions used to calculate the VBI were:

Net investment returns	5.6% pa
Salary information	2.5% pa for two years and 2.75% pa thereafter
Price inflation (CPI)	2.0% pa

As at 30 June 2021, an interim actuarial investigation is underway as the Fund provides lifetime pensions in the Defined Benefit category.

Vision Super has advised that the actual VBI at June 30 2021 was 109.7%. The financial assumptions used to calculate this VBI were:

Net investment returns	4.8% pa
Salary information	2.75% pa
Price inflation (CPI)	2.25% pa

The VBI is used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2020 actuarial investigation determined the Defined Benefit category was in a satisfactory financial position and that no change was necessary to the Defined Benefit category's funding arrangements from prior years.

Employer contributions

Regular contributions

On the basis of the results of the 2020 triennial actuarial investigation conducted by the Fund Actuary, The Corporation makes employer contributions to the Fund's Defined Benefit category at rates determined by the Fund's Trustee. For the year ended 30 June 2021, this rate was 9.5% of members' salaries (9.5% in 2019/2020). This rate is expected to increase in line with any increases in the SG contribution rate and was reviewed as part of the 30 June 2020 triennial valuation.

In addition, the Corporation reimburses the Fund to cover the excess of the benefits paid as a consequence of retrenchment above the funded resignation or retirement benefit.

Funding calls

If the Defined Benefit category is in an unsatisfactory financial position at an actuarial investigation or the Defined Benefit category's VBI is below its shortfall limit at any time other than the date of the actuarial investigation, the Defined Benefit category has a shortfall for the purposes of SPS 160 and the Fund is required to put a plan in place so that the shortfall is fully funded within three years of the shortfall occurring. The Fund monitors its VBI on a quarterly basis and the Fund has set its shortfall limit at 97%.

In the event that the Fund Actuary determines that there is a shortfall based on the above requirement, the Fund's participating employers (including the Corporation) are required to make an employer contribution to cover the shortfall.

Using the agreed methodology, the shortfall amount is apportioned between the participating employers based on the pre-1 July 1993 and post-30 June 1993 service liabilities of the Fund's Defined Benefit category, together with the employer's payroll at 30 June 1993 and at the date the shortfall has been calculated.

Due to the nature of the contractual obligations between the participating employers and the Fund, and that the Fund includes lifetime pensioners and their reversionary beneficiaries, it is unlikely that the Fund will be wound up.

If there is a surplus in the Fund, the surplus cannot be returned to the participating employers.

In the event that a participating employer is wound-up, the defined benefit obligations of that employer will be transferred to that employer's successor.

The 2020 triennial actuarial investigation surplus amounts

An actuarial investigation is conducted annually for the Defined Benefit category of which the Corporation is a contributing employer. Generally, a full actuarial investigation is conducted every three years and interim actuarial investigations are conducted for each intervening year. A full investigation was conducted as at 30 June 2020.

The Fund's actuarial investigation identified the following for the Defined Benefit category of which the Corporation is a contributing employer:

	2020	2019
	(Triennial)	(Interim)
	\$m	\$m
A VBI surplus	\$100.00	\$151.30
A total service liability surplus	\$200.00	\$233.40
A discounted accrued benefits surplus	\$217.80	\$256.70

The VBI surplus means that the market value of the fund's assets supporting the defined benefit obligations exceed the vested benefits that the defined benefit members would have been entitled to if they had all exited on 30 June 2020.

The total service liability surplus means that the current value of the assets in the Fund's Defined Benefit category plus expected future contributions exceeds the value of expected future benefits and expenses as at 30 June 2020.

The discounted accrued benefit surplus means that the current value of the assets in the Fund's Defined Benefit category exceeds the value of benefits payable in the future but accrued in respect of service to 30 June 2020.

The Corporation was notified of the 30 June 2021 VBI during August 2021 (2020: August)

There were no contributions outstanding and no loans issued from or to the above schemes as at 30 June 2021.

The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2021 is \$89,523.

The 2021 interim actuarial investigation

An interim actuarial investigation is being conducted for the Fund's position as at 30 June 2021 as the Fund provides lifetime pensions in the Defined Benefit category. It is anticipated that this actuarial investigation will be completed by October 2021.

GLOSSARY

Acquisitions

The ordering, purchasing and accessioning of new library materials

Baby Karaoke

Early-literacy program with songs and nursery rhymes for parents and babies under 18 months

CALD

Culturally and Linguistically Diverse

Collection

Includes any and every article forming the contents of the library collection of resources available for borrowing, reference or perusal

Corporation

Whitehorse Manningham Regional Library Corporation

Depreciation

An accounting allowance made for a loss in value of capital

eAudiobooks

Electronic audiobooks downloaded for use on an MP3 player or electronic device

eBooks

Electronic books downloaded for use on an electronic device

FE

FE Technologies; supplier of RFID equipment

FOL

Friends of the Library

FONL

Friends of Nunawading Libraries

Home Library Service

Service provided to community members unable to attend a library due to illness, age or frailty

Interlibrary Loan

A loan of a collection item provided to or provided by another library service

Item

Includes any and every article forming the contents of the library collection of resources available for borrowing, reference or perusal

LGPRF

Local Government Performance Reporting Framework

Library

All the library facilities, resources and activities provided by or under the management or control of the Corporation

Library Board

Governing body of the Whitehorse Manningham Regional Library Corporation

Library Management System

Software system utilised to manage the acquisition and circulation of library materials including the provision of the online library catalogue

Library Plan

Identifies the Corporation's objectives and strategic direction

Library resources

Materials available for loan or use in the library

LOTE

Languages Other Than English

**Member**

A person, school or institution holding a current and valid library membership card

Outreach

Services provided by the Library to the community through locations other than library branches

Patron

Any person making use of the Library Service

PLV

Public Libraries Victoria – the peak body for Victorian public libraries

Reader Development

Programs, services and resources provided to assist patrons in the selection of reading materials

Reference enquiry

Customer request for information, handled by library staff

Region

The Whitehorse and Manningham local authority areas

RFID

Radio Frequency Identification technology that transmits data using radio waves

SPUN

Spydus user-group network

STEM

Science, Technology, Engineering, Mathematics

Stock

Includes any and every article forming the contents of the library collection of resources available for borrowing, reference or perusal

Strategic Resource Plan

Identifies how the Corporation will use its resources to implement the Library Plan

Web Renewal

Extension to the period of loan for a library item, performed via the internet

Wi-Fi

A standard for wirelessly connecting electronic devices to the internet

WMRLC

Whitehorse Manningham Regional Library Corporation

WML

Whitehorse Manningham Libraries

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Whitehorse
Manningham
Libraries

open for discovery



ADMINISTRATION

1040 Whitehorse Road
Box Hill 3128
P. 9896 4333

BLACKBURN LIBRARY

Cnr Blackburn and Central Roads
Blackburn 3130
P. 9896 8400

BOX HILL LIBRARY

1040 Whitehorse Road
Box Hill 3128
P. 9896 4300

BULLEEN LIBRARY

Bulleen Plaza
Manningham Road
Bulleen 3105
P. 9896 8450

DONCASTER LIBRARY

MC Square
687 Doncaster Road
Doncaster 3108
P. 9877 8500

NUNAWADING LIBRARY

379 Whitehorse Road
Nunawading 3131
P. 9872 8600

THE PINES LIBRARY

The Pines Shopping Centre
Cnr Blackburn and Reynolds Roads
East Doncaster 3109
P. 9877 8550

VERMONT SOUTH LIBRARY

Pavey Place
Vermont South 3133
P. 9872 8650

WARRANTYTE LIBRARY

Warrandyte Community Centre
168 Yarra Street
Warrandyte 3113
P. 9895 4250



www.wml.vic.gov.au

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[whitehorsemanninghamlibraries](https://www.instagram.com/whitehorsemanninghamlibraries)

11 CITY SERVICES

11.1 Anderson Park Master Plan

File Number: IN21/701

Responsible Director: Director City Services

Attachments: 1 Anderson Park Master Plan Report [↓](#)
2 Anderson Park Master Plan Key Directions Document [↓](#)



EXECUTIVE SUMMARY

The Pines Activity Centre Structure Plan (2011) includes an action to develop a management plan for Anderson Park. The Reserve is a dual soccer facility in Doncaster East that encompasses two bushland areas with high biodiversity significance. Currently, Anderson Park does not have an endorsed management or master plan to strategically guide future investment for the facility. In response to this, a draft Anderson Park Master Plan has been developed. The development of the draft master plan responds to key actions from Council's Active for Life Recreation Strategy 2010-2025 (2019 Review) and Public Toilet Plan.

Council officers have developed a draft master plan with input from expert consultants. Internal and community consultation has been undertaken, with a draft master plan developed based on the consultation feedback.

The draft master plan proposes a number of actions including:

- *Converting the southern soccer pitch to synthetic turf;*
- *Upgrading sports field floodlighting;*
- *Improving connectivity through construction of a path network around the reserve, including formalising the entry from St James Court;*
- *Construction of a new playground;*
- *Construction of a new public toilet; and*
- *Retention and enhancement of the bushland areas.*

meetings in April 2022 for feedback and endorsement.

1. RECOMMENDATION

That Council:

- A. Endorses the *draft* Anderson Park Master Plan for community consultation; and**
- B. Notes that the final master plan, incorporating feedback from the community consultation be presented to Council in early 2022 for endorsement.**

2. BACKGROUND

- 2.1 Anderson Park, located in Doncaster East, is a dual soccer pitch facility that is tenanted annually by the Doncaster Rovers Soccer Club. The Reserve also has an additional small sided synthetic soccer pitch, sports pavilion, 2 bushland areas and other areas of general open space. The Soccer Club are provided with an annual tenancy of the Reserve and currently field 2 senior men's teams and 14 boys/girls junior teams, with participation numbers recently seeing an increase.
- 2.2 The Reserve sits within The Pines Activity Centre Structure Plan (2011), which covers an area that has seen recent significant densification with a number a residential apartment buildings being constructed. In addition to the Reserve's importance as a sporting facility, it is seen as a key piece of open space within the area to service residents of these apartment buildings.
- 2.3 Consistent with Council's Active for Life Recreation Strategy 2010-2025 (2019 Review), a *draft* master plan is being developed to provide '*great places for people to recreate in Manningham*' and to '*provide flexible, multi-use and durable space for recreation to meet the needs of a growing community*'. Furthermore, the *draft* master plan responds directly to The Pines Activity Centre Structure Plan which includes an action to develop a management plan for the Reserve.
- 2.4 Expert consultants have been engaged to develop the master plan and undertake the various stages of community consultation. Internal and external consultation has been undertaken which has informed the content of a *draft* master plan.

3. DISCUSSION / ISSUE

3.1 Internal Consultation

- 3.1.1 As part of a collaborative approach to the development of the *draft* master plan, a Project Working Group (PWG) has been established that consists of key staff from across the organisation. Feedback was sought from the PWG on the facilities currently provided at Anderson Park, with the PWG also asked to provide recommendations on future facility development. A significant amount of feedback was received from the PWG with the feedback including, but not limited to:
 - a) Include a local level play space within the reserve.
 - b) Convert one soccer pitch to synthetic turf, upgrading the remaining turf pitch, and replacing the synthetic on the existing small sided pitch.
 - c) Construct a spectator shelter on the northern pitch.
 - d) Upgrade the sports field floodlights.
 - e) Upgrade the irrigation systems in conjunction with any sports field surface upgrade.
 - f) Additional planting around the reserve, with a particular focus on the western and northern boundaries.
 - g) Create better connectivity around the reserve through a path network, including formalising the entrance from St James Court.
 - h) Consider removing the pine trees located in bushland 1.
 - i) Consider a future upgrade to the existing car park, including potential to formalise the car park as one way traffic.

- j) Construct a public toilet facility within the reserve, including providing suitable lighting along the path between the car park and proposed public toilet.
- k) Ensure adequate accessible parking bays are provided.

3.2 Community Consultation

3.2.1 To capture community feedback, the consultant attended Anderson Park to speak to users of the reserve. An additional onsite consultation was planned however due to Covid-19 restrictions this was cancelled. As a result, the majority of the consultation was focused on online engagement. Using online engagement tools including Council's social media, website and *Your Say Manningham* ensured the community were given the opportunity to provide input into the future of Anderson Park.

3.2.2 In total 40 responses were received for the online survey through *Your Say Manningham*. Respondents were mixed between members of the Soccer Club and general community members, which is reflected in the feedback received. In addition to general demographic questions and questions around frequency of use, survey respondents were also asked:

- a) What aspects of the park do you like?
- b) What are some of the key words to describe the park?
- c) What short and long term changes would you like to see at the park?

3.2.3 Responses to these questions resulted in the following key themes being identified:

- a) The reserve has a significant number of dog walkers, who value how the soccer pitches have enclosed fences.
- b) Dog walkers would like to see the open space area or bushland area 1 converted into a fenced off leash dog park.
- c) The feeling of being removed from suburbia when you are within the bushland areas, and that these areas need to be better protected and maintained.
- d) Improved connectivity around the reserve is required.
- e) More facilities are needed outside of the sporting facilities, such as parkour equipment (or similar), a playground, public toilets and more bins.
- f) Additional areas are needed for soccer, including converting the pitches to synthetic and constructing a new synthetic warm up area.

3.3 Doncaster Rovers Soccer Club

3.3.1 One-on-one meetings were held with the Doncaster Rovers Soccer Club to better understand their strategic direction, and identify how facility improvements can facilitate this. Consultation also occurred with the State Sporting Association, Football Victoria (FV). The Soccer Club and FV provided the following key pieces of feedback, amongst other requests/considerations:

- a) A third full sized synthetic soccer pitch.

- b) Should the above not be feasible, the club and FV were supportive of converting the southern soccer pitch to synthetic to ensure it caters for additional participation.
- c) Upgrade the surface of the northern pitch.
- d) Construction of an additional small sided synthetic pitch.
- e) Improved sports field lighting.
- f) Construction of shelter for the northern pitch.

3.4 Research Reports

3.4.1 A number of independent reports were developed to further understand the current status of Anderson Park. The reports were also developed to help strategically justify the addition of recommendations within the draft master plan. Content from the reports are outlined within the Master Plan Report (Attachment 1), with a list of the reports that were developed included below:

- a) Accessibility Audit.
- b) Traffic Management Report.
- c) Arborist Report.
- d) Biodiversity Report.
- e) Sports Field Turf Report.
- f) Lighting Audit.

3.5 Key Recommendations

3.5.1 A Key Directions document has been developed which details a number of key recommendations in response to the community and internal consultation (Attachment 2). A number of other recommendations have also been made and are detailed within the Master Plan Report (Attachment 1). The main recommendations that are listed within the Key Directions document include:

- a) Conversion of the southern soccer pitch to synthetic, to provide a surface that can handle increased participation in response to the Soccer Club's strategic direction and Council's facility provision targets.
- b) Upgrade of the northern soccer pitch as a turf pitch, and construct a spectator shelter.
- c) Upgrade to sports field floodlighting on both pitches.
- d) Construction of a new local level playground between the southern pitch and bushland 1.
- e) Construction of a path network around the reserve, including formalising the entrance from St James Court and installing seating strategically throughout the reserve.
- f) Construction of a new public toilet facility to the south of the sports pavilion.
- g) Staged removal of 8 pine trees from bushland area 1.

3.6 Ideas Not Recommended

3.6.1 A number of ideas proposed during the consultation phase were explored however not recommended. These include:

- a) Dedicated Fenced Off Leash Dog Area - Feedback was received in relation to constructing a fenced off leash dog area within the reserve. This was investigated however is not recommended as the available space is insufficient. Construction of this facility in the space available would result in no room to construct a path network, and will also result in excessive wear and tear on the grassed surface given the confined space (resulting in mud/dirt instead of grass). Aranga Reserve, which has a large fenced off leash dog area, is also located within close proximity of Anderson Park.
- b) Additional Small Sided Synthetic Soccer Pitch - Requests from the Soccer Club to explore the addition of a second small sided synthetic pitch is not recommended, given the limited space available, and that there is no demonstrated need for this additional facility.
- c) Synthetic Conversion of Both Soccer Pitches - Conversion of both soccer pitches to synthetic is not recommended. This is primarily due to restrictions on dogs using synthetic pitches. Given the feedback received around the importance of Anderson Park for dog walkers, it is proposed to retain the northern pitch as turf which will allow dog walkers to continue to use the pitch. Any upgrade to this pitch will also consider fencing for the entire pitch. The proposed path network will also offer additional opportunities for dog walkers.

4. COUNCIL PLAN / STRATEGY

- 4.1 The *draft* Master Plan aims to produce relevant outcomes from the Council Plan 2021-25, by creating inviting places and spaces as well as enhanced parks and open space for the community. The Master Plan also aims to create infrastructure that is well utilised by the community.
- 4.2 The delivery of the Master Plan is consistent with Council's Active for Life Recreation Strategy 2010-2025 (2019 Review), which aims to provide 'great places for people to recreate in Manningham' and to 'provide flexible, multi-use and durable spaces for recreation to meet the needs of a growing community'. Specifically, the Master Plan responds directly to actions 1.3.6, 1.4.3, 1.5.1, 1.5.2, 3.2.1 and 3.2.2.
- 4.3 The Master Plan also responds directly to The Pines Activity Centre Structure Plan which includes an action to prepare a management plan for Anderson Park (action 5.3).
- 4.4 An objective from Council's Public Toilet Plan is also achieved through the Master Plan, with the Public Toilet Plan recommending the construction of a public toilet facility at the reserve.

5. IMPACTS AND IMPLICATIONS

- 5.1 The Anderson Park master plan will provide a strategically justified direction for the Reserve, including key capital works projects for both new and upgrade. The delivery of the master plan actions is however subject to Council's capital works and budget processes.

6. IMPLEMENTATION

6.1 Finance / Resource Implications

6.1.1 The development of the *draft* Master Plan is covered within existing budgets.

6.1.2 A draft cost plan estimate has been developed by the consultant based on the anticipated outcomes from the draft master plan. In total the cost plan estimates that implementation of the draft master plan will cost approximately \$3,472,000. The key projects that make up a significant portion of this cost are:

- a) Conversion of the southern pitch to synthetic turf - \$835,000
- b) Upgrade northern pitch as a natural grass surface - \$700,000
- c) Upgrade lighting on both sports fields - \$500,000
- d) Provide an externally accessible public toilet - \$250,000
- e) Construct local level play space, including netting and paths to the play space - \$500,000
- f) Construct new path network throughout reserve - \$190,000

6.1.3 A final Cost Plan will be developed alongside the final Master Plan document, along with a recommended staged implementation plan. Actual dates for implementation will however vary based on Council's capital works and budget processes.

6.1.4 Each sport infrastructure project recommended within the master plan will be ranked against the Recreation Capital Works Criteria, to determine where each projects sits on the wider recreation capital works priority list. This will then determine the proposed dates for each individual project.

6.1.5 Future funding allocations have already been listed within Council's 10 year Capital Works program for construction of a new playground (\$250,000 in 2022/23) and provision of a public toilet (\$150,000 in 2024/25). These amounts will be reassessed as a result of the draft cost plan.

6.1.6 The development of a master plan will guide decision making and investment for future improvement within Anderson Reserve with the opportunity to attract State or Federal funding.

6.2 Communication and Engagement

6.2.1 A detailed community consultation process has been undertaken to inform the content of the draft master plan (see sections 3.1, 3.2 and 3.3).

6.2.2 Consistent with the Communications and Engagement Strategy that has been developed for this project, the draft Master Plan will be presented to the community for comment between late November 2021 and February 2022. Subject to Covid-19 restrictions, this consultation process will include but is not limited to:

- a) One on one meetings with key stakeholders, including the Doncaster Rovers Soccer Club.
- b) Onsite community consultation sessions, designed to engage with users of the Reserve and gain their feedback on the draft Master Plan.
- c) Online engagement through Council's social media, website and *YourSay Manningham*.

6.3 Timelines

6.3.1 A copy of the draft master plan will be presented to the Open Space Committee and Street Scape Committee on 29 November 2021.

6.3.2 It is proposed that the draft master plan will be presented to the Council meeting on 23 November 2021 prior to community consultation.

6.3.3 Following this, a period of community consultation will commence between the 24 November 2021 and mid-February 2022 (taking into account the impact of the Christmas period).

6.3.4 It is anticipated that a final master plan will be presented to EMT for endorsement in March 2022, followed by the SBS and Council meetings in April 2022. Implementation of the master plan will then follow.

7. DECLARATIONS OF CONFLICT OF INTEREST

No officers involved in the preparation of this report have any general or material conflict of interest in this matter.

**Manningham City
Council**



**Anderson Park,
Doncaster East**



**Master Plan Report
(Full)**

Rev A 11/11/2021

Prepared by:
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November 2021



Anderson Park Masterplan

Report

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1. INTRODUCTION

1.1 Purpose and Objectives of Masterplan

The purpose of the masterplanning process is to produce a cohesive plan to guide the long term redevelopment of Anderson Park (the reserve). The objectives of the process are to:

- Determine the functions of the reserve.
- Assess the condition of the reserve and its facilities from a landscape, functional, access, structural, environmental and safety perspective.
- Identify the facility needs of existing user groups and how these needs could be addressed.
- Prepare a masterplan for the reserve which contains a prioritised list of development works and estimates of the costs of these works.

1.2 Methodology

The methodology for the development of the masterplan was divided into seven related stages. A brief summary of the stages is as follows:

- *Stage 1 - Project Definition Meeting* - A meeting and site visit were held with Council staff for the purpose of clarifying the objectives of the masterplanning process and discussing in the key issues to be addressed by the masterplan.
- *Stage 2 - Literature Review* - Relevant Council files, strategy documents and operational policies were reviewed.
- *Stage 3 – Analysis of Leisure Trends/Demographic Projections* – Relevant leisure and demographic trends were analysed and the implications of these characteristics for the future development of the reserve were identified.
- *Stage 4 - Audit of Existing Conditions/Use* - The existing conditions at and use of the reserve were described. This description has the following components:
 - A written assessment of the physical condition of the individual components of the reserve
 - A plan which illustrates and describes the condition of the components of the reserve (See Plan A).
- *Stage 5 - Consultation* - User club officials, relevant Council officers, other interested groups and residents were consulted about their use of the reserve and the improvements that were needed.
- *Stage 6 – Draft Report* - The findings of the previous research were documented in a findings and then the draft report. Included in this report were details of the works suggested by key stakeholders, an assessment of the merit of each works item, a set of recommended works and a preliminary masterplan. Council reviewed the report and suggested deletions and additions were noted. The draft report and preliminary masterplan were amended in response to the Council feedback.
- *Stage 7- Final Report* – The draft report and masterplan were publicly exhibited and feedback received. The report and masterplan were amended in response to the feedback and was converted to a final report.

This report covers Stages 1-6. Stage 7 is still to be undertaken.

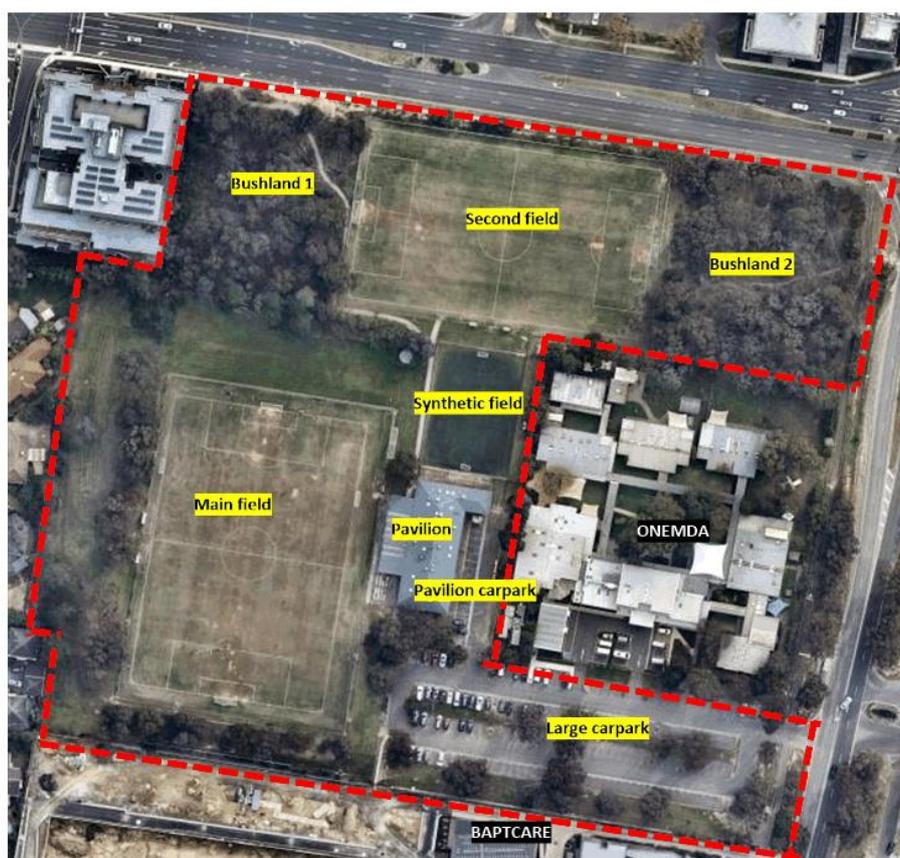
2. ANDERSON PARK (THE RESERVE)

2.1 Open Space Context

2.1.1 Location, components and catchment areas

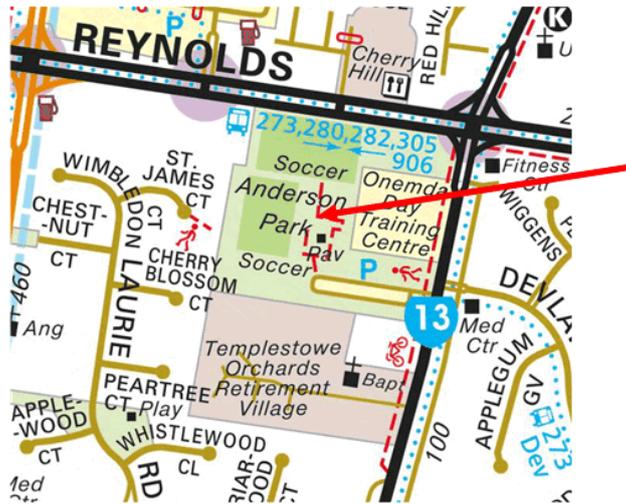
Anderson Park is a 4.6ha Council owned reserve located off Anderson Creek Road in Doncaster East. It is an active/passive reserve and comprises two senior size soccer fields (both are lit, the top field has only one light tower), a lit small synthetic field, sports pavilion, two sealed carpark areas and two bushland areas. The reserve is zoned public park and recreation and has an environmental significance overlay.

Plan A – Anderson Park (main facilities)



Anderson Park is bounded by Reynolds Road to the north, Anderson Creek Road and the Onemda Day Training Centre to the east, The Orchards Baptistcare Retirement Village to the south and a commercial building and houses to the west (see Plan B). A shared walking/bike path runs along the eastern edge of the reserve and extends north to the Yarra River Trail.

Plan B – Location of Anderson Park



As a passive/informal recreation space, the reserve caters for the community living in the neighbourhood area bounded by Blackburn Road, Serpells Road, Mullum Mullum Creek, Long Valley Way, Anderson Creek Road. Vehicle movement is relatively easy in this neighbourhood area. Pedestrian movement is impeded by two major roads – Reynolds Road and Anderson Creek Road - which are located on the northern and eastern edges of the reserve. As an active sporting space, the reserve caters for a larger catchment. The tenant club at the reserve, Doncaster Rovers Soccer Club, draws the majority of its players from the Doncaster East and Templestowe suburban areas.

Plan C – Anderson Park, Catchment Zone, Passive Recreation



2.1.2 Open Space Setting

Thirteen open space parcels are located within one (1) kilometre of the reserve. All are predominantly passive reserves. Some contain only walking/cycling paths, others contain multiple facilities including play equipment, basketball half courts, rebound walls and trails. Their details and locations are provided in Table 1 and Plan C.

Table 1 – Nearby Reserves (as crow flies)

Ref	Reserve	Distance to Anderson Park	Facilities	Main function
1	Matisse Reserve Playground	820m	Playground, half court	Passive recreation, play
2	Green Gully Linear Park	820m	Shared trail	Walking, cycling
3	Pines Learning Centre Playground	470m	Seniors fitness and play equipment	Exercise, play
4	Pipe Track	960m	None	Walking
5	Mullum Mullum Creek Linear Park	980m	Shared trail	Walking, cycling
6	Shafter Reserve	520m	Play and fitness equipment, basketball half court	Passive recreation, play
7	Happy Valley Reserve	500m	Play equipment, half court	Passive recreation, play
8	Pinehill Reserve	1000m	Play equipment, half court, walking path	Passive recreation, play
9	Landscape Drive Reserve	750m	Play and fitness equipment, walking paths	Passive recreation, play
10	Whistlewood Reserve	270m	Play equipment, half court	Passive recreation, play
11	Pineview Reserve	740m	Walking path	Walking
12	Green Gully Linear Park	740m	Playground, basketball court/hitting wall, shared trail	Play, walking, cycling
13	Jenkins Park	570m	Play and fitness equipment, walking paths, shared trail	Passive recreation, play, exercise, cycling
14	Morello Playspace	350m	Play equipment, walking path	Passive recreation, play
15	Huntingfield Reserve	500m	Grass, trees	Passive recreation

Plan C – Anderson Park, Catchment Zone, Passive Recreation



Anderson Park Masterplan

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As indicated in section 2.1.1, Anderson Park accommodates soccer fields, bushland areas and walking paths. The closest venues which contain one or more of these elements are the two recently constructed soccer fields at Pettys Reserve (1.7kms from Anderson Park), bushland at Green Gully Linear Park (820m) and the walking path at Jenkins Park (570m).

2.2 Occupancy, current usage and management and maintenance arrangements

Anderson Park is used by the Doncaster Rovers Soccer Club under an annual occupancy agreement with Manningham City Council. The agreement gives the club access to the soccer field and pavilions between 4pm and 9pm each weeknight and all day Saturday and Sunday. Although an annual agreement, most of the club's use occurs during the winter season.

The management and maintenance arrangements for the reserve are detailed in table 2 below. The table indicates that six Council Units and the soccer club are involved in the management and maintenance of the reserve.

Table 2 – Management and maintenance responsibilities

Organisation/Unit	Tasks
MCC Recreation Services	Allocation of sports fields and pavilions Liaison with user club Monitoring compliance with seasonal allocation agreements Facilities planning and development (inc. capital development submissions) Provision and maintenance of sports field lighting
MCC Parks	Design and development of: – Drainage and irrigation systems – Paths – Fencing Maintenance of: – Sports fields, including irrigation and sprinkler systems – Passive spaces – Vegetation – Park furniture and fencing
MCC Integrated Transport	Design and maintenance of: – Paths and safety lighting – Access roads and parking areas within reserve
MCC Waste Services	Collection of rubbish/recycling bins
MCC Building Maintenance	Maintenance of buildings
MCC Health Unit	Registration of kitchen/kiosk
Doncaster East Soccer Club	Compliance with terms of annual agreement relating to maintenance, times of uses and access Maintenance of sports field lighting

3. LITERATURE REVIEW

3.1 Documents

The following documents/files were reviewed:

- Manningham Council Plan 2021-2025
- Manningham Healthy City Strategy 2017-2021
- Manningham Active for Life Recreation Strategy 2010-2025
- Manningham Open Space Strategy 2014
- Manningham Bushland Strategy 2012
- The Pines Activity Centre Structure Plan 2011
- Manningham Outdoor Sports Infrastructure Policy 2021
- Manningham Public Toilet Plan 2020
- Eastern Regional Trails Strategy 2018
- Eastern Region Soccer Strategy 2007
- Anderson Park Facility Audit (Football Victoria 2019)
- Anderson Park Sport Turf Access Audit (Sports Turf Consultants 2021)
- Anderson Park Ecological Assessment (Practical Ecology 2021)
- Anderson Park Access Audit Report (McKenzie Group 2021)
- Anderson Park Lighting Audit (Stantec 2021)
- Anderson Park Lighting Audit (Rexel 2016)
- Doncaster Rovers SC Strategic Plan 2020-2030

3.2 Relevant Information

The documents provide/contain the following information that is relevant to the Anderson Park Masterplan:

- The key goals that Council wants to achieve between 2021 and 2025 and actions it will take realise these goals.
- The key strategies that Council will implement to improve the health and well-being of the Manningham community.
- The strategies Council will implement to increase the participation of Manningham residents in physical activity.
- Council's long term strategic plan for the provision, development, management and use of open space areas in Manningham.
- An analysis of open space provision by local area across Manningham.
- The approach Council will take to manage the Council owned/controlled bushland areas in Manningham.
- A framework to guide the future development of The Pines Activity Centre, which includes the Anderson Park precinct.
- A set of facility standards for sports facilities in Manningham.
- A plan for the future provision of public toilet facilities in Manningham.
- A long-term plan for the provision of soccer facilities across Melbourne's Eastern Region.
- Audits of the condition/level of compliance of the flora and fauna, playing fields, lighting and physical access at the reserve.
- Doncaster Rovers Soccer Club's club development and facility priorities

3.3 Implications of the documents for the Anderson Park Masterplan

The implications are as follows:

- The masterplan should aim to achieve or implement the key goals and tasks of the Manningham Council Plan, i.e.
 - Enhancing paths and bushland areas and adding more vegetation
 - Improving safety
 - Making external facilities disability accessible
 - Providing suitable public toilet facilities where needed
 - Optimising the use of the reserve
 - Enhancing the reserve’s energy efficiency.
- The masterplan should aim to implement the key strategies of the Healthy City Strategy. i.e.,
 - Providing high quality, welcoming, safe, recreation environments
 - Enhancing the role the reserve can play in creating a more liveable local neighbourhood and engaging more people in community life.
- The masterplan should endeavour to implement the actions listed in the Active For Life Recreation Strategy and recognise the principles that underpin these actions, these being:
 - Increasing the capacity and optimising the use of recreation facilities
 - Enhancing the flexibility of recreation facilities to make them suitable for modified sport
 - Making recreation facilities disability accessible and more multi-use
 - Providing programmable spaces in pavilions.
- The actions in the OSS that have relevance to Anderson Park should be reviewed in the masterplanning process and included in the masterplan if still considered valid, being:
 - Improving pedestrian and cycling connections around The Pines Shopping Centre through path upgrades and directional signage
 - Providing two additional playspaces within The Pines precinct to cater for increasing population
 - Protecting significant indigenous bushland in Anderson Park
 - Undertaking works to protect and promote the bushland in Anderson Park considering the potential higher density residential development adjacent to the reserve.
 - Developing a low level playground at Anderson Park.
- The masterplan should investigate the significance of the bushland areas at Anderson Park and, if justified, include the actions from the Bushland Strategy that are aimed at protecting/restoring important vegetation areas.
- The masterplan should look at ways to improve connections between the Pines Shopping Centre, Anderson Park, retirement village and St James Court, as per the recommendations in The Pines Activity Centre Structure Plan.
- The principles outlined in Outdoor Sports Infrastructure Policy should underpin/the recommendation contained in the Anderson Park Masterplan; these principles being:
 - Optimum and shared use of facilities
 - Multi-use, accessible facilities
 - Environmentally sustainable facilities.
- The Anderson Park Masterplan should make provision an externally accessible public toilet in the reserve as recommended in the Manningham Public Toilet Plan
- The recommendations in the Eastern Region Soccer Strategy that Anderson Park be upgraded to a Class A soccer facility suitable for NPL games should be considered in the masterplanning process for the reserve.

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- The findings of the lighting, ecological, sports turf and access assessments should be included in the site analysis and the recommendations in the assessments should be considered for incorporation in the masterplan. These recommendation being: protection of native vegetation patches, upgraded playing field surfaces, upgraded lighting over the two large playing fields and access compliance works (signs, strips, ramps etc).
- The Doncaster Rovers Soccer Club's facility priorities – synthetic field, improved grass surface, resurfacing of the synthetic field - should be considered for inclusion in the Anderson Park Masterplan.

4. EXISTING CONDITIONS/SITE ASSESSMENT

4.1 Boundary fencing

- The section of the eastern boundary between Onemda and Reynolds Road is lined by a 2.5 metre wide swing pipe gate and ring lock fence. The fence and gate are in good condition. The northern boundary of the reserve is lined by a ring lock and 5 metre high chain-wire fence. Some sections of the ring lock fence have been damaged by overhanging or fallen vegetation. The high chain wire has been installed to prevent soccer balls from leaving the reserve. It is in good condition.
- The predominant fence type along the reserve's western edge is timber paling. Some sections have trellis extensions. The southern edge of the reserve is lined by 2 metre high and 5 metre high chain wires fences (behind the soccer goal). The fencing is in good condition.
- The northwest edge of Bushland area 1 has a rock embankment below the grid lock fence. The embankment is shedding loose rocks onto the adjacent footpath on Reynolds Road.

4.2 Entrances/access roads/paths

- The main vehicle entrance to the reserve is off Anderson Creek Road. The entrance connects to a large carpark which in turn connects to a small carpark near the pavilion. The entrance has an open drain on its southern edge. The drain has been damaged by turning cars and water is ponding in the drain.
- Pedestrians can enter the reserve at four formal access points - the main entrance, through breaks in the fence on the eastern edge of the Bushland area 2, the northwest corner of Bushland area 1 and at St James Court on the western boundary. Maintenance vehicles can only enter the reserve through the main entrance or through the pipe gate on the eastern edge of Bushland area 2.
- The path network in the reserve consists of:
 - A gravel path through Bushland area 1 which connects to a concrete path between the small synthetic field and the main grassed field. This path ends at the covered spectator area at the front of the pavilion
 - A short segmental brick paved walking path extending from northwest corner of the large carpark to the covered spectator area at the front of the pavilion
 - Three goat tracks in Bushland area 2 which extend from Anderson Creek Road to the southeast edge of the second field edge and into the centre of the bushland area
 - Goat tracks down the embankments in Bushland area 1.
 - A grassed right of way between St James Court and the grassed area on the western edge of the reserve.
- The gravel path in Bushland area 1 is in good condition. There is some water erosion and weed growth and the path narrows to around one (1) metre in width along the western end of the second playing field. The short, paved walking path is uneven and presents poorly as the main path from the large car park to the pavilion. The goat tracks and grassed right of way are walkable and in reasonable condition.
- The path network in the reserve provides local residents with connections into the park and through the park to other areas and sites – such as the Pines Shopping Centre to the north of the reserve and the retirement village to the south.

4.3 Signage

- The signage at the reserve consists of:
 - A double sided finger sign on the street pole on Anderson Creek Road

- A reserve name sign at the main vehicle entrance
- Rules signs at various locations in the reserve
- Advertising/sponsor signs on the fence on the western side of the playing field.
- The finger sign is small (60mmX100mm) and not easy to see, particularly at night. The reserve name sign is attractive but again is difficult to see as its colours blend in with the background. The rules and advertising signs are not visually obtrusive.

4.4 Carparks

- There are two carparking areas in the reserve – the large carpark off Anderson Creek Road and the small internal carpark immediately east of the pavilion.
- The large carpark consists of two accessible and 149 standard bays. The carparking is sealed and has kerbing. The asphalt pavement is lifting in some areas and some kerbing is damaged. Some of the existing drainage gates within the invert channel of the carpark are clogged with silt/earth. This is limiting their intake.
- The small pavilion carpark consists of 17 standard bays and is sealed and in good condition. It is narrow (11.2m wide) and has no turning circle.

4.5 Internal fencing

- The fencing in the reserve is extensive and consists of the following:
 - Low chain wire fence around the perimeter of the main playing field
 - Low chain wire and high chain wire fence around the perimeter of the second field
 - A cyclone wire fence separating the large carpark from the rest of the reserve
 - High chain wire fence around the small synthetic field and water tanks
 - High chain wire fence behind the goals at the southern end of the main field
 - A chain wire players' race from the pavilion to the main field
 - A pipe rail fence along the concrete path between the main playing field and the synthetic field.
- Paint is flaking off the fencing in some sections. The cyclone wire fence between the large carpark and the rest of the reserve has wire protrusions at the top and does not present well (prison-like in appearance). All the other fencing is in good condition. Some of the fencing, however, may be obsolete, e.g., fence around the water tanks, the cycle wire fence between the large and small carpark.



4.6 Playing fields

- The reserve has two natural grassed soccer fields and a small synthetic grass field. The main grassed field is situated to the west of the pavilion. The field is fenced and oriented north-south and its dimensions are 100 metres X 66 metres with 5 metre run offs. These dimensions meet the Football Victoria's (FV) size requirements for senior playing fields. The grass surface is uneven and is highly worn through the centre corridor and goal mouths. It has little weed cover. With respect to soil nutrient levels, the field's potassium, calcium and magnesium levels are too low and its phosphorous level is too high.
- The second grassed field is situated to the north of the main field. The field is fenced and oriented east-west and its dimensions are 100 metres X 58 metres wide with 3 metre runoffs. These dimensions (the width) do not meet FV's size requirements for a senior playing field. The grass surface is uneven but less worn than the main field. It also has little weed cover but is poorly drained. With respect to soil nutrient levels, the field is moderately acidic and its phosphorous, potassium, calcium and magnesium levels are too low.
- The irrigation systems on both field are ageing (over 20 years old) and may need renewal.
- The small synthetic field is located between the pavilion and the second grass field. It is 40 metres long and 30 metres wide and is oriented north-south. The surface of the field is worn.



4.7 Lighting

- The main field has eight light towers with 12 (2000 Watt) metal halide lamps. The light poles were erected in 1999 but appear to be in good condition. A lighting audit undertaken in 2016 indicated that the lights were producing 119 lux at 0.39 average uniformity. The lux levels are suitable for the competition levels played at Anderson Park. The uniformity average, however, does not meet the standard for competition.
- The second field has one light tower with three (2000 Watt) metal halide lamps. The light pole was erected in 2000 and appears to be in good condition. The 2016 lighting audit found that the light was producing 39 lux at 0.13 uniformity. These levels are not suitable for junior or senior competition. The light can provide for basic training, particularly in the vicinity of the light tower.
- The small synthetic field is lit by two towers – one tower with two (1500-2000 Watt) metal halide lamps and a shared tower with the second field with one (1500-2000w) metal halide directed at the small

field. The towers appear to be in good condition. In 2016, the lights were producing 130 lux at 0.47 uniformity. These levels meet competition and training requirements.

- The car park is lit by 150 watt sodium lamps on 10-11 metre high concrete poles. The lights meet the Australian Standard for carpark lighting. The pavilion perimeter and the front undercover area are illuminated by linear surface mounted batten lamps. They are controlled by a PE-Cell and come on all night as security lighting.

4.8 Grass surrounds

- There are flat grassed areas to the north and west of the main playing field and the southern edge of the second field. These areas have healthy grass cover and are in good condition.
- The 5 metre wide grassed space between the small synthetic field and the pavilion is used to store portable goals. This area is difficult to maintain. The grass is worn and the area is mainly bare clay soil.



4.8 Lighting

- The main field has eight light towers with 12 (2000 Watt) metal halide lamps. The light poles were erected in 1999 but appear to be in good condition. A lighting audit undertaken in 2016 indicated that the lights were producing 119 lux at 0.39 average uniformity. The lux levels are suitable for the competition levels played at Anderson Park. The uniformity average, however, does not meet the standard for competition.
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- The small synthetic field is lit by two towers – one tower with two (1500-2000 Watt) metal halide lamps and a shared tower with the second field with one (1500-2000w) metal halide directed at the small field. The towers appear to be in good condition. In 2016, the lights were producing 130 lux at 0.47 uniformity. These levels meet competition and training requirements.
- The car park is lit by 150 watt sodium lamps on 10-11 metre high concrete poles. The lights meet the Australian Standard for carpark lighting. The pavilion perimeter and the front undercover area are illuminated by linear surface mounted batten lamps. They are controlled by a PE-Cell and come on all night as security lighting.

4.9 Built structures and seating

- The built facilities at the reserve consist of a pavilion, concrete terraced steps and metal seats under an undercover area and a water tank. The pavilion is large by local community sports standards. It has a floor area of around 850 square metres and comprises four changerooms with amenities, referees' changeroom, three storerooms, office, committee room, male and female toilets, accessible toilet, kitchen and coolroom and large social room. The terraced undercover area is also large (200 square metres and can accommodate around 350 people standing and 200 seated). The pavilion, undercover area and water tank are in good condition.
- There are no externally accessible public toilets at the reserve. People needing to access a toilet must enter through the social room in the pavilion.
- There are 18 aluminium benches in the pavilion undercover area which can seat around 200 people. There are two park benches in the reserve, one near the second field and the other in Bushland area 2. The benches are in good condition.

**4.10 Assessment of sports facilities against facility standards (Football Victoria and Manningham City Council)**

- Table 4 on pages 16 and 17 contains an assessment of the sports facilities at Anderson Park against Football Victoria's Facility Standards for National Premier League level (NPL) and local/community soccer level venues and Manningham City Council's Outdoor Sports Infrastructure Policy for district level soccer venues.
- The assessment indicates that the soccer facilities at Anderson Park meet or exceed the standards for local/community/ district and NPL soccer in all areas except the following:

Table 3 – Anderson Park, compliance with facility standards

Local/community/district soccer	NPL
Does not meet the standards in the following areas:	Does not meet the standards in the following areas:
<ul style="list-style-type: none"> - Width of the second field – too narrow for senior soccer - Light uniformity on the main field for competition and training, lux levels and light uniformity on the second field for competition and training. - Size of the first aid room - Size of the player amenities areas - Length of the coaches/team benches 	<ul style="list-style-type: none"> - Width of the second field – too narrow - Lux levels on the main field for competition and light uniformity on the main field for competition and training - Lux levels and light uniformity levels on the second field for competition and training - Size of two players’ change rooms - Size of the player amenities areas - Size of match official’s amenities - Size of the first aid room - Length of the coaches/team benches - Players’ race not covered - Size of match official’s amenities - Provision of media room - Size of covered spectator area

4.11 Disability access issues

- The reserve has the following disability access issues:
 - There is no accessible carparking bay in the pavilion carpark. There are two accessible bays at the north-west corner of the large carpark. The two bays do not comply with the Australian Standard in that they are not properly signed (elevated blue sign) or delineated by yellow lines
 - There is no continuous accessible path travel from the accessible parking bays in the large carpark to the pavilion
 - The accessway from the accessible parking bays is not compliant with respect to grade. The segmental brick path from the carpark to the undercover spectator area is uneven. The desire lines/tracks through the bushland areas are not disability accessible.
 - The undercover spectator area has no luminance contrast with the surrounding concrete pavement. There are no turning spaces for wheelchairs in this area or disabled seating (various heights, arm rests and back rests).
 - The lighting over the pathway between the pavilion and the second field is inadequate.
 - There is no ramp access to the tired spectator seating. The concrete steps at the spectator area do not have handrails, slip resistant strips or ground surface indicators at the top and bottom of the stairs.

4.12 Bushland areas/biodiversity

- The bushland areas contain two patches of native vegetation. The vegetation is in good health and condition. Patch One occurs in Bushland area 1 and includes many large indigenous trees and multiple smaller indigenous canopy trees. The patch has moderate species diversity with good quality revegetation. Patch Two occurs in Bushland area 2 and also includes many large indigenous trees and multiple smaller indigenous canopy trees. The Patch has less species diversity and vegetation quality than Patch One. It has also been disturbed by the frequent use of the tracks through this bushland area.
- Two invasive weed species – angle onion and oxalis - occur in the bushland areas in the reserve. Couch grass is also spreading from the second field into Bushland area 1. The weeds and couch need to be controlled to protect the patches of native vegetation.

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- The rest of the vegetation at the reserve can be described as planted vegetation. It largely consists of species indigenous to the area. The reserve has no rare or threatened flora species of state or national significance.
- The planted and native vegetation in the reserve provide nesting, foraging, resting and movement opportunities for birds and mammals. The areas of dense understory vegetation provide shelter, foraging, protection and nesting opportunities for small birds. They are also important movement corridors for small ground dwelling and large arboreal mammals. Logs, woody debris and leaf litter in the bushland area are important materials for reptile foraging and basking and foraging by birds and small mammal species.
- There are nine fauna species recorded within a two kilometre radius of Anderson Park. Two fauna species have the potential to occur in the bushland areas in the reserve – the Grey-headed Flying Fox and Powerful Owl. There is insufficient suitable habitat for the Grey-headed Flying-fox to utilise the habitat within the reserve in large densities. There is insufficient habitat for the Powerful Owl to nest within the reserve. It requires old growth trees, which are not present. The reserve has no rare or threatened fauna species of state or national significance.



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Table 4 - Assessment of Anderson Park against Football Victoria’s Facility Standards and Manningham Outdoor Sports Infrastructure Policy 2021

Facility	Preferred minimum provision/size			Anderson Park	Level of compliance with standards	Level of compliance with standards
	NPL	District/local/community			NPL	District/local/community
		Senior level	Junior level			
PLAYING FIELD AND SURROUNDS						
Pitch size	100-105m long 60m-68m wide	96-105m long 60m-68m wide	90-105m long 50m-68m wide	Main field – 100mX68m Second field- 100mX58m	Main field meets standards Second field does not meet standard (too narrow)	Main field meets standards Second field does meet standard for senior competition (too narrow)
Pitch run-off	3m	3m	3m	Main field – 5m Second field – 3m	Meets standard	Meets standard
Pitch profile	Sand base	Sand base	Sand base	Sand base	Meets standard	Meets standard
Pitch drainage	Required	Required	Required	Provided	Meets standard	Meets standard
Pitch irrigation	Automated, efficient	Automated, efficient	Automated, efficient	Provided	Meets standard	Meets standard
Pitch fencing	1.1m	1.1m	1.1m	Both fields – 1.1m	Meets standard	Meets standard
Covered players’ race	2m wide X 2.2m high covered race from change rooms to playing fields	-	-	2.2m high and 2m wide. Not covered	Does not meet standard – not covered	Exceeds standard for community sports - players race not required
Technical area	Formally line marked	Marked by cones	Marked by cones	Marked by cones	Meets standard	Meets standard
Field lighting	Competition – min 200 lux, min uniformity 0.6 Training – min 1000 lux	Competition – min 100 lux, min uniformity 0.5 Training – min 50 lux	Competition – min 100 lux, min uniformity 0.5 Training – min 50 lux	Main field – 119 lux, 0.40 uniformity Second field – 39 lux, 0.13 uniformity Synthetic field – 130 lux, 0.47 uniformity	Does not meet standards for: - Lux levels on the main field for competition - Light uniformity on main field for competition and training - Lux levels and uniformity levels on the second field for competition and training	Does not meet standards for: - Light uniformity on the main field for competition and training - Lux levels and light uniformity on the second field for competition and training.

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Facility	Preferred minimum provision/size			Anderson Park	Level of compliance with standards	Level of compliance with standards
	NPL	District/local/community				
		Senior level	Junior level			
						Uniformity levels – main and soccer fields do not comply for training or competition Lux levels – main field complies with standard for training and competition. Second field does not comply for training or competition.
Goal posts	2X(2.44mHX7.32mW)	2X(2.44mHX7.32mW)	2X(2.44mHX7.32mW)	Both fields 2X(2.44mHX7.32mW)	Meets standards	Meets standards
Coaches boxes/team benches	2X(6mX1.2m)	2X(6mX1.2m)	2X(6mX1.2m)	Main field - 2X(3mX1.2m) Second field – 2X(2.6mX1.2m)	Undersized	Undersized
Ticket booth	Required	Optional	-	Not provided	Meets standard	Meets standard
BUILDINGS						
Player changerooms	2x35m2	2x25m2	2x25m2	25m2, 30m2, 45m2, 25m2	Two change areas are undersized	Exceeds standard for community sport
Players amenities	2x25m2 (min 3 pans, 3 showers in each)	2x16m2 (min 2 pans, 2 showers in each)	2x16m2 (min 2 pans, 2 showers in each)	11m2, 11m2, 14m2, 14m2	All change areas are undersized	Slightly undersized
Match officials rooms	20m2	20m2	20m2	8m2	Undersized	Undersized
Match officials amenities	12m2 (dedicated shower and toilet required – 2 pans, 2 showers)	Dedicated amenities not required.	Dedicated amenities not required.	8m2	Undersized	Exceeds standard
First aid room	10m2 (minimum)	No minimum, more than 10m2 recommended	No minimum, more than 10m2 recommended	9m2	Slightly undersized	Not required to provide
Media room	15m2	-	-	-	Not provided	Not required to provide

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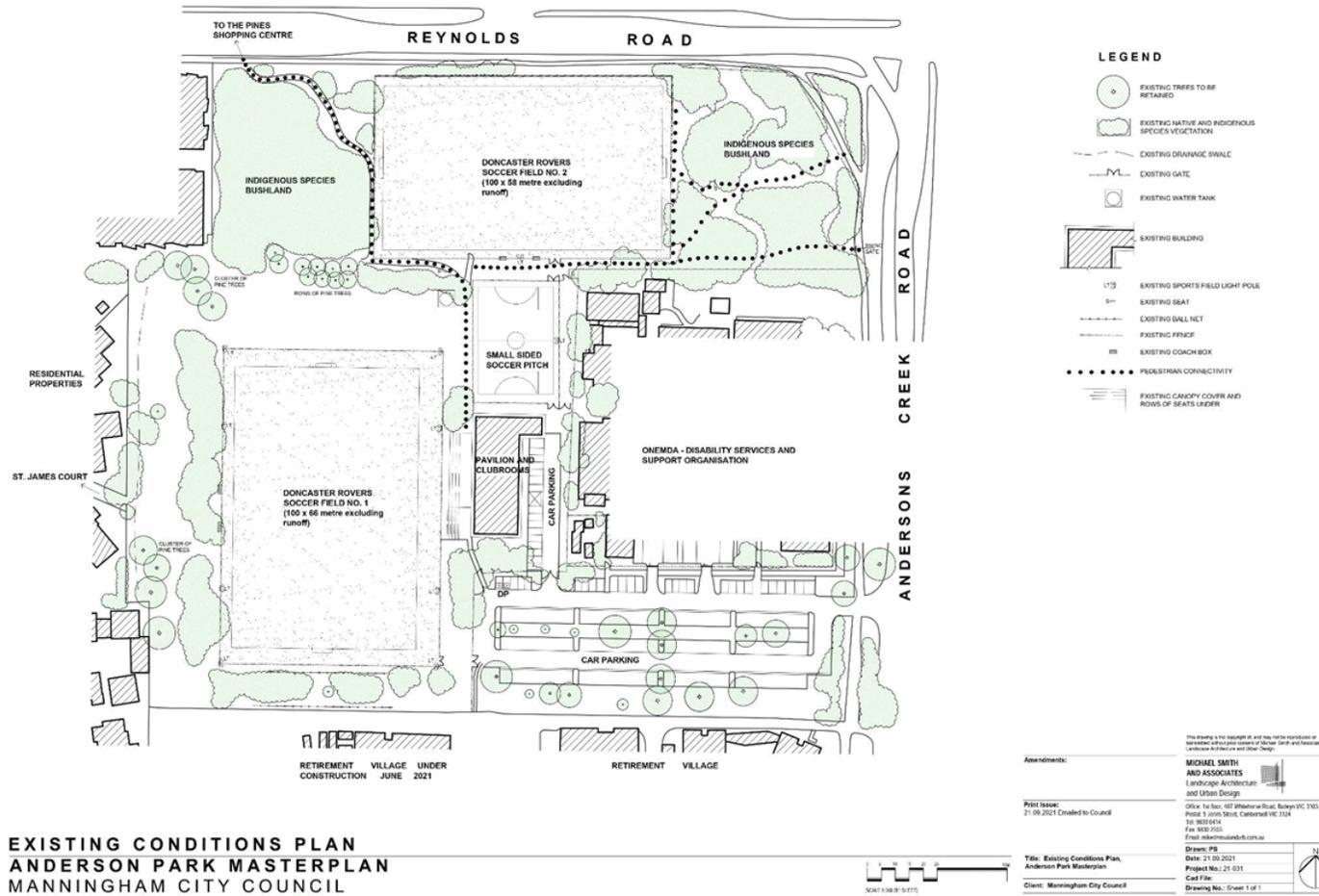
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Facility	Preferred minimum provision/size			Anderson Park	Level of compliance with standards	Level of compliance with standards
	NPL	District/local/community				
		Senior level	Junior level			
External covered viewing area	500 people seated (300m ²). Preferred tiered seating 100m ²	80-100m ² (standing room for up to 200 people) 75m ²	20-50m ²	200m ²	Undersized	Exceeds standard
Cleaners	5m ²	5m ²	5m ²	12m ²	Exceeds standard	Exceeds standard
Store	40m ²	15m ²	15m ²	12m ² , 45m ²	Exceeds standard	Exceeds standard
Kitchen/kiosk	30m ²	20m ²	20m ²	60m ²	Exceeds standard	Exceeds standard
Social/community room	150	Site dependent	Site dependent	220m ²	Exceeds standard	Exceeds standard
Public toilets (M/F)	45m ²	20m ²	20m ²	20m ² , 20m ²	Slightly undersized	Exceeds standard
Accessible toilet	7m ²	7m ²	7m ²	8m ²	Exceeds standard	Exceeds standard

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Plan D – Existing Conditions Plan



5. LEISURE TRENDS/DEMOGRAPHICS

5.1 Leisure Trends

There are a number of general leisure trends for active/passive recreation reserves which should be taken into consideration in the preparation of the Anderson Park Masterplan. These are as follows:

- Traditionally, active sports reserves were mainly and, in some cases, solely used for structured sporting purposes. This use was during the day on weekends and during the early evenings on weekdays. The reserves would sit near idle at other times. This trend has changed in recent decades and sports reserves are now seen as community recreation reserves which provide for both structured and unstructured recreation. Councils have been active in encouraging this trend by introducing facilities at reserves that support passive recreation – playgrounds, circuit paths, shade structures, park furniture, tree planting etc – and being more relaxed about the use of playing fields and courts by social and casual groups, personal trainers, dog walkers etc.
- Generally, adults are remaining fitter and more active until later in life. This is leading to an increased participation in veteran's sports and more frequent use of open space areas for walking, relaxation and social activities.
- In recent times, sports pavilions are being viewed more as multi-use community buildings. Changerooms and amenities areas are mainly used for sport but the social areas, meeting rooms and kitchens are increasingly being used by non-sporting community groups.
- Local Councils are increasingly redesigning and adapting their facilities and open space areas to ensure they are environmentally sustainable and promote universal access, i.e., accessible to people of all ages, backgrounds and abilities.
- Participation by women/girls as players and umpires in traditional male sports such as soccer is increasing. This participation is being strongly encouraged by Federal, State and Local Governments (including Manningham). This has implications for the load on the playing fields and the design of the pavilion at Anderson Park.
- More people are choosing to recreate in informal and unstructured ways. As a consequence, activities such as jogging and walking in parks for exercise and pleasure are becoming more prevalent. Sporting fields are increasingly being used by organised exercise groups (boot camps etc). This use normally occurs in the mornings and does not conflict with formal club activities.
- The rate of pet ownership, particularly as companion animals for older adults, is increasing. Exercising dogs in parks, especially at a reserve with fenced fields like Anderson Park, has become a popular activity.
- Increasing dwelling densification, particularly around major public transport routes and activity centres, is increasing the demand for public open space for active and passive recreation. This is particularly relevant to Anderson Park as it is situated near The Pines Activity Centre and in an area where there has and will continue to be significant apartment development.

5.2 Demographics

For the purpose of this masterplan, the catchment area for Anderson Park is considered to be the suburb of Doncaster East. Table 5 provides population projections for the Doncaster East through to 2036. An analysis of the projection indicates the total population is forecast to increase by 2,030 or 6.1% between 2021 and 2036. All age cohorts will increase numerically except the 20-29 years cohorts. The highest numerical and proportional increases will occur in the older age cohorts, 70-79 years and 80+ years. The smallest numerical and proportional movements will occur in the sports playing cohorts, 10-19 years 20-29 years and 30-39 years.

Table 5 – Population Projections (Doncaster East)

Age cohorts	Forecast years						
	2016	2021	2026	2031	2036	+ 21-36	+% 21-36
0 to 9	3442	3423	3498	3548	3534	111	3.2
10 to 19	3557	3983	4037	4003	4026	43	1.1
20 to 29	3807	4446	4371	4461	4427	-19	-0.4
30 to 39	3832	4392	4441	4483	4441	49	1.1
40 to 49	3993	4379	4667	4772	4789	410	9.4
50 to 59	3914	4082	4083	4281	4446	364	8.9
60 to 69	3265	3542	3687	3707	3703	161	4.5
70 to 79	2611	2854	3018	3149	3262	408	14.3
80+	1604	2029	2269	2442	2533	504	24.8
Total	30025	33130	34071	34846	35161	2031	6.1

Table 6 provides a comparison of the demographic characteristics of Doncaster East in the census years of 2006 and 2016 and between Doncaster East, Manningham LGA and Greater Melbourne in 2016. An analysis of the table indicates that the following:

- Doncaster East has an older population than Greater Melbourne (median age 41 years compared to 31 years).
- Doncaster East's 65+ years cohort increased significantly between 2006 and 2016 (7% increase as a proportion of the total population).
- Doncaster East has a disproportionately high Chinese population with 1 in 4 people of Asian descent. Doncaster East's population became less Anglo Saxon in heritage between 2006 and 2016.
- The housing mix is changing. In 2006, 80% of dwellings were separate homes and 20% semi-detached dwellings/apartments. In 2016, the mix was 68% separate dwellings and 32% semi-detached dwellings and apartments.

Table 6 – Demographic characteristics; Doncaster East, Manningham and Greater Melbourne

Characteristic	Doncaster East		Manningham	Greater Melbourne
	2006	2016	2016	2016
Total population	26698	28360	116255	4,485,211
Median age (years)	40	41	43	36
Age cohorts (years)				
– 5-14 years, % of total	12.1	11.5	11.3	11.9
– 15-24 years, % of total	14.1	12.7	12.7	13.4
– 25-54 years, % of total	40.3	32.4	37.6	43.7
– 65+ years, % of total	13	20	22	13.1
Average household size (persons)	2.8	2.8	2.8	2.7
Median weekly household income (\$)	1155	1504	1642	1,542
Cultural background (% of population)				
– English	-	15	17	20
– Chinese	-	27	18	6
– Country of birth – Australia	56	48	56	60
Family composition (% of families)				
– Couple with children	53	52	50	48

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Characteristic	Doncaster East		Manningham	Greater Melbourne
	2006	2016	2016	2016
Dwelling structure (% of dwellings)				
- Separate house	80	68	77	67
- Semi detached	16	23	16	17
- Apartment	4	9	7	15
Household composition (% of households)				
- Family	79	80	79	71
- Lone person	17	18	19	23
- Group	2	2	2	6

5.3 Implications for Masterplan

The implications of these leisure trends and demographics for the Anderson Park masterplan are as follows:

- The potential of using the pavilion at Anderson Park for broad community use needs to be considered when considering any redevelopment works for the pavilion.
- The objectives of environmental sustainability and universal access should be considered when framing the redevelopment masterplan for the reserve
- The load on the playing field and pavilion at Anderson Park will continue to grow as the popularity of soccer and the local population and the informal use of the reserve increases. The masterplan should contain actions that increase the capacity, durability and flexibility of the playing fields and pavilion.
- The ageing of the local community and the growing popularity of activities such as walking for exercise and training in groups will increase the demand for the active and passive areas of Anderson Park. This will heighten the need for enhancement to these areas, such as improved drainage, construction of paths, installation of park furniture and provision of shade and shelter.
- As the number of semi-detached dwellings and apartments in Doncaster East grows and the new retirement village to the immediate south of Anderson Park is constructed, more residents will use reserve as a local park for walking, informal play and gathering with their families and friends. This also heightens the need for improved passive spaces and durable playing fields at the Reserve.

6. CONSULTATION

6.1 Doncaster Rovers Soccer Club

Officials from the Club were asked to provide information about the following:

- The history of the club
- Player numbers
- Predictions about future participant/group numbers
- How the facilities at the reserve be improved (not just the group's facilities).
- Any other matters they wanted to raise.

The Club's responses were as follows:

- The Club was formed in 1966. Its commenced operation at Anderson Park in 1976. The area was formerly a paddock.
- The original pavilion was funded and built by the Club in 1982. A fire damaged the pavilion in 2005. It was rebuilt by the Club at this time.
- The Club participates in competitions run by Football Victoria, Victorian Churches Football Association Soccer Federation and the Victorian Punjab Federation. It has 2 senior men's teams and 14 junior girls and boys teams. Team numbers declined in recent years but are now on the increase.
- In 1994, the club's top men's team played in the Victorian Premier League, the highest level of competition in Victoria. It now plays in State League Division Two – South East, the third highest level of competition.
- Most of the Club's players are from Manningham (80-85%). A handful are from outside the municipality - from as far away as Berwick and Beaumaris. The Club aspires to grow its player numbers to 500 (currently 350). However, its is constrained from doing this as its playing fields are currently used to near capacity.
- The senior men's team plays on Friday nights. Games can attract crowds of up to 300. The carpark fills but is adequate. The carpark also gets heavily used on weekends, particularly Saturdays, when junior games are being held. It has sufficient to cater for these games.
- The club want its senior teams to be successful and hopefully promoted through the grades. However, its main focus is currently on growing its girls/junior program.
- The clubs facility needs/wants are as follows:
 - Provision of a 3rd field with one synthetic. If not possible, conversion of the main field to synthetic, erection of a shelter and provision of lights over the whole field
 - Upgrade of the second field – resurfacing with Santa Ana couch and topdressing, lights converted to LED - and eventual conversion to a synthetic grass surface
 - Resurfacing of small synthetic field
 - Construction of a second small synthetic field
 - Concrete pad laid near water tank for storage of goals
 - Conversion of grassed area between pavilion and small synthetic field to a spectator area for the small synthetic field
 - Lighting provided along the path connecting main and second field
 - Electronic scoreboard erected to serve the main playing field
 - Canopy installed over the small synthetic field
 - Conversion of electricity supply to solar
 - Replacing the cool room in the pavilion

- Security cameras installed around the pavilion
- Bag dispensers and bins provided for dogs.
- Priorities are:
 - Resurfacing of small synthetic field
 - Conversion of the main field to synthetic and lights converted to LED
 - Upgrade of the second field – resurfacing with Santa Ana couch and topdressing, lights converted to LED
 - Construction of shelter for the second field
 - Concrete pad laid near the water tank for storage of goals
 - Conversion of the grassed area between pavilion and small synthetic field to hard surface area for storage of goals.

6.2 Local residents

Local residents were invited through an online survey to provide their thoughts on the attributes of Anderson Park and the improvements that are needed at the park. The survey asked residents to provide information on/responses to the following:

- How often they use the reserve?
- Had they used the reserve in the last two years and how often?
- What they use the reserve for?
- What aspects of the park they like and the key words they would use to describe the reserve?
- What changes/improvements they would like to see happen at the reserve in the future?
- Other comments they would like to make about the reserve.

A full analysis of their responses is provided in Appendix B. A summary of the main findings of the survey is as follows:

- 40 residents responded to the survey. 25% use the reserve on a daily basis, 23 (58%) weekly, 4 (10% fortnightly) and 3 (7.5% monthly).
- 18 (45%) use the reserve to play competitive soccer, 18 (45%) to watch soccer, 17 (43%) to exercise, 11 (27.5%) to walk the dog, 6 (15%) to play with friends and 3 (7.5%) to enjoy the bushland.
- Regarding the aspects of the reserve the respondents like:
 - 22 commented about the location, setting, layout and spaciousness of the reserve. Descriptions such as the 'park seems removed from suburbia', 'quiet oasis amongst a residential area' and 'secluded from the main road' were used. Some liked the size of the reserve, the layout of facilities and the informality of the paths. One commented that they were disappointed that most of the indigenous vegetation had been lost
 - 9 commented about the soccer facilities. Some said the reserve was a great venue for soccer – multiple pitches, synthetic grass warm up area, undercover spectator area, canteen, great balance between sporting pitches and nature areas. One said there was insufficient carparking. One indicated the reserve is a great facility for children to play and families to make making social connections
 - 7 commented on the reserve being a great location to walk dogs. They said the fenced fields at the reserve were ideal facilities for dogs. One indicated that dog walking at the reserve was 'the key to her lifestyle' as she lived in a flat and had no access to private open space.

- With respect to the key words respondents think of when reflecting on the reserve, phrases such as 'the soccer field is my home', 'the community feel of the soccer fields' and 'diverse offerings' were mentioned.
- With respect to changes/improvements that should be made at the reserve:
 - 31 respondents suggested that improvements be made to the soccer facilities at the reserve. Recommended works included:
 - Converting one or both of the natural grass fields to synthetic
 - Reconfiguring the layout of the reserve to provide a third large field
 - Widening the second field
 - Constructing a second small synthetic field
 - Splitting one of the large fields into four smaller fields
 - Upgrading the playing surfaces
 - Upgrading the lighting over both fields. LED lamps, solar energy
 - Erecting a grandstand
 - Extending the high fence at the ends of the second field across the full width of the fields
 - Providing a warm-up area with a short running lane next to the main field
 - Erecting an electronic scoreboard
 - Constructing a shelter/small pavilion for second field
 - Improving the security lighting around the pavilion
 - Erecting a canopy over the small synthetic field
 - 8 respondents suggested that improvements be made the reserve to make it a better dog walking venue. Recommendations included:
 - Converting the grassed area to the west of the main soccer field to a fenced-in dog walking area
 - Closing any gaps in the fence around the main field to make it a secure dog walking area
 - Converting Bushland area 1 to a dog play area
 - 7 respondents suggested that the bushland areas be better protected and maintained. Some wanted more plantings, others wanted debris (broken trees, litter etc.) to be removed and the areas to be generally cleaned up.
 - 6 respondents commented about improving the path network and providing play facilities in the reserve. One suggested that a parkour facility be erected. One asked that public toilets and more litter bins be provided at the reserve.

6.3 Council officers

Council officers involved in the planning, management, development and maintenance of Anderson Park were asked to indicate what they consider to be the role of the reserve, any changes that are occurring around the reserve that might have implications for the masterplan and the improvements they thought were needed at the reserve. Their comments were as follows:

- Anderson Park is an important open space area with a diversity of roles. It:
 - Provides for community sport (soccer) and informal play
 - Provides for passive recreation where local residents can walk, ride, spectate, relax and contemplate
 - Is designated as 'a dog off leash venue'
 - Is used as a thoroughfare by people walking to and from The Pines Activity Centre and Onemda, The Orchards Bapcare Retirement Village and the residential area to the south of the reserve
 - Provides a visual break from the commercial and residential properties along Reynolds Road.

- Residential development will continue to occur around the reserve and the local population will continue to grow. 3-4 storey apartments blocks are being constructed, the retirement living facility is being expanded and a new retirement facility is under construction to the immediate south of the park.
- Traffic flow in the main carpark is meant to be one way. However, it is not formalised. The feasibility of formalising the one way flow should be investigated.
- Council has allocated funds in its Capital Works Program to develop a low level playspace at the Reserve (\$250k, 2022/23). This could be located on the flat grassed area to the north of the main field.
- More planting is required on to the western and northern edges of the reserve. A succession plan is needed for the existing trees in these areas.
- The main field is suitably sized. Its playing surface is uneven and worn from heavy use. The second field is undersized in terms of width. The ground surface is worn, particularly under the sole light tower. The north-west corner of the field drops away (the field is nominated for conversion to synthetic in the Recreation Capital Works Program 2025/26).
- The small synthetic surface is worn and needs resurfacing (nominated for a surface upgrade in the Recreation Capital Works Program 2025/26). Note; the field should be available for public use.
- The irrigation systems on the grass playing fields are over 20 years old and need review and possible upgrade.
- There is an exposed PVC pipe in the spoon drain on the east side of soccer field. This needs to be rectified.
- The lighting over the main field and small synthetic field is adequate. The lighting over the second field is not suitable – only one pole, low lux levels, poor uniformity (upgrade works nominated in the Recreation Capital Works Program, suggested year, 2025/26)
- No concerns have been expressed by residents about light spill from the floodlights at the reserve. LED technology and remote access using mobile phones is currently being tested at other reserves and could be introduced at Anderson Park
- A gravel path extends from the playing field through Bushland area 1 to Reynolds Road and the Pines Activity Centre. It is used regularly as a north-south link from Reynolds Road into the park. The feasibility of installing lights on this path should be investigated.
- There are only two park benches in the reserve. There are some security issues with people loitering in the pavilion undercover area.
- The bushland areas should be protected and enhanced. Some of the goat tracks should be closed off and the pine trees carefully removed. No works should be undertaken in the reserve which have the potential to damage the vegetation, impede regeneration or encourage weed growth.
- Consideration should also be given to the following works:
 - Constructing a shelter to serve the second soccer field
 - Converting part of the grassed track from St James Court into the reserve to a hard surfaced pathway
 - Creating a loop track around the main soccer field
 - Installing a concrete path along the southern edge of the second playing field
 - Converting part of the grassed space between the pavilion and the small synthetic field to a hard surface area
 - Installing an externally accessible public toilet at the reserve. This could be against the south side of the pavilion (project nominated in Council's Capital Works Program. \$150k, 2024/25).
 - Installing suitable lighting should be provided around the toilet including along the path from the large carpark to the toilets

- Improving the general appearance of the reserve by removing some of the internal fencing in the reserve such as the fence between the large and small carparks, landscaping along the edges of the carparks and at the entrance to the pavilion carpark and improving the paved surfaces
- Providing more park furniture in the reserve
- Sealing the area around where the drinks fountain is located
- Overtime replacing the high chain wire fencing behind the soccer goals with suitable netting.

6.4 Football Victoria (FV)

FV was asked to comment on the suitability and quality of Anderson Park as a soccer venue and the strength and viability of the Doncaster Rovers Soccer Club. FV's comments were as follows:

- Doncaster Rovers Soccer Club is a strong viable club. It is well managed and after a period of decline is now growing in player numbers. It is anticipated that player numbers will continue to grow in the future.
- Anderson Park is an excellent community soccer venue. It has two good size fields, sufficient carparking and a large well designed pavilion and undercover spectator area.
- FV supports the Club's proposal to convert one (or both) of the fields to a synthetic surface. FV's preference is that the main field be converted. It is the larger field and located next to the pavilion.
- FV indicates that the surface choice is critical to the playability and longevity of the synthetic field. Some surfaces roll better and are harder. Some are more acceptable to the higher skilled players.
- FV also supports the Club's desire to upgrade the lights over both playing fields



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7. SUMMARY OF SUGGESTED IMPROVEMENTS/ASSESSMENT OF MERIT

Table 7 lists the improvements to the reserve that were identified in the literature review, audit of the reserve and consultation process. The table includes assessments of the merits of the improvements and make recommendations about whether the improvements should be included as actions in the reserve masterplan. The assessments of merit has been informed by further consultation with Council officers, Doncaster Wolves Soccer Club and Football Victoria.

Item	SUGGESTED IMPROVEMENT	SOURCE			ASSESSMENT OF MERIT
		Lit review	Audit	Consultation	
1	Erect a more visible directional sign to the reserve on Anderson Creek Road.		✓		<ul style="list-style-type: none"> The existing small blue finger board sign on the east side of Anderson Creek Road advising of the reserve's presence is easily missed by visitors. <p>Recommended</p>
2	Repair the open drain at the entrance to the reserve off Anderson Creek Road.		✓		<ul style="list-style-type: none"> There is a swale drain associated with the grassed nature strip reserve at the vehicular entrance to the carpark. The drain presents poorly with large puddles of water. Consider reconstruction of the entrance. <p>Recommended</p>
3	Repair the damaged pavement and kerbing in the large carpark.		✓		<ul style="list-style-type: none"> The existing carpark has edges defined by concrete kerb and channel throughout the 150 space carpark. Some of the kerb and channel and nodal projections that support trees are cracked due to vehicles mounting the kerbs. In some cases, this is further exacerbated by large Ironbark Gum Trees growing in the central median strips. In several areas, tree roots have caused cracking and deflection of the asphalt carpark surface. <p>Recommended</p>
4	Formalise the one-way flow of vehicles in the large carpark.				<ul style="list-style-type: none"> The current flow of traffic through the large carpark is one way, However, it is not formalised. Council is keen to formalise the one-way flow as it will reduce the potential for conflict. The traffic consultants engaged for the masterplan agree with this view. The concern about formally introducing one way flow is the potential for losing carpark spaces. This is not a desirable outcome. Further investigation is needed to assess how flow can be improved and the loss of carparking can be minimised. The notion of a second entry off Anderson Creek Road should also be investigated. This could be done through a detailed design process fir the carpark. <p>Review the direction of traffic flow through and the layout of the large carpark as part of detailed design process</p>

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Item	SUGGESTED IMPROVEMENT	SOURCE			ASSESSMENT OF MERIT
		Lit review	Audit	Consultation	
4	Correctly sign the accessible carparking bays in the large carpark.	✓	✓		<ul style="list-style-type: none"> The existing spacing and delineation of the bays does not meet current Accessibility Compliance Standards. <p>Recommended</p>
5	Upgrade the pathway to the pavilion from the accessible bays in the large carpark.	✓	✓		<ul style="list-style-type: none"> The existing segmental brick pavers have deflected due to nearby tree roots and general age of the pavement. The entire entrance to the reserve and the pavilion is not welcoming and needs to be redesigned to make the entrance less prison-like. This can be achieved with a wider path, appropriate black chain mesh fencing, a handrail to the path, planting to cover mulched garden beds and signage. <p>Recommended</p>
6	Provide an accessible carpark in the pavilion carpark.		✓	✓	<ul style="list-style-type: none"> There is no accessible carparking bay in the pavilion carpark The access audit recommends that an accessible bay be provided. It should be as close as possible to the pavilion entrance. <p>Recommended</p>
6	Review the need for the fence between the large carpark and pavilion carpark. Remove if not needed.		✓		<ul style="list-style-type: none"> The existing chain mesh fence at the entrance to the pavilion carpark is rusted and presents poorly. The soccer club wants the fence to remain as it enables them to charge entry fees for senior soccer games. The gate can be removed. There may also be scope to reduce the scale of the fencing and still retain the entry. The fence should be updated to black coated chain wire. <p>Not recommended. The fence should be retained and updated. The gate should be removed and the entry widened.</p>
7	Improve the general appearance of the reserve by removing some of the internal fencing in the reserve such as the gate and fence between the large and small carparks, landscaping along the edges of the carparks and at the entrance to the pavilion carpark and improving the paved surfaces.		✓	✓	<ul style="list-style-type: none"> There is a significant amount of cyclone mesh fencing to the southern side of the reserve and fencing of the soccer fields. Most of the high fencing is required to prevent soccer balls entering adjoining land (including private land). Overtime, it could be replaced by netting. There is scope for improved presentation of fences. This can be achieved through replacement with black PVC coated chain mesh and reducing the amount of fencing in the reserve. The carpark's median strips are best left as gravel or worn grass, as it is unlikely planting within the medians would survive the pedestrian routes within the carpark area. Landscaping along the perimeter edges of the carpark area should be a priority in conjunction with Council's objectives of establishing indigenous and succession planting as previously raised.

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Item	SUGGESTED IMPROVEMENT	SOURCE			ASSESSMENT OF MERIT
		Lit review	Audit	Consultation	
					Recommended
8	Seal a small section of the gravel path in Bushland area 1 (from Reynolds Rd to about 8m into the bushland area).		✓	✓	<ul style="list-style-type: none"> The gravel path in this area is comparatively steep and can get slippery underfoot. Sealing would make the path safe. Any sealing treatment should not extend beyond the existing footprint and extend only a maximum of 8 meters into the bushland area. This will minimise the potential for damage to the vegetation and discourage weed growth. Recommended
9	Improve connections between the Pines Shopping Centre, Anderson Park, The Orchards Bapcare Retirement Village and St James Court, as per the recommendations in The Pines Activity Centre Structure Plan.	✓	✓	✓	<ul style="list-style-type: none"> The masterplan brief, the open space strategy, The Pines Activity Centre Structure Plan, the site analysis and the consultation with residents and Council officers, all highlighted the need for better access and connectivity in a rapidly changing surrounding area of higher density residential living. Recommended
10	Convert part of the grassed track from St James Court into the reserve to a hard surfaced pathway	✓	✓	✓	<ul style="list-style-type: none"> This is an important access point for people who live to the west of the reserve. Currently, the grassed access is a right of way of approximately 8 metres in width at the footpath and less width at the park boundary. A hard surface would make the track more usable. Recommended
11	Create a loop track around the main soccer field. Create a gravel path from the concrete path leading up to the pavilion to the proposed shelter servicing the second soccer field and then across to the south east edge of the field. Generally, improve connectivity in the reserve.				<ul style="list-style-type: none"> A connected path network should be developed in the reserve. The network should consist of the following: <ul style="list-style-type: none"> The existing track through Bushland area 1 The existing diagonal goat track through Bushland area 2 The existing access track from the swing gate on Anderson Creek Rd to the south east edge of the second playing field A new path from the south east edge of the second playing field to the southern end of the track in Bushland area 1 (this will connect to the proposed new shelter; care will need to be taken with respect to the trees at the south east corner). The existing concrete path from the north end of the pavilion to the second playing field. A new loop path around the southern, western and northern edges of the main playing field which starts at the path between the pavilion and second playing field, connects to the entrance off St James Court and ends at the southern end of the terraced spectator area at the front of the pavilion. The existing path from the large carpark to the southern end of the spectator area.

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		Lit review	Audit	Consultation	
					<ul style="list-style-type: none"> The path network should be concrete except the diagonal track through Bushland area 1 (initial 8m concrete, remainder gravel), the diagonal goat track through Bushland area 2 (remain as dirt) and the access track from the swing gate to the south east edge of the second soccer field (remain as grass). The suggested paths would enhance access to key facilities – pavilion, proposed shelter, Bushland area 1, grassed area west of main soccer field, St James Court – and encourage resident to sue the reserve for strolling and walking for exercise. <p>Recommended that the path network as described above be created.</p>
12	Plant more trees along the western and northern edges of the reserve. Produce a succession plan for the existing trees in these areas.		✓	✓	<ul style="list-style-type: none"> The open area west of the main soccer field is lightly treed. More planting and succession planning would benefit this area. Planting should be of indigenous species to create habitat corridors for wildlife. Suggested species include Yellow Box, Blackwood, Golden Wattle, Sweet Bursaria, Plum-leaf Pomaderris and Black She-oak The western boundary of the bushland area is being managed to allow natural regeneration. No planting is required. The northern boundary is well vegetated towards the eastern end. Trees are unlikely to establish in the mudstone areas in the central and western ends. Suitable shrub species should be planted as small tube-stock in this area. <p>Plant more trees in and prepare a succession plan for the existing trees in the area west of the main soccer field.</p> <p>Plant suitable shrub species in the mudstone areas at the northern end of the bushland areas.</p>
13	Protect the native vegetation patches at the reserve. Remove invasive weeds.	✓	✓	✓	<ul style="list-style-type: none"> The two bushland areas have significant stands of remnant indigenous vegetation. The overall enhancement of both bushland areas is important given the loss of vegetation in the immediate area due to urban development. The areas have weed species - Bushland area 1 has a number of pine trees and Bushland area 2 has angled Onion weed and Oxalis. The pine trees in Bushland area 1 were rated in a recent arborist’s report as being in poor to fair condition. They should be removed over a number of years (around two trees per year). Sudden removal would dramatically change light levels and hydrology promoting ground storey weed invasion. Removal would also be logistically and financially challenging as no machinery could enter without destroying ground storey. The Angled Onion and Oxalis are confined to a relatively small area in Bushland area 2 and will eventually be controlled when the more aggressive and rapidly spreading grassy etc weeds are controlled. If they were removed, they would

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		Lit review	Audit	Consultation	
					<p>create a void which another weed would invade. Careful management over many years has vastly improved Bushland area 2.</p> <p>Undertake a staged removal of the pine trees in Bushland area 1 (two trees per years starting with the trees rated as poor).</p>
14	Review the safety of the rock embankment on the north-western edge of the reserve.		✓		<ul style="list-style-type: none"> For most of the Reynolds Road frontage, there is an embankment of Silurian mudstone rock. To the west end, close to the existing gravel access track through the edge of the bushland, the mudstone has eroded and broken up into stones that tumble onto the Reynolds Road footpath becoming trip hazards for pedestrians. The issue can be rectified by the planting of long lived, roof matting and self seeding species. These include: <ul style="list-style-type: none"> Nodding Saltbush, Running Postman, Flax-lily, Knead and Slender Wallaby Grass, and Hoary Sunray all grown in cells A few shrubs such as Correa in tubes where soil allows. <p>Plant suitable species along the embankment</p>
15	Review the goat tracks in bushland area 2. Ensure their use is not damaging the native vegetation.		✓	✓	<ul style="list-style-type: none"> There are a number of goat tracks through Bushland area 2. The diagonal track through the area is important for connectivity and should remain. The other tracks should be closed by strategically placed logs and branches. <p>Retain the diagonal track. Close the other tracks.</p>
16	Examine the feasibility of erecting lights over the path through Bushland area 1		✓	✓	<ul style="list-style-type: none"> There are two competing parameters with respect to providing lighting over the path in Bushland area 1. The path provides a throughfare through the reserve to The Pines Shopping Centre and bus route connections. Lighting may be justified for this function. However, lighting will adversely impact the wildlife in the bushland area. There is an alternative route to walking through the park. People can use the footpaths on Reynolds Rd and Anderson Creek Rd. This route is lit and only 30 metres longer than the path through the Reserve. <p>Lighting is not recommended.</p>
17	Convert the Bushland area 1 to a dog play area.			✓	<ul style="list-style-type: none"> This would be counterproductive to the ecological and environmental values of this stand of remnant bushland. The inclusion of dogs, presumably off-leash, would affect vegetation with tramping and would deter wildlife habitats. <p>Not recommended</p>
18	Provide more litter bins.			✓	<ul style="list-style-type: none"> There is a shortage of litter bins at the reserve. It was noted during the visit to the reserve there has been litter. such as drink bottles and wrappers scattered in certain areas. The community has raised concerns about litter in the reserve.

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		Lit review	Audit	Consultation	
					<ul style="list-style-type: none"> The soccer club puts out special bins to cater for litter during soccer matches. More bins should be provided. They should be near the pavilion, in locations where the bins can be easily accessed for emptying. <p>Recommended</p>
19	Provide more park furniture in the reserve.		✓	✓	<ul style="list-style-type: none"> Currently, there is a lack of seating away from the soccer fields. There is one seat in Bushland area 2 and a seat on the south side of second soccer field. With increased use of the park by the local community and the generally ageing population in the area, the need for seating will increase. The seating should be provided at selected locations around the path network. <p>Recommended</p>
20	Develop a playground in the reserve.	✓		✓	<ul style="list-style-type: none"> Respondents to the survey requested that a playspace be provided. Council's open space strategy recommends that a low level playspace be provided at the reserve. A playspace at Anderson Park is likely to get significant use during soccer games and training. Funding for the playspace has been allocated in Council's capital works budget (\$250K, 2022/23). There are nine playspaces located within a 1km radius of Anderson Park. Although these playgrounds are reasonably close to Anderson Park, the topography and the haphazard street network make them less accessible. The growth of higher density residential living in the immediate area heightens the need for local level playspaces. The most suitable location for the playspace from an access and surveillance perspective is the grassed area between Bushland area 1 and the main soccer field. A net would have to be erected between the field and the playspace to protect playground users from soccer balls <p>Recommended</p>
21	Reconfigure the layout of the reserve to provide a third large field.			✓	<ul style="list-style-type: none"> There is insufficient room within the reserve to accommodate a third field. Even if the second field was relocated and the bushland areas removed, the third field would extend over the eastern boundary of Anderson Creek Road. <p>Not recommended</p>
22	Widen the second field to make it suitable for senior competition.	✓	✓	✓	<ul style="list-style-type: none"> The second field is approximately two (2) metres too narrow for senior competition. The field is suitably sized for junior competition and junior and senior training. It is used extensively for these activities.

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		Lit review	Audit	Consultation	
					<ul style="list-style-type: none"> It is possible to extend the field a metre to the north and south. A northern extension, however, will leave the field and the 5-metre high ball fence in a precarious location, being on an already fragile mudstone rock face. The field could be extended 2 metres to the south side of the current alignment. However, works would need to be undertaken to relocate the gravel path at the south-west corner of the soccer field. Also, if the field was widened, it would not be possible to construct the proposed path connecting the goat track through Bushland area 1 to the concrete path leading down to the pavilion. The field could be retained at its current size and still get significant use for junior games and senior and junior training <p>Not recommended</p>
23	Convert one or both of the natural grass fields to synthetic. Upgrade the main field – resurfacing with Santa Ana couch and topdressing		✓	✓	<ul style="list-style-type: none"> Both fields get significant use. Player numbers at the soccer club using the fields will continue to grow. Therefore, the load on the playing fields will increase. The sports field audit conducted for the masterplan found that the playing fields were struggling to cater with the existing load. It recommended that the fields be upgraded. The audit identified the works involved in upgrading the grassed fields. The works were extensive and included stripping and reprofiling shaping the fields, laying sandy loam, installing new drainage and irrigation systems, sodding with Santa Ana couch and oversewing with rye grass. The audit estimated that the cost of upgrading the two fields at Anderson Park would be around \$1.2m. The audit considered another option – upgrading the main grassed field and replacing the second field with a synthetic field. The audit estimated the capital cost of this option at \$1.8m. The audit considered the costs over a 50 year life cycle of 1) retaining the two fields as natural grass fields and upgrading/reconstructing them and 2) retaining the main field as a natural grass field and upgrading/reconstructing it and converting the second field to synthetic. It found that the natural grass options would be around \$5.2m and the natural grass/synthetic option would be around \$6.6m. The audit estimated that the upgraded grassed fields could be used for a 40 hours per week in total and grass/synthetic fields 70 hours in total. Over a 50 year period, the cost of the grassed fields option would be \$50 per hour. The grass/synthetic field option would be \$36 per hour. If Council and the club want to pursue a synthetic field, a decision will need to be made about which field to convert. The arguments for the main field are

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					<p>that it is full sized and near the pavilion. The argument against is that senior grade players prefer to play on natural grass. The argument for the second field is that it is predominantly used for junior training and competition, for which synthetic grass is a suitable surface. The argument against is that the field is further away from the main pavilion.</p> <ul style="list-style-type: none"> The Club’s preference is for the main field to be converted to synthetic first and then the second field at a later date. Football Victoria favours the main field option. It says that there are synthetic surface types that perform like natural grass and are satisfactory to higher grade players. i.e., they have good roll and cushioned surfaces. Another consideration is the use of the fields by dog walkers. Synthetic fields are not suitable for dogs. The main dog area at the reserve is the main field. If the main field is converted to synthetic, the second field will become the main dog field. Gates should be provided at the south east and south west corners of the field to facilitate easy access for dog owners. The field that remains as grass (likely to be the second field) will need to be upgraded. The current profile of the second field is suitable. Works would involve stripping back the surface, installing drainage and irrigation, leveling and reurfing. The suggested turf species is Santa Ana couch oversown with perennial Rye grass. The access track to the main field will have to be upgraded so that it can support trucks carrying sand for the synthetic field and cherry pickers to replace the lamps in the light towers. <p>Convert the main field to synthetic. Upgrade the second field as a natural grass field. Consider conversion to synthetic in the medium to long term. Upgrade the maintenance access track to the main field from the large carpark to make it suitable for heavy vehicles.</p>
24	Review the irrigation systems on the grass playing fields. Upgrade if needed.		✓	✓	<ul style="list-style-type: none"> Both fields have pop-up spray-head irrigation systems. A decision on whether one or both fields is changed to synthetic turf needs to be made before any investigation of the current irrigation system is made. Issues to be connected with irrigation are the soil/sand drainage profile and the pipe drainage system. These need to be considered in conjunction with the irrigation system upgrade. <p>Recommended</p> <ul style="list-style-type: none"> This field is heavily used. The surface is wearing and needs upgrade.
25	Resurface the small synthetic field.		✓	✓	<ul style="list-style-type: none"> This field is heavily used. The surface is wearing and needs upgrade.

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					<ul style="list-style-type: none"> Project has been included in the Recreation Capital works Program for 2025/26. <p>Recommended</p> <p>Note: Council’s maintenance vehicles drive over the synthetic field to get access to the second soccer field. This need to be considered when upgrading the small synthetic field.</p>
26	Construct a second small synthetic field.			✓	<ul style="list-style-type: none"> A second small field could only be justified if a decision was made not to convert one of the larger fields to synthetic. The grassed space between Bushland area 1 and the main soccer field would be the best location for a small synthetic field. However, this location is not big enough (too narrow) and has been nominated for a possible playspace. <p>Not recommended</p>
27	Upgrade Anderson Park to a Class A soccer facility suitable for NPL games.	✓			<ul style="list-style-type: none"> Facility standards have been prescribed by Football Victoria and Manningham Council for NPL level competition. The Anderson Park Facility meets these standards in the following areas: <ul style="list-style-type: none"> Main pitch size, run-off, profile, drainage, irrigation and fencing. Lighting lux levels on the main field for senior training, lux levels and uniformity on the synthetic field Width of players race Technical area, goal posts, cleaners storage, overall storage Size of kitchen/kiosk, social/community room, toilets (M/F), accessible toilet The Anderson Park Facility fails to meet the standards in the following areas: <ul style="list-style-type: none"> Width of the second field – too narrow Lux levels on the main field for competition and the second field for competition and training Light uniformity on both fields field for competition and training Size of the first aid room and the player amenities areas Length of the coaches/team benches and players’ race not covered Size of players’ and math officials’ amenities areas Lack of media room and size of spectator area The cost of upgrading the reserve to NPL standard would be significant There are already three NPL standard venues in Manningham. An additional venue cannot be justified. <p>Not recommended</p>
28	Upgrade the lighting over both fields. LED lamps, solar energy	✓	✓	✓	<ul style="list-style-type: none"> The lighting audit found that the lights over both fields need upgrade – poor uniformity and low lux levels. It recommended that: <ul style="list-style-type: none"> 4 new poles with LED lamps be erected over the second field

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		Lit review	Audit	Consultation	
					<ul style="list-style-type: none"> - LED lamps be installed over the main and synthetic fields - If feasible, the 8 light poles over the main field be replaced with 4 poles <ul style="list-style-type: none"> • These improvements will make the lights more efficient and effective and compliant with FV and Manningham Council standards. <p>Recommended</p> <ul style="list-style-type: none"> • Note: care should be taken when designing the lighting to ensure that it does not adversely impact the wildlife in the reserve. This is particularly relevant to the lighting over the second playing field where there is a risk of light spill into the adjoining bushland areas.
29	Split the main field into four smaller permanently fields.			✓	<ul style="list-style-type: none"> • The existing grass fields can currently be split into smaller fields through the use of portable goals and temporary line-marking. A permanent split is not needed. <p>Not recommended</p>
30	Erect a grandstand.			✓	<ul style="list-style-type: none"> • There is a large 300 person capacity undercover seating space for spectators to view soccer matches in front of the existing pavilion. • The structural integrity of the existing pavilion and change rooms may not be suitable to support a grandstand. • A grandstand would be a costly impost on the club and funding sources. <p>Not recommended</p>
31	Extend the high fence at the ends of the second field across the full width of the field.			✓	<ul style="list-style-type: none"> • Currently the 5 metre high ball catch fencing spans approximately halfway at both ends. • It would be sensible to extend the high ball catch fencing across the entire width of the field to prevent balls going into the bushland areas and it easier to retrieve during games and training sessions. It would add to the functionality of the field. • The extension could be either netting or chain wire fencing. Netting is preferred but would not blend in with the existing fence. Council and the Club will need to decide what type of fencing to install. <p>Recommended</p>
32	Overtime, replacing the high chain wire fencing behind the soccer goals with suitable netting.				<ul style="list-style-type: none"> • The high chain wire fences behind the goals on the playing fields at the reserve are visually obtrusive. • The common practice now is to erect netting behind the goals instead of the wire fences. The netting is more attractive and equally effective. <p>Recommended</p>

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33	Construct a shelter/small pavilion for the second field.		✓	✓	<ul style="list-style-type: none"> A small pavilion is not needed for the second field. The main pavilion is close and has sufficient capacity to cater for the second field (four changerooms and amenities areas) A small shelter for weather protection could be accommodated on the existing grassed area south of the second field. This structure could provide shelter for waiting parents and spectators watching the activities taking place on the second and synthetic fields. The feasibility of developing the shelter needs to be assessed in conjunction with potential widening of the field. <p>Recommended that a small shelter be constructed</p>
34	Provide a formal warm-up area with a short running lane next to the main field.			✓	<ul style="list-style-type: none"> Players can warm up on the grassed area north of the main field. There will still be sufficient space for this activity even if a playspace is erected in this location Players can also warm up on the small synthetic field A formal warm-up area is not needed. <p>Not recommended</p>
35	Erect a canopy over the small synthetic field.			✓	<ul style="list-style-type: none"> A canopy over the small-sided synthetic field would provide weather protection and possibly reduce the deterioration of the synthetic surface. Conversely, it may encourage greater use and more wear and tear on the synthetic surface. The canopy would be nice but is considered excessive. <p>Not recommended</p>
36	Lay a concrete pad near the water tank for storage of goals Convert the grassed area between pavilion and small synthetic field to a spectator area for the small synthetic field.		✓	✓	<ul style="list-style-type: none"> The portable goal nets are currently stored in the narrow space between the north side of the pavilion and the small-sided soccer field. Some are also left on the field. Conversion of the degraded surface to a hard surface would ease handling of the goal nets and better present the storage space. A storage pad at ground level near the water tanks would also be helpful. <p>Recommended</p>
37	Convert the area between the pavilion and the small synthetic field to a spectator area for the small synthetic field.				<ul style="list-style-type: none"> The area is unattractive and difficult to maintain Conversion to a spectator area would make good use of the reserve <p>Recommended</p>
38	Provide some accessible seating in the undercover terraced spectator area.				<ul style="list-style-type: none"> There is no accessible seating in the terraced spectator area at the reserve. The most suitable location for the seating is on the top tier of the terraced area. It could replace some of the existing seating
39	Erect an electronic scoreboard to serve the main playing field.			✓	<ul style="list-style-type: none"> An electronic scoreboard will improve the experience for spectators.

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					<ul style="list-style-type: none"> Under Council's infrastructure policy, the clubs is responsible for providing the scoreboard. <p>Recommended (clubs responsibility)</p>
40	Convert electricity supply to solar.			✓	<ul style="list-style-type: none"> Achieving greater sustainability through reducing greenhouse gases and power production is an important goal. <p>Recommended</p>
41	Install security cameras around the pavilion.			✓	<ul style="list-style-type: none"> It is not normal Council practice to erect cameras at sporting pavilions. <p>Not recommended</p>
42	Install bag dispensers and bins for dogs.			✓	<ul style="list-style-type: none"> Council has a policy to not provide bins and dispensers. <p>Not recommended</p>
43	Provide an externally accessible public toilet in the reserve.	✓		✓	<ul style="list-style-type: none"> The provision of an external accessible toilet was recommended by Council officers, the soccer club and local residents. The Council's Public Toilet Plan also recommended the provision of a toilet at Anderson Park. An allocation of \$150k has been included in Council's Capital Works Plan 2025/2026. The reserve receives high passive recreation use when the pavilion is closed. Spectators have to enter the social area to access a toilet when games are played. An externally accessible toilet should be provided. <p>Recommended</p>
44	Convert the grassed area to the west of the main soccer field to a fenced-in dog walking area.		✓	✓	<ul style="list-style-type: none"> The area is not enough to support a fenced dog-walking area. Dogs would demand the area. If the main field was converted to synthetic, it may no longer be suitable for dogs. An alternative dog area would be needed. The area is not highly accessible and may become less accessible if the playspace is constructed at the northern end of the main field. The second playing field could become the main dog off leash area. <p>Not recommended</p>
45	Close any gaps in the fence around the main field to make it a secure dog walking area.			✓	<ul style="list-style-type: none"> There are narrow gaps in the 1.1 metre high cyclone mesh fence where the fence joins the coaches/players boxes to the west side of the field. Infill mesh could easy be fitted to corner each gap. This would make the field secure for dogs. The field is likely in the future to be converted to synthetic and, at that time, dog access to the field will cease.

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Item	SUGGESTED IMPROVEMENT	SOURCE			ASSESSMENT OF MERIT
		Lit review	Audit	Consultation	
					Recommended as a temporary measure
46	Rectify the exposed PVC pipe in the spoon drain on the east side of soccer field.		✓	✓	<ul style="list-style-type: none"> This could be addressed when the new irrigation system is installed. Recommended
47	Enlarge the concrete pad under the drinking fountain.			✓	<ul style="list-style-type: none"> The fountain sits on a small concrete pad surrounded by gravel. The gravel gets into fountain mechanism and can cause damage. Enlarging the concrete pad will remedy this issue. Recommended that the gravel surface be replaced with a concrete pad
48	Provide low impact activities such as Tai Chi and Yoga.			✓	<ul style="list-style-type: none"> These activities can be undertaken on the synthetic main soccer field and in wet weather under the shelter of the pavilion where there is a flat concrete apron against the pavilion.
49	Provide low impact exercise apparatus for seniors.			✓	<ul style="list-style-type: none"> Given there is a recently constructed retirement village to the south of the reserve there is likely to be elderly people using the park. Provision of exercise apparatus provides an added dimension to the reserve's contribution to the local community. The most appropriate location is the grassed area between the main soccer field and the Bushland Area 1.
50	Provide regulatory signage as to activities that can or, cannot be carried out at the reserve.			✓	<ul style="list-style-type: none"> The reserve allows for a lot of activities in a confined space. Issues of dog of lead, golf practice and dumping rubbish need to be addressed through signage.

8. MASTERPLAN

8.1 Key objectives of masterplan

The key objectives of the masterplans are as follows:

- Enhancing the safety and visual amenity of the Reserve.
- Increasing opportunities for participation in sport.
- Providing high quality recreation infrastructure which is fit for purpose, meets current and future community recreation needs.
- Optimising the use of the facilities in the reserve.
- Increasing the capacity and durability of the recreation infrastructure in the Reserve.
- Increasing the scope and quality of residents' passive recreation experiences in the Reserve – spectating, walking, playing, relaxing, enjoying the bushland etc.
- Making the Reserve more accessible and environmentally sustainable.

8.2 Actions, timelines and costs

An action plan for the Reserve is provided in Table 8.

The priority and timelines for the works listed in the table are described as high (0-3 years), medium (4-6 years) and low (7-10 years). Circumstances may arise where it may be more practical to undertake a low priority item above a medium or high priority item. For example, the State Government may introduce a special funding program for the improvement of a facility type that is ranked in the masterplan as a low priority item. Council may choose to take advantage of this funding and complete this item ahead of a medium or high priority item. Also, sufficient funds may not be available to carry out a more expensive high priority item but enough funds are available to undertake a medium or low priority item. In this circumstance, Council may choose to undertake the lower priority item.

The costs provided in the table are broad estimates and will need to be confirmed in the schematic and detailed design phases of the masterplan development and implementation process.

8.3 Recommendations

1. That the Plan as detailed in Table 8 and Plan E be adopted as the redevelopment masterplan for Anderson Park.
2. That the allocations listed in Table 8 be referred to Council's capital works and operational budgets as appropriate.
3. That the direction of the traffic flow and the layout of the large carpark be reviewed as part of a detailed design process for the carpark.

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Table 8 – Action Plan

No	Actions	Estimated cost \$	Priority
Sports facilities			
1	Convert the main soccer field to a synthetic grass surface.		
2	Seal the access track (heavy duty red-brown asphalt) from the large carpark to the main field, so that it can support maintenance vehicles and trucks delivering sand for the main field.		
3	Upgrade the second soccer field as a natural grassed surface. Works to include stripping back the surface, installing irrigation and drainage, levelling and re-turfing. The recommended turf species is Santa Ana Couch.		
4	Provide single pedestrian gates at the south east and south west corners of the second soccer field.		
5	Resurface the small sided synthetic field.		
6	Upgrade the lighting to both soccer fields: <ul style="list-style-type: none"> - Four new poles and LED lights to the second field - LED lights to main soccer field - If feasible, replacing the eight (8) existing light poles over soccer field number one, with four (4) poles. 		
7	Extend the fence barriers at the ends of the second soccer field to the full width of the field (note: the preferred barrier for the extensions is soft netting but this may not be compatible from a visual perspective with the existing chain wire fence barriers).		
8	Construct a small shelter for weather protection at the south side of the second soccer field.		
9	Provide an externally accessible public toilet at the south side of the pavilion. Install lighting on the path from the large carpark to the toilets.		
10	Install accessible seating on the top tier of the terraced undercover spectator area (may have to replace some existing seating).		
11	Provide a hard surface storage cage for the soccer goals next to the water tank.		
12	Construct a neighbourhood playspace in the grassed area to the north of the main soccer field. Erect a net behind the soccer goal at the northern end of the field to protect playground users from soccer balls.		
13	Redevelop the area immediately north of the pavilion as a spectator viewing area for the small synthetic field.		
General Reserve			
14	Replace the current disabled parking bays to the north west corner of the carpark. Provide compliant signage, tactile markers and pavement markings for two disabled parking bays.		
15	Replace the damaged concrete kerb and channel to sections of the existing median strips within the existing carpark. Re-line the parking bays.		

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No	Actions	Estimated cost \$	Priority
16	Replace the existing segmental pavers to the carpark and pavilion link. Provide planting at the pavilion area entrance integrated with well-defined and new hard surfacing.		
17	Update the fencing between the large carpark and the pavilion carpark (black coated chain wire). Remove the gate and widen the entrance.		
18	Provide an accessible parking bay in the pavilion carpark close to the main entrance to the pavilion.		
19	Establish additional indigenous and native trees to the edge of the reserve west of the main soccer field. Suggested species include Yellow Box, Blackwood, Golden Wattle, Sweet Bursaria, Plum-leaf Pomaderris and Black She-oak.		
20	Provide a hard surface to the first 8-metre length of the gravel pathway that connects into Reynolds Road. Retain the remaining informal pathway as Lilydale toppings.		
21	Retain the diagonal goat track from the street corner of Bushland area 2. Lay tree logs and branches as barriers to prevent access to the closed goat tracks.		
22	Construct a concrete path along the southern edge of the second soccer field. This path will connect the access track from the swing gate and diagonal goat track in Bushland area 2 to the concrete path which leads down to the pavilion.		
23	Construct a new loop concrete path around the southern, western and northern edges of the main playing field which starts at the path between the pavilion and second playing field, connects to the entrance off St James Court and ends at the southern end of the terraced spectator area at the front of the pavilion.		
24	Remove the existing pines at the south side of Bushland area 1 in a staged manner which promotes the regeneration of indigenous plants (remove two trees per year starting with the trees rated as poor in the Arborist's audit).		
25	Protect the embankment at the northern edge of the reserve from erosion (particularly at its western end) by undertaking suitable planting. The planting should include long lived, root matting and self seeding species, such as: <ul style="list-style-type: none"> - Nodding Saltbush, Running Postman, Flax-lily, Knead and Slender Wallaby Grass and Hoary Sunray all grown in cells - A few shrubs such as Correa in tubes where soil allows. 		
26	Provide a 1.8 metre wide concrete path to the existing grassed access way to St James Court.		
27	Provide additional seating at suitable locations in the reserve, e.g., along the loop path around the main playing field and near the new shelter at the second playing field.		
28	Provide additional litter bins around the pavilion area in locations that can be easily accessed for emptying.		
29	Extend the concrete pad under the drinking fountain.		
30	Allow for low impact activities such as Tai Chi and Yoga to be conducted on the synthetic grass soccer field. There is a flat space available under the existing canopy of the pavilion to allow use in wet weather.		
31	Provide several low impact exercise apparatus for senior citizens to use.		
32	Provide regulatory signage concerning activities that can and cannot be carried out at the reserve.		

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Plan E – Redevelopment Masterplan



- SPORTS/RECREATION**
- Convert the main soccer field to a synthetic grass surface. Dog walking will not be allowed on the synthetic surface.
 - Seal the access track (heavy duty red-brown asphalt) from the large carpark to the main field, so that it can support maintenance vehicles and trucks delivering sand for the main field.
 - Upgrade the second soccer field as a natural grassed surface. Works to include stripping back the surface, installing irrigation and drainage, levelling and re-turfing. The recommended turf species is Santa Ana Couch oversewn with Ryegrass. Dog walking will be allowed on the natural grass field.
 - Provide single pedestrian gates at the south east and south west corners of the field.
 - Resurface the small sided synthetic field.
 - Upgrade the lighting to both soccer fields:
 - Four new poles and LED lights to the second field
 - LED lights to the main field
 - If feasible, replacing the eight (8) existing light poles over the main soccer field, with four (4) poles.
 - Extend the fence barriers at the ends of the second soccer field to the full width of the field. Note: the preferred barrier for the extensions is netting but this may not be compatible from a visual perspective with the existing chain wire fence barriers.
 - Construct a small shelter for weather protection at the south side of the second soccer field.
 - Provide an externally accessible public toilet at the south side of the pavilion. Install lighting on the path from the large carpark to the toilets.
 - Install accessible seating on the top tier of the terraced undercover spectator area (may have to replace some existing seating).
 - Provide a hard surface cage for the soccer goals next to the water tank.
 - Construct a neighbourhood play space in the grassed area to the north of the main soccer field. Provide a ball catch netting to the northern end of the main soccer field to protect playground users from soccer balls. Provide a 1.8 metre wide concrete path between the soccer field and the play space.
 - Redevelop the area immediately north of the pavilion as a spectator viewing area for the small synthetic field.
- GENERAL RESERVE**
- Replace the current disabled parking bays to the north west corner of the carpark. Provide compliant signage, tactile markers and pavement markings for the disabled parking bays.
 - Replace the damaged concrete kerb and channel to sections of the existing median strip within the existing carpark. Re-line the parking bays.
 - Replace the existing segmental pavers to the carpark and pavilion link. Provide planting at the pavilion area entrance integrated with well-drained and new hard surfacing.
 - Update the fencing between the large carpark and the pavilion carpark (black coated chain wire). Remove the gate and widen the entrance.
 - Provide an accessible parking bay in the pavilion carpark close to the main entrance to the pavilion.
 - Establish additional indigenous and native trees to the edge of the reserve west of the main soccer field. Suggested species include Yellow Box, Blackwood, Golden Wattle, Sweet Bursaria, Plum-Leaf Pomadouras and Black She-oak.
 - Provide a hard surface to the first 5-metre length of the gravel pathway that connects into Reynolds Road. Retain the remaining informal pathway as Lydiata topings.
 - Retain the diagonal goat track from the street corner of Bushland area 2. Lay tree logs and branches as barriers to prevent access to the closed goat tracks.
 - Construct a concrete path along the southern edge of the second soccer field. This path will connect the earthen access track from the swing gate and diagonal goat track in Bushland area 2 to the concrete path which leads down to the pavilion.
 - Construct a new loop of 1.8 metre wide concrete path to the existing grassed access way around the southern, western and northern edges of the main playing field which starts at the path between the pavilion and second playing field, connects to the entrance off St. James Court and ends at the southern end of the terraced spectator area at the top of the pavilion.
 - Remove the existing pines at the south side of Bushland area 1 in a staged manner which promotes the regeneration of indigenous plants. (remove two trees per year).
 - Protect the embankment at the northern edge of the reserve from erosion (particularly at its western end) by undertaking suitable planting. The planting should include long lived, root matting and self seeding species, such as:
 - Hooping Battsball, Running Postman, Flax-lily, Snowed and Girdler-Waltley Grass and Heavy Sundry all grown in cells.
 - A few shrubs such as Correa in tubes where soil allows.
 - Provide a 1.8 metre wide concrete path to the existing grassed access way to St James Court.
 - Provide additional seating at suitable locations in the reserve, e.g. along the loop path around the main playing field and near the new shelter at the second playing field.
 - Provide additional litterbins at the pavilion area where they can be easily accessed for emptying.
 - Extend a concrete pad under the drinking fountain.
 - Allow for low impact activities such as Tai Chi and Yoga to be conducted on the synthetic grass soccer field. There is a flat space available under the existing canopy of the pavilion to allow use in wet-weather.
 - Provide several low impact exercise apparatus for senior citizens to use.
 - Provide regulatory signage concerning activities that can and cannot be carried out at the reserve.
- LEGEND**
- EXISTING TREES TO BE RETAINED
 - EXISTING PINE TREES TO BE PARASITED OUT INDIGENOUSLY TO PROMOTE REGENERATION
 - EXISTING NATIVE AND INDIGENOUS SPECIES VEGETATION
 - PROPOSED INDIGENOUS AND NATIVE TREES
 - PROPOSED INDIGENOUS SPECIES OF SHRUBS AND GROUNDERCOVERS
 - EXISTING CHAINWIRE SWALES
 - EXISTING GATE
 - EXISTING WATER TANK
 - RETIREMENT VILLAGE UNDER CONSTRUCTION JUNE 2021
 - EXISTING BUILDING
 - EXISTING NATURAL/SYNTHETIC GRASS SOCCER FIELD
 - EXISTING SPORTS FIELD LIGHT POLE
 - EXISTING SEAT
 - EXISTING BALL NET
 - EXISTING FENCE
 - EXISTING COACHES BOX
 - EXISTING PEDESTRIAN CONNECTIVITY TO BE RETAINED
 - EXISTING PEDESTRIAN CONNECTIVITY TO DISCONTINUE
 - EXISTING CANOPY COVER AND ROWS OF SEATS/SEWER
 - EXISTING DRINKING FOUNTAIN
 - SPORTS/RECREATION KEY DIRECTIONS
 - INFRASTRUCTURE KEY DIRECTIONS
- KEY DIRECTIONS**
ANDERSON PARK MASTERPLAN
MANNINGHAM CITY COUNCIL
- PROPOSED PATHWAY**
PROPOSED HIGH NETTING FENCE
PROPOSED SPAL FFO ACCESS TRACK
HEAVY DUTY RED BROWN ASPHALT FOR MAINTENANCE VEHICLES
PROPOSED SMALL SHELTER
- Michael Smith and Associates**
 Landscape Architect and Urban Designer
 10/11 St. James Street, Camberwell VIC 3184
 Tel: 9882 5474
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 Email: michael@msandassociates.com.au
- Approvals:**
 23.09.2021 REV A Path and seating
 06.10.2021 REV B Finalised the key directions as per the council agenda on 21.09.2020, 21.09.2020 (meeting) and 20.09.2020
 11.11.2021 REV C Added key directions 26, 31 and 32
Print Issue:
 29.09.2021 Draft Key Directions to Council
 23.09.2021 REV A Finalised to Council and ASH
 06.10.2021 REV B Limited to Council and ASH
 11.11.2021 REV C Limited to Council and ASH
- Drawn By:** MS
Date: 11.11.2021
Project No.: 21-0201
Cell File: [blank]
Drawing No.: Sheet 1 of 1

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APPENDICES

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Appendix A – Literature Review

Document	Purpose/relevance	Implications for Anderson Park Masterplan
Manningham Council Plan 2021-2025	<p>This plan outlines the key goals that Council wants to achieve between 2021 and 2025 and actions it will take realise these goals. The key actions that have relevance to the redevelopment of Anderson Park:</p> <ul style="list-style-type: none"> • Improve access to active, leisure and recreation destinations across the municipality by embracing the 20-minute neighbourhood. • Increase seating and amenities along our footpaths and trails to give people places to meet and rest. • Deliver a 10-year Public Toilet Plan to ensure a network of safe, accessible, well maintained and sustainable toilet facilities. • Increase activities to improve community understanding and conservation of areas of significance. • Improve energy efficient lighting in public places for community safety • Improve activation of places and neighbourhoods for people to recreate, gather and participate in community life. • Improve access to active, leisure and recreation destinations across the municipality by embracing the 20-minute neighbourhood. • Make improvements to open space facilities to increase safety and use of our parks and open spaces to facilitate activity, recreation and relaxation. • Protect and enhance the sustainability of parks and reserves using environmentally sustainable materials to build paths, trails, and more street furniture. • Facilitate an increase in tree canopy across our parks as part of the Resilient Melbourne - Metropolitan Urban Forest Strategy. • Expand and upgrade Manningham’s shared trail network to improve connectivity. • Identify the current and future capacity of facilities and pavilions to make sure they meet community needs now and in the future. • Ensure all works on community facilities are compliant with disability and accessibility standards. • Explore partnerships to maximise the use of community facilities. • Demonstrate leadership in environmentally responsive building materials and locations to promote resilience to flood, bushfire and climate. • Proactively plan, upgrade and improve our recreations facilities to ensure they are maintained and accessible for a broad range of community uses. 	<p>The masterplan should aim to achieve the key goals/tasks outlined in the Council Plan; these being:</p> <ul style="list-style-type: none"> • Enhancing the paths and bushland areas in the reserve • Adding more vegetation • Improving safety • Making facilities disability accessible • Providing a public toilet if needed • Optimising the use of the reserve • Enhancing the reserve’s energy efficiency

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Document	Purpose/relevance	Implications for Anderson Park Masterplan
Manningham Healthy City Strategy 2017-2021	<p>The plan outlines the key strategies that Council will implement to improve the health and well-being of the Manningham Community. The strategies that have implications for/relevance to the redevelopment of Anderson Park are as follows:</p> <ul style="list-style-type: none"> • Make it easier for residents to recreate and be physically active • Enhance the community's sense of safety in Manningham • Provide opportunity for residents to meet, interact, volunteer and feel part of the community • Strive to create more liveable neighbourhoods • Support people to connect and engage in community life 	<p>The masterplan should:</p> <ul style="list-style-type: none"> • Investigate any safety issues relating to the reserve and include actions to mitigate these • Examine and enhance the role the Reserve can play in creating a more liveable local neighbourhood and engaging more people in community life.
Manningham Active for Life Recreation Strategy 2010-2025	<p>This document details the strategies Council will implement to increase the participation of Manningham residents in physical activity. The plan does not contain any specific recommendations about Anderson Park but lists the following key actions that have relevance to the future development of the reserve:</p> <ul style="list-style-type: none"> • Investigate opportunities to meet the sporting facility needs of current and future residents by developing a plan that identifies possible upgrades to existing infrastructure to increase capacity, including synthetic surfaces • Incorporate facilities into master plans that consider the needs of social and modified sport competitions, including incorporating multipurpose principles into facility design. • Plan open spaces to maximise opportunities for active recreation, organised sport and encourage active travel and longer duration stays including the provision of supporting infrastructure, where appropriate. • Advocate for all future facilities to be designed and constructed with multi purpose and universal design principles incorporated. • Consider the viability of providing appropriate infrastructure, including indoor programmable spaces such as meeting rooms/office space, to build the capacity of sport and recreation organisations to enhance their service delivery within Manningham. 	<p>The masterplan should endeavour to implement the actions listed in the Strategy and recognise the principles that underpin these actions, these being:</p> <ul style="list-style-type: none"> • Increasing the capacity and optimising the use of recreation facilities • Enhancing the flexibility of recreation facilities to make them suitable for modified sport • Making recreation facilities disability accessible and more multi-use • Providing programmable spaces in pavilions
Manningham Open Space Strategy 2014	<p>The strategy document provides a long term strategic plan for the provision, development, management and use of open space areas in Manningham. The document outlines the Council's goals, planning principles, objectives, strategies and specific actions for open space provision.</p> <p>The strategy contains an analysis of open space provision by local area. Anderson Park is in The Pines Local Area. The actions contained in the The Pines Analysis that have implications for the Anderson Park Masterplan are as follows:</p> <ul style="list-style-type: none"> • Improve pedestrian and cycling connections around The Pines Shopping Centre through path upgrades and directional signage • Provide two additional playspaces within the precinct by 2031 to cater for increasing population 	<p>The actions in the OSS that have relevance to Anderson Park should be reviewed in the masterplanning process and included in the masterplan if still considered valid.</p>

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Document	Purpose/relevance	Implications for Anderson Park Masterplan
	<ul style="list-style-type: none"> Protect significant indigenous bushland in Mullum Mullum Creek Linear Park, Currawong section (MMCLP Stage 1), Anderson Park and Prowse Reserve Undertake works to protect and promote the bushland in Anderson Park considering the potential higher density residential development adjacent to the reserve. Develop a low level playground at Anderson Park. 	
Manning Bushland Strategy 2012	<p>This strategy outlines the approach Council will take to manage the bushland areas on Council land. The bushland at Anderson Park is categorised as having a regional catchment, i.e., Manningham and beyond. Key actions in the Strategy that have relevance to the Anderson Park bushland area is as follows:</p> <ul style="list-style-type: none"> Give the protection of high quality remnant vegetation a high priority If vegetation is degraded beyond the extent that is beyond conservation and protection, place a focus on restoring and mimicking ecological processes and minimising the degrading impacts, such as removing invasive weeds Prepare a management plan for the Anderson Park bushland (priority 37 out of 72 bushland areas) Collect data on threatened flora/fauna species on the bushland sites. Elevate the priority if necessary. Ensure actions to conserve bushland are implemented with the objective of enhancing and conserving habitat for fauna: <ul style="list-style-type: none"> Retain all upright and fallen dead and decaying logs Retain all hollows Protect fauna from disturbance – e.g., people walking through the vegetation Control pest animals Revegetate sites if appropriate 	The masterplan should investigate the significance of the bushland areas at Anderson Park and, if appropriate, include the actions from the Bushland Strategy that are aimed at protecting/restoring important vegetation areas.
The Pines Activity Centre Structure Plan 2011	The Plan provides a framework to guide the future development on The Pines Activity Centre. The Plan divides that Activity Centre into five precincts. Anderson Park is located in Precinct Five. The Precinct encompasses the Anderson Park, Onemda and the retirement village. The key directions for the Precinct are protect the remnant vegetation in the bushland areas and improve the pedestrian connections between the reserve and the retirement village and the reserve and St James Court.	The masterplan should consider the relevant actions contained in the Structure Plan, i.e., improving connections between the Pines Shopping Activity, the reserve, retirement village and St James Court
Manningham Outdoor Sports Infrastructure Policy 2020	<p>This policy contains a set of facility standards for sports facilities in Manningham. The policy outlines the principles the underpin the standards, nominates a facility hierarchy and describes the facility standards for each sport.</p> <p>The underpinning principles are:</p> <ul style="list-style-type: none"> Council's facilities will be constructed to maximise community benefit, with a focus on community accessed facilities as opposed to exclusive use elite facilities. Facilities will be designed to be multipurpose in nature, to enable maximum sustainable use. 	<p>The recommendations contained in the masterplan should be underpinned/guided by the principles outlined in Infrastructure Policy; these being:</p> <ul style="list-style-type: none"> Optimum and share use of facilities Multi-use, accessible facilities Environmentally sustainable facilities

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Document	Purpose/relevance	Implications for Anderson Park Masterplan
	<ul style="list-style-type: none"> Facilities will be accessible to all regardless of age, abilities, genders and backgrounds. Universal design principles will be applied to all Council infrastructure. Environmentally sustainable design principles will be incorporated into Council's infrastructure. <p>Anderson Park is classified as a district level facility. This facility category cater for senior and junior training and competitions of for higher participated sports. Typically, the facilities are the club's primary venue and attract mainly Manningham residents.</p>	
Manningham Public Toilet Plan 2020	<p>This plan outlines the actions that Council plans to take to provide a network of safe, accessible, well maintained and sustainable toilet facilities across Manningham.</p> <p>The plan recommends that public toilets be provided at all district open space reserves (which Anderson park is) that support sports grounds or diverse recreational facilities. Relevant design and location criteria are as follows:</p> <ul style="list-style-type: none"> Where possible, facilities will be co-located under the same roof as other buildings in open spaces but be independently accessible. In accessible and active areas Where there are opportunities for informal surveillance from nearby activities Visible from a distance, with clear sightlines to the toilet entries Adjacent to busy pedestrian routes Accessible by a clear, open path. In natural settings this may not be sealed but should be sufficiently smooth to be comfortable for wheelchairs and prams <p>The plan recommends that public toilets be provided at Anderson Park in Year 4 of the roll out of the action plan.</p>	The masterplan should make provision an externally accessible public toilet in the reserve as recommended in the Manningham Public Toilet Plan
Eastern Regional Trails Strategy 2018	<p>This strategy outlines the actions to develop an interconnected and well-used trail network in Melbourne's Eastern Region. The strategy focuses of regional trails and has little relevance to Anderson Park, except that the path along the reserve's eastern edge extends the Main Yarra (Regional) Trail.</p>	-
Eastern Region Soccer Strategy 2007	<p>The strategy contains a long-term plan for the provision of soccer facilities across the Eastern Region. The Plan outlines the FFV's (now Football Victoria's) facility classification system and nominates Anderson Park as a Class B facility, the 2nd highest standard of facility. The Plan recommends the Park be upgraded to Class A standard.</p>	The recommendation in the Strategy that Anderson Park should be upgraded to a Class A soccer facility suitable for NPL games should be considered in the masterplanning process.

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Document	Purpose/relevance	Implications for Anderson Park Masterplan
Anderson Park Facility Audit 2019 (Football Victoria)	<p>The document provides an audit of the soccer facilities at the Reserve. The audit rated the facilities at the Reserve as follows:</p> <ul style="list-style-type: none"> • Players’ change facilities – changerooms 1 and 4 excellent (as new), changerooms 2 and 3 good (some wear) • Match officials change facilities – moderate (considerable wear) • Social rooms, office, committee room – good • Playing field 1 – surface good (some wear), drainage and irrigation good, lights good, player bench undersized • Playing field 2 – surface good (some wear), drainage and irrigation good, only one light, player bench undersized • Public toilets – none provided 	
<p>Anderson Park Sport Turf Access Audit (Sports Turf Consultants 2021)</p> <p>Anderson Park Ecological Assessment (Practical Ecology 2021)</p> <p>Anderson Park Access Audit Report (McKenzie Group 2020)</p> <p>Anderson Park Lighting Audit (Stantec 2021)</p> <p>Anderson Park Lighting Audit (Rexel 2016)</p>	<p>These audits provide assessments of the condition/level of compliance of the various component elements of the Reserve.</p> <p>The sports turf audit indicates that the sports fields are in poor condition and require upgrade.</p> <p>The audit also includes an assessment of the merits of two development options – 1) retaining both fields as natural grass and upgrading them or 2) retaining and upgrading one field as natural grass and redeveloping the other as a synthetic field.</p> <p>The ecological assessment examines the flora and fauna values of the reserve. It finds that there are two native vegetation patches in the reserve and makes recommendations about the protection of these areas.</p> <p>The access audit identifies where the structures etc in the reserve do not comply with access codes and outlines the actions required to achieve compliance. It identifies issues with the signage of accessible parking, uneven or land of paths, lack of ramp access and inadequate delineation of steps.</p> <p>The lighting audits assessed the suitability of the lights at the reserve. The audits found that the lighting over the small main synthetic field is satisfactory, over the main field is adequate in terms of lux levels but not in uniformity (coverage of the whole field) and over the second field is inadequate in both regards. The audit makes recommendations about how the lights can be upgraded to meet suitable standards – 4 new poles with LED lamps over the second field and LED lamps over the main and synthetic fields, investigation in the feasibility of replacing the 8 light poles over the main field with 4 poles.</p>	<p>The findings of the assessments should be included in the site analysis and the recommendations in the assessments should be considered for inclusion in the masterplan.</p>

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Document	Purpose/relevance	Implications for Anderson Park Masterplan
Doncaster Rovers SC Strategic Plan 2020-2030	<p>This documents outlines the DRSC’s goals for the period 2020-2030 and the actions it intends to take to reach thee goal. Its key goals are:</p> <ul style="list-style-type: none"> • Grow its membership to 350 • Enhance its connections/relationships with other community clubs, peak bodies, association, Council, Onemda and local schools • Grow junior/female participation • Increase numbers and skills of coaches and referees • Increase female representation on committee • Maintain/redevelop Anderson Park as a high quality playing facility: <ul style="list-style-type: none"> - Resurfacing of small synthetic field - Concrete pad for storage near water tank for storage of goals - Conversion of grassed area between pavilion and small synthetic field to hard surface area for storage of goals - Conversion of one or both fields to synthetic surface - Main field upgraded – drainage, new grass cover, top dressing - Light along path connected main and second field - Lighting upgrade over main field to LED - Electronic scoreboard serving main field - Canopy installed over the small synthetic field - Lighting over the second field - Provide a shelter for the second field - Convert electricity supply to solar - Replace cool room in the pavilion 	The Club’s facility priorities should be considered for inclusion in the masterplan

Appendix B – Residents Survey, outcomes

40 responses

1. Frequency of use

Frequency of use	Percent	Count
Daily	25.0%	10
Weekly	57.5%	23
Fortnightly	10.0%	4
Monthly	7.5%	3

2. Purpose of use

Activity	Percent	Count
Play competitive soccer and attend training	45.0%	18
Exercise including walking and running	42.5%	17
Walking a dog (s)	27.5%	11
Watch soccer training/matches	45.0%	18
Informal family/friend social gatherings	15.0%	6
Sitting in the two bushland areas	7.5%	3

3. Aspects of the reserve they like (keywords)*Soccer fields facilities*

- The soccer pitches apart from that there isn't much there.
- Great facility for soccer. Last nights viewer numbers for the Women's Olympic soccer team was 900,000. Soccer is growing at an enormous rate. It's rate of growth is outstripping every over sport. It has the potential to have a stadium and house a state league team. What a win for the area. Maybe do something to increase parking.
- The soccer field is my home, I am there basically every day and would love for it to be synthetic as there is rarely even grass there and I feel like I'm playing on dirt.
- Soccer pitch and artificial warm up pitch.
- Main pitch stands, pitches, canteen.
- Good soccer pitches.
- It is football park that provides a great facility to the children in the area. Also, the club provides a great social opportunity in the area.
- Good sized pitch, grandstand and change rooms.
- I love the multiple pitches, accessibility and the perfect balance of nature as well. I love the environment.

Setting, size, spaciousness, the bush land areas and access to The Pines

- Openness, community use, active sports for all, the bush areas.
- The surrounding bushland. Easy access to The Pines. My son plays soccer, my dogs like to run on it when vacant, my nephews/nieces like to fly kites on here.

- I like the parkland setting and how it feels removed from suburbia.
- Spacious.
- Clean, accessible, great facilities.
- Mostly fenced fields, nice and spacious, water fountains/tape installed & have rubbish bins
- Great location.
- That it is large and that there is seating at the main pitch.
- Good facilities, plenty of space.
- Accessibility, layout, quality of facilities.
- The size and its closeness to public transport.
- Club rooms and quiet/secluded from main roads.
- The combination of the bush areas and the amazing skill and movement of the soccer players. The informal paths through the bush areas that change over time.
- Beautiful area. Although most of the indigenous landscape has largely been destroyed.
- Spacious, well maintained.
- Clean, friendly environment, filled with soccer enthusiasts, synthetic pitch is fun for a kick with mates.
- The open aspects, easy access for exercise and relaxation.
- I like the open space and the walking track.
- the community feel and the facilities.
- Accessibility via the car park - Club house – Grounds.
- A quiet oasis amongst the residential area of Doncaster East.
- Not usually packed.

Good dog walking location

- I use this area 5 times a week and sometimes more than once a day. Likes: The upper pitch has completely enclosed fencing (no gaps) to allow dogs to run off lead. The new water fountain with the dog bowl.
- I like the top fenced off soccer field as you can exercise your dog safely and at the same time do laps yourself to exercise. The top soccer field has good drainage whilst the bottom field gets waterlogged. Also, the bottom field is not secure and dogs can run through the gaps in the fencing.
- Enclosed space to walk and walk the dog and play with kids grass holds all year round.
- Fenced/gated area for dog to play and run safely. It's key to my healthy lifestyle. It's key to my lifestyle, living in an apartment with a pet. It's key to my social connections with neighbours, as many people in rewarding clubs with diverse offerings.
- Recently added water cooler catering to users and dogs is fantastic.
- Paths and places to walk the dogs.

4. Changes/improvements in the future

Soccer fields

- Upgrade, facelift to the run down and old facility.
- 2 full size pitches and synthetic for the large amount of teams Doncaster Rovers has.
- Great facility not currently reflected by a club that's representative of our diverse community. Would like to see a club with a variety of offerings including juniors, women and girls, all abilities, Aboriginal and Torres Strait Islander programming. Ground allocation is based on historical presence.

- Space not utilised near main pitch – make another grass pitch to cover juniors.
- Heaps of kids come to kick the ball so maybe splitting the ground to 4 small pitches would be great. Better toilet facilities and more seating maybe a playground for younger kids too.
- It's a great location to have a grandstand/stadium type of expansion. Soccer is growing and this is an ideal location to house a State League Team. The local community would embrace this.
- New synthetic pitch.
- Conversion to synthetic pitches, second 1/4 synthetic pitch, goals concrete pad, spectators area to **the** existing synthetic pitch, LED lights, better/solar security lights, electronic scoreboard, match day street sign.
- Move the existing to pitch towards Andersons Creek Road. Create a third pitch where the useless and dangerous pine plantation. The third pitch at Anderson Park was on the original plans in the early 80's but never delivered. Convert all pitches to synthetic grass.
- Seating or spectator area for the Astro pitch; at the moment it is just one pathway/thoroughfare and it is very difficult to move out of the way especially if people are coming through with equipment etc. Also, not helpful for people with mobility issues as there is nowhere to move.
- Fix the soccer pitches, more sheltered area, extra soccer pitch to cater for more teams.
- Improve playing surfaces (a full sized artificial pitch would be ideal), reclaim some of inaccessible bush land and add an extra pitch; improve pitch lighting.
- Another small-sized pitch behind the main pitch. More solar panels.
- Ground surface improvement, and better/higher fencing around **the** top pitch near Reynolds Road and the goal square at the south end of the main pitch.
- I would love for a synthetic bottom and top field as the grass gets destroyed during the soccer season and it makes it difficult to train on and even just walk and run on. I would also love for the lights to be fixed on the top field as only 1/3 actually work and we train at night so the visibility is extremely bad.
- Artificial pitch at top with lights. Artificial warm up paces with 20-50m athletic track at unused space next to main pitch. Full green - solar panels. Gym in club rooms.
- Fences extended on the top pitch behind the goals. Better undercover seating for spectators (top pitch and main pitch). Maintenance on dug outs.
- Higher fences on the top pitch behind the goals to stop balls from flying into the parkland. Viewer's stand on the top pitch.
- Electronic scoreboard, viewing stand on the top pitch.
- Extra playing fields, upgrade of the current grass pitches, better lighting a concrete footpath reaching Reynolds Road. Stop it being used as off leash dog park, it prevents me taking children to the park.
- Improved quality of grass (don't want synthetic!).
- In terms of the soccer pitches - Synthetic grounds, energy efficient LED lighting, electronic scoreboard, top pitch grandstand, improved security lighting and roadside match day score board.
- Well kept pitches.
- Reconsideration of allocated club at the facility. Convert one of the grounds to synthetic to increase capacity. Ensure lighting is compliant on all grounds for competition, with the main ground compliant to NPL standard.
- Upgrade to the pitches. The playing surfaces, the turf pitch and the subs benches top and bottom, a fence around the whole top pitch would be very nice as well.
- Synthetic pitch upgrades to allow greater use. Covered quarter pitch for all weather play. LED lighting - secured areas near pitches for goal storage. Covered pavilion top pitch. Renovate the current quarter pitch. Installation of Solar PV and battery bank to support LED lighting and green initiatives. Formal gated entry for match day access with covered shelter for patron entering the site.

- Better facilities for soccer club.
- Better playing surface; the grass is pretty worn down.
- Please take care of this club, it's so important to the community and would bring in a lot more people and money to the club and council if it was synthetic and maintained properly.
- Synthetic pitch and better floodlights. Solar panels to power the site.

'I am Ray Shew the founder of Doncaster Rovers Soccer Club in November 1966. As a life member/player/committee member/spectator, I have seen the club grow from 2 senior teams and 2 junior teams in 1967 to one of the largest clubs in Melbourne. This journey could not have been made without the support of many volunteers and the partnership with the councillors and staff of the City of Manningham. Many clubs around the world have or are turning to synthetic playing surfaces. Apart from providing a superior playing surface, there are significant savings in costs in maintaining this type of surface. I would also like to make an observation in regard to the upgrading of the lighting system to energy efficient LED lighting which would benefit the environment and the associated ongoing cost of the lights. I am aware that the club is also making separate proposals. I would like to take this opportunity to thank all the various councillors and staff I have dealt with for their ongoing support during the past 55 years.'

Dog walking venue

- Regarding the parcel of land between the main soccer pitch and St James Court, it wouldn't take much to fence off/enclose this unused land to the west of the main soccer pitch and turn that into a dedicated dog park. Fully enclose the bottom soccer pitch fencing, there's gaps between the coaches box and fence. Upgrade the lighting to narrow beam LED lighting.
- I would like the secure top soccer field to remain accessible for dog exercising and people exercising.
- Tree space near **the** top pitch and walk space to The Pines transformed to an enclosed dog park with playground and walking paths to the Pines.
- I would like the secure top soccer field to remain accessible for dog exercising and people exercising. I would like to see the surrounding bushland areas tidy and broken trees removed. They could potentially be a fire hazard.
- A walking track behind the oval abutting the club house and more bush-like feel to this area. More wildflowers in the bush area. Stop mowing paths through the bush areas and around the seat.
- I would like to see an area dedicated to acting as an off-lead dog park.
- Separated fenced area for dogs. Proper walking paths around reserve. More rubbish bins.
- Having a dog park will allow kids to play more in soccer designated areas. Also bring more families with a playground.

Bushland areas

- Decide what type of plantings are to be in the bushland areas. For me, I would prefer more indigenous plants-plants which encourage more bird life. The area needs a plan and consistent work. There are many in the adjacent retirement village who might like to be in a "friends of" and help with volunteering.
- I would like to see the surrounding bushland areas tidy and broken trees removed. They could potentially be a fire hazard.
- The bushland maintained better so that we can walk thru, a dedicated fully fenced mini field for dogs, fix the gate of the top soccer field.

Anderson Park Masterplan

Final Report

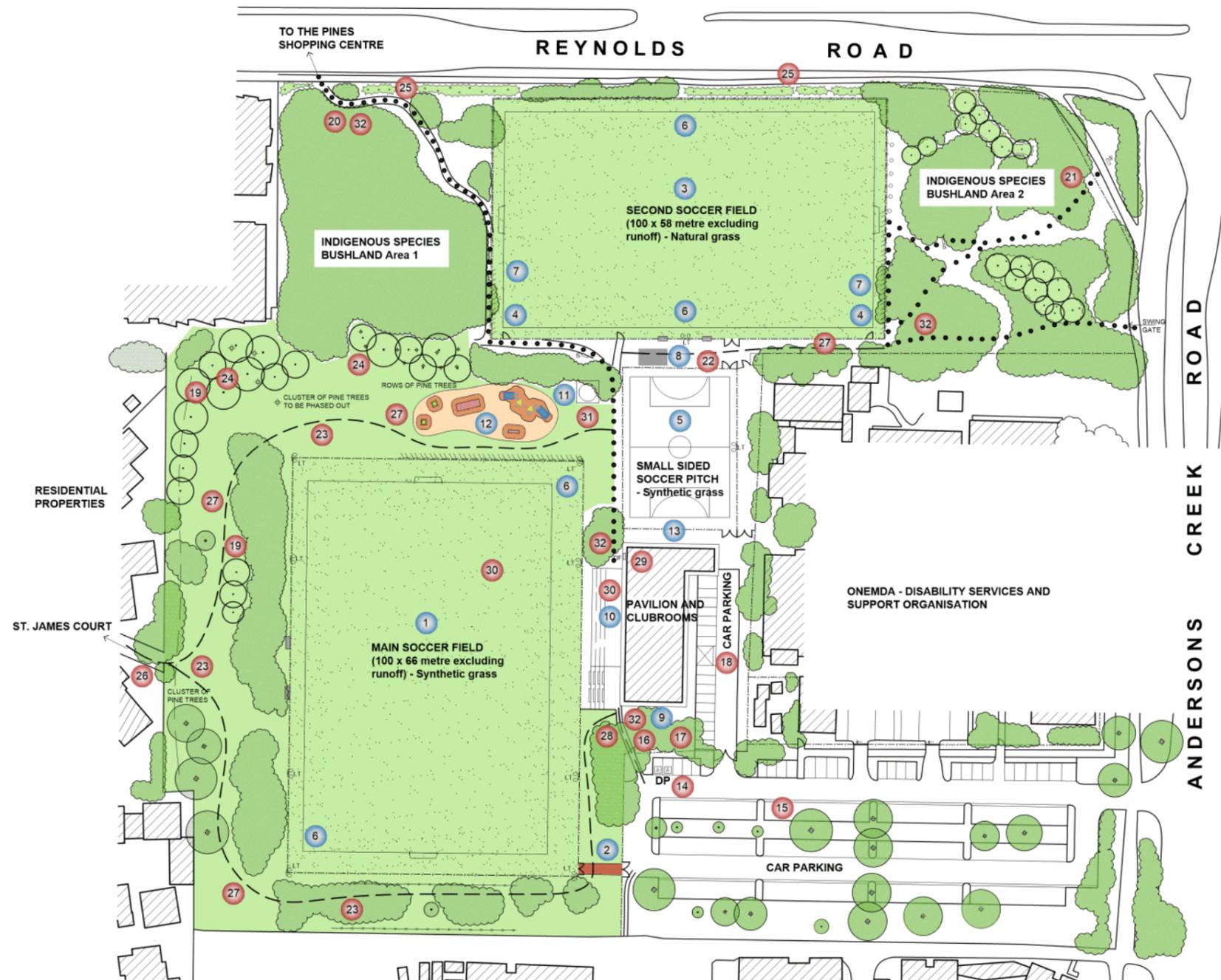
- The bush land area needs to be cleaned up, a huge load of dead trees and rubbish litter the ground. It's only a matter of time before there could be a fire there, with buildings so close prevention is needed.
- Clean up the bushland it's looking very untidy and it's a fire hazard and remove or trim the dangerous pine trees overhanging the adjacent properties.
- The bush areas seem to have suffered from neglect and an uncertainty as to what their purpose is Perhaps the football club could arrange a roster to clean up after each weekend.

Paths and Play Facilities

- I would love to have a proper path from St. James Court linking to the path at soccer club so locals are able to walk to The Pines shopping Centre without having to go via Chestnut Court. Lots of elderly, retired and residents who don't drive would love a quick access The Pines without steps.
- Put in good paths - especially in the western bushland block.
- An area for tweens and teenagers to do parkour, similar to the x and y space in Croydon that had simple structures like walls and low pole fence to do parkour. An extensive version is the Ballam Park in Frankston. Not all kids play soccer or football!
- Demolish the entire area. Tear down the soccer area in its entirety. Engage with indigenous landowners to discuss a suitable purpose for the land in the future.
- More toilets.
- Doncaster Rovers Soccer Club has made a separate masterplan for your consideration.

Other comments

- The upper pitch, direct the lights to the pitch/field more rather than onto the residential apartments (very recently the upper pitch flood lights were re-globed, upon doing so they have changed the output to be on the apartments across the road rather than on the pitch). Many dogs owners do NOT pick up after their dogs, in fact I personally walk around and pick up after other dogs as not only does my son play on these fields, but I also know other kids do and I try my best to avoid dog owners having a bad name because of the few that are irresponsible dog owners and disrespectful to kids or adults that use these fields for recreation too.
- I have been using the soccer park area for over 25 years and I think the Council has done a wonderful job of maintaining the fields. Whenever I have had an issue with the park, I have called the parks department at Manningham Council and they have satisfactorily addressed the issue quickly. Well done and keep up the good work!
- Rubbish bins so people using area can dispose of rubbish rather than drop on ground. The car park is full of take away food rubbish. Locals and soccer club always cleaning up afterward. Especially on the weekends. And tradies use carpark while building apartments in area dump rubbish too.
- This about facilitating facilities to be multipurpose... multi diversity, taking advantage of the surrounding fauna aspects.
- Seems to be a lot of rubbish there; we are there twice a week and there is an extraordinary amount of litter.
- It's a great facility just needs some TLC.
- Aboriginal land. Was. Is. Always will be. Past. Present. Emerging.
- There is a lot of rubbish left over from kids playing soccer on the oval. We need more visible bins and signage to say no littering. I always pick up my dogs business - kids should pick up their trash!



- SPORTS/RECREATION**
- 1 Convert the main soccer field to a synthetic grass surface. Dog walking will not be allowed on the synthetic surface.
 - 2 Seal the access track (heavy duty red-brown asphalt) from the large carpark to the main field, so that it can support maintenance vehicles and trucks delivering sand for the main field.
 - 3 Upgrade the second soccer field as a natural grassed surface. Works to include stripping back the surface, installing irrigation and drainage, levelling and re-turfing. The recommended turf species is Santa Ana Couch oversewn with Rye grass. Dog walking will be allowed on the natural grass field.
 - 4 Provide single pedestrian gates at the south east and south west corners of the field.
 - 5 Resurface the small sided synthetic field.
 - 6 Upgrade the lighting to both soccer fields:
- Four new poles and LED lights to the second field
- LED lights to the main field
If feasible, replacing the eight (8) existing light poles over the main soccer field, with four (4) poles.
 - 7 Extend the fence barriers at the ends of the second soccer field to the full width of the field. (note: the preferred barrier for the extensions is netting but this may not be compatible from a visual perspective with the existing chain wire fence barriers.)
 - 8 Construct a small shelter for weather protection at the south side of the second soccer field.
 - 9 Provide an externally accessible public toilet at the south side of the pavilion. Install lighting on the path from the large carpark to the toilets.
 - 10 Install accessible seating on the top tier of the terraced undercover spectator area (may have to replace some existing seating.)
 - 11 Provide a hard surface cage for the soccer goals next to the water tank.
 - 12 Construct a neighbourhood playspace in the grassed area to the north of the main soccer field. Provide a ball catch netting to the northern end of the main soccer field to protect playground users from soccer balls. Provide a 1.8 metre wide concrete path between the soccer field and the playspace.
 - 13 Redevelop the area immediately north of the pavilion as a spectator viewing area for the small synthetic field.
- GENERAL RESERVE**
- 14 Replace the current disabled parking bays to the north west corner of the carpark. Provide compliant signage, tactile markers and pavement markings for two disabled parking bays.
 - 15 Replace the damaged concrete kerb and channel to sections of the existing median strips within the existing carpark. Re-line the parking bays.
 - 16 Replace the existing segmental pavers to the carpark and pavilion link. Provide planting at the pavilion area entrance integrated with well-defined and new hard surfacing.
 - 17 Update the fencing between the large carpark and the pavilion carpark (black coated chain wire). Remove the gate and widen the entrance.
 - 18 Provide an accessible parking bay in the pavilion carpark close to the main entrance to the pavilion.
 - 19 Establish additional indigenous and native trees to the edge of the reserve west of the main soccer field. Suggested species include Yellow Box, Blackwood, Golden Wattle, Sweet Bursaria, Plum-Leaf Pomaderis and Black She-oak.
 - 20 Provide a hard surface to the first 8-metre length of the gravel pathway that connects into Reynolds Road. Retain the remaining informal pathway as Lilydale topings.
 - 21 Retain the diagonal goat track from the street corner of Bushland area 2. Lay tree logs and branches as barriers to prevent access to the closed goat tracks.
 - 22 Construct a concrete path along the southern edge of the second soccer field. This path will connect the eastern access track from the swing gate and diagonal goat track in Bushland area 2 to the concrete path which leads down to the pavilion.
 - 23 Construct a new loop of 1.8 metre wide concrete path to the existing grassed access way around the southern, western and northern edges of the main playing field which starts at the path between the pavilion and second playing field, connects to the entrance off St. James Court and ends at the southern end of the terraced spectator area at the front of the pavilion.
 - 24 Remove the existing pines at the south side of Bushland area 1 in a staged manner which promotes the regeneration of indigenous plants. (remove two trees per year).
 - 25 Protect the embankment at the northern edge of the reserve from erosion (particularly at its western end) by undertaking suitable planting. The planting should include long lived, root matting and self seeding species, such as:
- Nodding Saltbush, Running Postman, Flax-ily, Knead and Slender Wallaby Grass and Hoary Sunray all grown in cells.
- A few shrubs such as Correa in tubes where soil allows.
 - 26 Provide a 1.8 metre wide concrete path to the existing grassed access way to St James Court.
 - 27 Provide additional seating at suitable locations in the reserve, e.g. along the loop path around the main playing field and near the new shelter at the second playing field.
 - 28 Provide additional litterbins at the pavilion area where they can be easily accessed for emptying.
 - 29 Extend a concrete pad under the drinking fountain.
 - 30 Allow for low impact activities such as Tai Chi and Yoga to be conducted on the synthetic grass soccer field. There is a flat space available under the existing canopy of the pavilion to allow use in wet weather.
 - 31 Provide several low impact exercise apparatus for senior citizens to use.
 - 32 Provide regulatory signage concerning activities that can and cannot be carried out at the reserve.

- LEGEND**
- EXISTING TREES TO BE RETAINED
 - EXISTING PINE TREES TO PHASED OUT INCREMENTALLY TO PROMOTE REGENERATION
 - EXISTING NATIVE AND INDIGENOUS SPECIES VEGETATION

- RETIREMENT VILLAGE UNDER CONSTRUCTION JUNE 2021**
- PROPOSED INDIGENOUS AND NATIVE TREES
 - PROPOSED INDIGENOUS SPECIES OF SHRUBS AND GROUNDCOVERS
 - EXISTING DRAINAGE SWALE
 - EXISTING GATE
 - EXISTING WATER TANK

- RETIREMENT VILLAGE**
- EXISTING BUILDING
 - EXISTING NATURAL/ SYNTHETIC GRASS SOCCER FIELD
 - EXISTING SPORTS FIELD LIGHT POLE
 - EXISTING SEAT
 - EXISTING BALL NET
 - EXISTING FENCE

- EXISTING COACHES BOX
- EXISTING PEDESTRIAN CONNECTIVITY TO BE RETAINED
- EXISTING PEDESTRIAN CONNECTIVITY TO DISCONTINUE
- EXISTING DRINKING FOUNTAIN
- SPORTS/ RECREATION KEY DIRECTIONS
- INFRASTRUCTURE KEY DIRECTIONS

- PROPOSED PATHWAY
 - PROPOSED HIGH NETTING FENCE
 - PROPOSED SEALED ACCESS TRACK HEAVY DUTY (RED BROWN ASPHALT) FOR MAINTENANCE VEHICLES
 - PROPOSED SMALL SHELTER
- Amendments:**
 23.09.2021 REV A Paths and wording
 06.10.2021 REV B Reviewed the key directions as per the comments through emails on 21/09, 23/09, 27/09 (meeting) and 30/09.
 11.11.2021 REV C Added key directions 30, 31 and 32
- Print Issue:**
 21.09.2021 Draft Key Directions to Council
 23.09.2021 REV A Emailed to Council and ASR
 06.10.2021 REV B Emailed to Council and ASR
 11.11.2021 REV C Emailed to Council and ASR
- Title: Key Directions, Anderson Park Masterplan**
- Client: Manningham City Council**

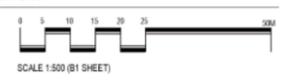
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Sports Turf Consultants	Tel: 9558 9514

Drawn: PS
Date: 11.11.2021
Project No.: 21-031
Cad File:
Drawing No.: Sheet 1 of 1



KEY DIRECTIONS
ANDERSON PARK MASTERPLAN
 MANNINGHAM CITY COUNCIL

11.2 Arundel Road (West) - Proposed Road Closure

File Number: IN21/729
Responsible Director: Director City Services
Attachments: 1 Arundel Road Options Survey [↓](#)

EXECUTIVE SUMMARY

This report details the findings from the community consultation undertaken in October 2021, on various road closure and traffic management options on Arundel Road (west), Park Orchards and recommends appropriate road safety measures to address community concerns.

1. RECOMMENDATION

That Council:

- A. Approves a partial road closure of Arundel Road west of the Knees Road intersection, (allowing emergency, truck and cycling access only), to address the traffic safety concerns raised by the community;**
- B. Notes that the community will be informed of Council’s decision via a written response to those who have made a written submission and the surrounding community, with information included on the Council website; and**
- C. Allocates funds in the 2021/2022 Capital Works Program for works to permanently partially close Arundel Road (west) at Knees Road intersection.**

2. BACKGROUND

2.1 Council at its meeting on 25 May 2021, resolved in part, *‘That Council,*

- a) ‘Supports, in principle, the permanent closure of Arundel Road (west) to through traffic at the intersection of Park Road, subject to:*
- b) No objection being obtained from the relevant service authorities and emergency service organisations that may be affected by the proposal; and*
- c) A report being obtained from the Department of Transport on the proposed road closure.’*

2.2 Council at its meeting of 28 September 2021, considered a report on whether to proceed with a permanent closure of Arundel Road (west), at the intersection of Park Road. Council resolved, *‘That Council defer consideration of this item until the 23 November 2021 Council meeting to permit further investigation regarding a potential partial road closure and other safety measures on Arundel Road (west), Park Orchards’.*

- 2.3 As part of the investigation, residents on Arundel Road and the community in surrounding areas were consulted to obtain feedback on the usage of Arundel Road and various partial road closure options and safety measures.
- 2.4 This report assesses the community feedback responses and provides recommendations on appropriate treatments to address community traffic and safety concerns.

3. COMMUNITY CONSULTATION PROCESS

- 3.1 The community was notified by a letter in early October to around 300 properties in the vicinity of Arundel Road advising of Council's resolution and that further community consultation would be via an on-line survey. The letter also offered residents the opportunity to participate in a survey.
- 3.2 The community consultation period commenced on 11 October 2021 and closed on 29 October 2021.
- 3.3 As part of the community engagement, the community was requested to provide feedback by completing a survey via Council's online engagement platform, 'Your Say Manningham'.
- 3.4 The survey included:
 - 3.4.1 a Fact Sheet detailing traffic data and statistics for Arundel Road, to accurately inform the community regarding the road characteristics and the consequences of any road closure;
 - 3.4.2 Frequently Asked Questions (FAQ's) compiled from issues raised from the previous community engagement; and
 - 3.4.3 a survey comprising of questions relating to the usage of Arundel Road (west) and of any road and traffic safety concerns and the appropriateness of various road safety treatment options.

4. COMMUNITY CONSULTATION RESULTS AND FINDINGS

Summary of Community Consultation Results

- 4.1 154 unique responses were received, however, a number of households sent multiple submissions on this matter. For the purposes of assessment, each household was taken as one submission.
- 4.2 Therefore, the number of households considered in the survey was adjusted to 117, equating to a response rate of 39%.
- 4.3 A copy of the survey questions posted on 'Your Say Manningham' is provided as Attachment 1.
- 4.4 The survey responses have been categorised into Arundel Road (west), and the remaining surrounding areas to determine the opinions of residents in Arundel Road (west) compared to the surrounding community.

Summary of Community Survey Responses (Arundel Road (West))

- 4.5 19 of the 23 households in Arundel Road (west) responded to the survey.
- 4.6 The majority of households believe that speed and traffic volumes are an issue and agree that there is an increased concern from driver behaviour during school hours. However, a high proportion of households do not believe that pedestrians sharing the road with vehicular traffic is an issue.
- 4.7 There was majority support for some form of partial road closure with slightly higher support for a road closure at Knees Road intersection.
- 4.8 There was minimal support for the construction of a footpath along Arundel Road.

Surrounding Community

- 4.9 The surrounding community believe that speed, traffic volumes and pedestrians sharing the road with vehicular traffic is not an issue. The majority also believe that there are no increased concerns from driver behaviour during school hours.
- 4.10 While there was very minimal support for any form of road closure on Arundel Road (west), there was a high level of support for the construction of a footpath along this section of road.

Other Community Comments

- a) A minority of respondents raised the following:
- emergency access as an important factor despite this matter being addressed by the suggested partial road closure that allows emergency access;
 - more effective road humps should be installed along Arundel Road;
 - safety/capacity of the Park/Knees Roads intersection should be improved;
 - lowering the speed along Arundel Road (west) and restricting entry times; and
 - clearing and manicuring the trees at the Park Road/Arundel Road intersection.

5. ASSESSMENT

- 5.1 Officers note the traffic and safety concerns originally raised by residents have merit and that a form of traffic management treatment is required to address these concerns.
- 5.2 Officers originally recommended a full road closure at the Park Road intersection, however, through community consultation as part of the statutory process, it was deemed there was insufficient support for this proposal from Arundel Road (west) and surrounding residents.
- 5.3 The feedback obtained from the community suggests that there is a distinct disparity in terms of the options to close Arundel Road (west). There is strong support from households in Arundel Road (west) to partially close the road. On the contrary, there was very minimal support from households in the surrounding area for the proposal to close the road.
- 5.4 The majority of households on Arundel Road (west) did not support the provision of a footpath along the street.

- 5.5 Despite efforts to inform the community via the FAQ's that emergency access could be accommodated if a partial road closure was implemented, the community still regarded this to be an important issue. This matter can be addressed as part of detailed design considerations for any road closure to ensure access during emergency situations will be maintained for both emergency services and the greater community.
- 5.6 Residents on Arundel Road (west) have indicated a preference for a partial road closure at Knees Road intersection which would allow for bicycle, emergency/waste collection and truck access.
- 5.7 Arundel Road was closed to traffic at Knees Road during the roadworks from March to September this year within minimal impact.
- 5.8 Arundel Road is a local access road and performs no strategic traffic function in the context of the surrounding road network. The road carries low traffic volumes and this will be further reduced as a result of the proposed road closure. As such the impact of a partial road closure is considered to be negligible regardless of the final location of the road closure.
- 5.9 Given that the survey results indicates a stronger support for the partial road closure at Knees Road, officers support this option on the basis that the majority of Arundel Road (west) residents are in favour of this option and that removal of the traffic will result in an overall increased improvement to safety due to the road closure.
- 5.10 In view of the above the construction of a footpath is not considered a high priority due to the absence of through traffic.

6. IMPLEMENTATION

6.1 Finance / Resource Implications

The civil works to partially close Arundel Road (west) will be in the order of \$50K and could be sourced from Council's 2021/2022 Capital Works budget.

6.2 Communication and Engagement

Officers would commence the process to advise the community of Council's resolution.

6.3 Timelines

If Council resolves to partially close Arundel Road (west), a temporary closure would be installed immediately and the permanent works constructed as a priority in the 2021/2022 financial year.

7. DECLARATIONS OF CONFLICT OF INTEREST

No officers involved in the preparation of this report have any general or material conflict of interest in this matter.

11/1/21, 11:17 AM

Arundel Road options survey

Arundel Road options survey

Today, we want to ask you for information on how you use Arundel Road, between Park and Knees Roads.

We want to learn what function and characteristics are important to you and to hear your feedback on how safe you feel using the road, this will help us understand what safety measures we may need to put in place.

[Please refer to the FAQs for further information.](#)

To help with our analysis, we are asking you to provide your residential address in order to submit the survey. Thanks for your time.

Survey closes 5pm, 29 October 2021.

1. What is your residential address? *

2. What do you and/or members of your household use Arundel Road between Park and Knees Roads for? (pick the one that best applies) *

- Access my property by car
- Access other destinations by car
- Walk / cycle on this section of the road
- I don't use this section of the road
- Other - Write In (Required)

*

3. What are your safety concerns with Arundel Road between Park and Knees Roads? *

Agree Neutral Disagree

Traffic speed

11/1/21, 11:17 AM

Arundel Road options survey

	Agree	Neutral	Disagree
Traffic volume	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sharing road with pedestrians	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Driver behaviour during school peaks	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
No concerns	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

4. Having read the [FAQs](#) (right click on this link to open in a new tab), please respond to the following options for the future of Arundel Road between Park and Knees Roads. *

	Agree	Neutral	Disagree
Partial road closure at the Park Road intersection (that allows pedestrian, bicycle and emergency / waste collection access)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Partial road closure at the Knees Road intersection (that allows pedestrian, bicycle and emergency / waste collection access)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
No road closure but a footpath along this section of road to separate pedestrians/cyclists from through traffic	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
No change to the current road	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="text" value="Enter another option"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

5. Would you be happy for us to contact you via email (please provide)?

Submit

0%

11.3 Road Management Plan Review and Adoption

File Number:	IN21/695
Responsible Director:	Director City Services
Attachments:	1 Road Management Plan 2021 ↓
	2 Summarised Submissions ↓

EXECUTIVE SUMMARY

As the nominated Road Authority for all local roads within the municipality, Manningham Council needs to review its Road Management Plan (the Plan) to meet the legislative requirements of the Road Management Act 2004 (the Act).

Pursuant to the requirements of the Road Management Act 2004, each Council (Road Authority) must complete a review of their Road Management Plan every 4 years.

An internal review has been undertaken of the Plan to ensure that the content and supporting processes and standards are in line with the overall management of infrastructure assets.

The revised Plan was publicly exhibited in accordance with the Act, and submissions from interested persons considered in the context of the Plan.

The Plan is seen as a dynamic document and, in line with policy on continuous improvement, the plan will be audited annually as well as being reviewed every four years to ensure that we can continue to demonstrate that we are responsibly managing our road assets.

the revised Plan incorporating minor formatting updates only.

1. RECOMMENDATION

That Council:

- A. notes the submissions received from the community on the proposed amendments to the Road Management Plan;**
- B. having considered the community submissions, that the Road Management Plan as amended is adopted;**
- C. authorises publishing of a notice of the making of the Road Management Plan in the Victoria Government Gazette and the Herald Sun in accordance with Regulation 13 of the Road Management (General) Regulations 2016; and**
- D. Notes that a copy of the adopted Road Management Plan is provided for the community to view at Manningham Customer Service Centre, the Works Depot and on the Manningham website.**

2. BACKGROUND

- 2.1 Manningham City Council, as the Local Road Authority under the Road Management Act 2004 is responsible for the management, maintenance and development of the Local Road network within the Manningham area.
- 2.2 In accordance with the Act, a review of the 2018 Manningham Council Road Management Plan (the Plan) has been undertaken by officers in consultation with other related business areas within the organisation. As a result of the internal review, amendments were made to the 2018 Plan to ensure compliance with performance standards.
- 2.3 The review process of the Plan coincides with the Manningham Council planning cycle; the 2021 review has been conducted in parallel with the current Council Plan and Budget process.
- 2.4 In order to facilitate the provision of its services to the community, Manningham Council manages an extensive range of community assets. One of the most significant groups of these assets, with regard to the difficulty and expense of managing, are road assets.
- 2.5 Understanding levels of service is important and helps transparent decision making, good governance, increases satisfaction levels, and provides support for the provision of sustainable services. Therefore, it is considered prudent that Manningham's Road Management Plan should undergo a detailed review to ensure that the local road network functions and standards are appropriate and current for compliance with the Act.
- 2.6 The Plan was initially adopted by Council on 30 November 2004, with updates to the plan included for review and adoption approximately every four years, in accordance with the requirements of the Road Management Act 2004. The Act stipulates that a review of the Plan is to occur every four years. In conducting a review of the Plan, a Council officers must ensure that the standards in relation to the inspection, maintenance and repair of the roads to which the plan applies are appropriate.
- 2.7 The Plan sets out the levels of service for 'maintaining' road infrastructure, and is a statutory requirement. This includes specified timeframes and standards to which, Council officers will inspect, repair and maintain the roads, pathways and road-related infrastructure for which it is responsible.
- 2.8 An internal review of the Plan was undertaken prior to being published. The Plan reviewed in response to the Road Management Plan Guidance document prepared by MAV Insurance.
- 2.9 The MAV Road Management Plan Guidance document was developed for Victorian Councils to address the liability exposures to the Scheme, and to provide them with the necessary information and tools to ensure their Road Management Plans are not only accepted by a court as being reasonable, but just as importantly, that they are achievable. This can then be utilised effectively in the management of their legislative responsibilities, and in the defence of litigated claims.

- 2.10 The MAV Road Management Plan Guidance document provides detailed information and advice on what the Road Management Plan should contain, and assists Councils when reviewing their Road Management Plans to identify areas that may require particular attention.
- 2.11 Following presentation of a report at the Council Meeting on 24 August 2021, a notice of the proposed amendments to the Road Management Plan was published in the Victoria Government Gazette and a daily newspaper (The Herald Sun) in accordance with Regulation 10 of the Road Management (General) Regulations 2016. It was also made available on the Council Website via 'Manningham Your Say' outlining the purpose and details of the review, and the proposed changes being considered.

3. DISCUSSION / ISSUE

- 3.1 It is proposed that the revised Plan be adopted by Council. The community consultation period expired on 8 October 2021, during which time three submissions were received. The final version of the Plan to be made available to the community on Council's website.

4. COUNCIL PLAN / STRATEGY

- 4.1 The Plan has been reviewed against the proposed Council Plan 2021-2025, and aligns with the actions set out within.
- 4.2 Manningham Council is committed to promoting gender equality through its policies and has considered the requirements of the Gender Equality Act when revising this policy.
- 4.3 Other Plans and Strategies including the Health City Strategy 2017-2021 have been considered in the review of the Road Management Plan.

5. IMPACTS AND IMPLICATIONS

- 5.1 A significant outcome from the review of the Plan has been to gain a better understanding of the need and expectations of the community, which will help Council improve service delivery, demonstrate value for money, and provide accountability to its customers and community.
- 5.2 The measurement of success of this review process will be to ensure that the community is satisfied with the provision and value of services, and that the asset functionality and asset maintenance targets are clearly defined.

6. IMPLEMENTATION

- 6.1 Relevant policies and strategies have been assessed as a part of the review of the Plan, to ensure that Manningham Council's strategic objectives and priorities are appropriate in the overall management of infrastructure assets.

6.2 Finance / Resource Implications

The recommended changes to the Plan have been developed to ensure that infrastructure assets are maintained at the appropriate and sustainable level to meet community expectations in keeping with financial resources, including various life cycle and predictive modelling scenarios.

6.3 Communication and Engagement

6.3.1 We have provided opportunity for the community to make submissions to the published amended Plan. The public exhibition period covered 28 days from the date of the Notice and closed on 8 October 2021.

6.3.2 Council officers have considered the public submissions received during the consultation period. Three submissions were received during this period, all of which fall outside the scope of the Plan. As such, these have not been considered in the context of the Road Management Plan and its review. The submissions will be responded to separately by Council officers following adoption of the Plan.

6.3.3 In accordance with the requirements of the Act, the submissions have been summarised and included in the attached document to be noted by Council and considered in the context of each submission outside of this review. The submissions can be viewed in Attachment 2.

6.3.4 Therefore, the amended Road Management Plan is presented to Council for adoption, having considered all submissions in context.

6.3.5 In accordance with Regulation 13 of the Road Management (General) Regulations 2016, a notice will be published in the Victoria Government Gazette and the Herald Sun confirming adoption of the revised Plan, while noting the availability of the revised Plan on Council's website.

6.4 Timelines

6.4.1 Following presentation of this report at the Council Meeting on 24 August 2021, a notice of the proposed amendments to the Road Management Plan was published in the Victoria Government Gazette and the Herald Sun (daily newspaper) in accordance with Regulation 10 of the Road Management (General) Regulations 2016. In addition, the Plan was made available on the Manningham Website via 'Manningham Your Say' outlining the purpose and details of the review, and the proposed changes being considered.

6.4.2 By including the Plan on the Manningham Website via 'Manningham Your Say', this ensured that those wishing to view, consider and submit a submission had an easy way to do this. The 'Manningham Your Say' page includes a simple online form making it easy for people to submit a contribution.

6.4.3 In accordance with Regulation 13 of the Road Management (General) Regulations 2016, a notice will now be published in the Victoria Government Gazette and the Herald Sun confirming adoption of the revised Plan.

6.4.4 Adoption of the revised Plan by Council at this meeting will ensure that the Council meets its obligations in accordance with Section 125 of the Local Government Act 1989, as well as the requirements in the Road Management Act, and Regulation 10 of the Road Management (General) Regulations 2016.

7. DECLARATIONS OF CONFLICT OF INTEREST

No officers involved in the preparation of this report have any general or material conflict of interest in this matter.



Road Management Plan (RMP)

2021



Interpreter service

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SCHEDULE OF CHANGES AND AMENDMENTS

Version	Date	Changes/Amendments
V1	2 August 2004	Draft prepared in conjunction with Asset/Service Managers and circulated for internal review
V2	28 September 2004	Final draft prepared taking into account internal staff feedback and comment and approved by Council for public exhibition
V3	30 November 2004	Plan adopted by Council
V3.1	2 June 2009	Plan reviewed and amendments adopted by Council
V4	28 August 2012	Plan reviewed and amendments adopted by Council
V5	28 March 2017	Plan reviewed and amendments adopted by Council
V6	23 November 2021	Plan reviewed and amendments adopted by Council

1 Road Management Plan (RMP)



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1. Executive Summary

Manningham Council is responsible for an extensive range of infrastructure assets, including roads, for which it has responsibility under the Road Management Act 2004 (The Act). Council must ensure that these assets and the services that they deliver are managed in accordance with well-developed asset management programs and strategic plans to enable these assets to continue to meet the needs of the community and growth of the municipality.

Manningham covers an area of 114 sq km and has a population of 122,902 residents, as at the 2016 Census. The municipality has a number of retail and business districts, educational facilities and vibrant residential areas. The eastern half of Manningham has been designated as a green wedge area for the protection of Melbourne's significant and natural environment. The community is also served by a road-based transport network, which supports safe and accessible transport throughout the municipality.

Manningham's road network consists of some 609 km of local roads that include 783 km of pathways and 887 km of kerb and channel. This includes 75km of Arterial Roads and Freeways, which are the responsibility of, and managed by the Department of Transport (DoT, formerly VicRoads), but Council maintains the pathways and other local components.

The Act provides that Council, as a road authority under The Act, may adopt a Road Management Plan (RMP), to establish a management system for the road management functions of the Council, which is based on policy and operational objectives, available resources and sets relevant standards in relation to the discharge of duties in the performance of those road management functions.

The RMP is closely aligned to Council's Road Asset Management Plan (RAMP) and Asset Management Strategy (AMS), which sets out the framework for managing the life cycle requirements of Council's road assets that support the processes and systems outlined in the RMP to deliver an efficient and functional road network.

The RMP considers road user needs and expectations in meeting 'reasonable' maintenance targets by providing an inspection regime to assess asset condition and maintenance programs relative to the local road network function. In particular, the RMP sets out the times within which, and the standards to which, Council will inspect, repair and maintain the roads and road-related infrastructure for which Council is responsible.

The RMP balances the needs of road users against available resources taking into account the many other services that Council is required to deliver.

Council uses the available resources to carry out inspections, repairs and maintenance under a number of inspection and repair programs in relation to roads and associated road infrastructure. These can be classified into the categories of defect (routine hazard) inspections and condition (maintenance) assessments.

Programmed or scheduled defect inspections and condition assessments are undertaken based on Council's hierarchy classification to establish different levels of service in respect to Council's road-related infrastructure.

Manningham Council places a high priority on ensuring that the community is provided with a safe and effective road network, footpaths, kerb and channel for the use of all members of the public. The Council is committed to improving its asset management practices and illustrates to all stakeholders that the available resources are delivering good results in a structured, organised, cost-effective and sustainable

manner.

Manningham's RMP will be subject to ongoing monitoring and continuous improvement based on Best Value principles under the Local Government Act, changing legislative requirements, economic, social and environmental impacts, and from community expectations relating to current and future levels of service delivery.

1.1. Availability of the Road Management Plan

The RMP and Appendices are available for inspection during normal office hours - 8:00 am to 5:00 pm each working day at:

Council's Customer Service Centre
Manningham Council Offices
699 Doncaster Road
Doncaster

Phone 9840 9333 or email manningham@manningham.vic.gov.au to request a copy.

This Plan is also available for download from the Council's website: www.manningham.vic.gov.au.

1.2. Queries and Comments

Any queries or comments in relation to the Road Management Plan should be directed to:

Coordinator Roads & Infrastructure
Manningham Council
PO Box 1
Doncaster 3108

Or manningham@manningham.vic.gov.au

1.3. Plan Review and Performance Monitoring

Council has implemented processes to ensure that condition assessments and maintenance inspections are conducted in accordance with the frequency, methodology and criteria specified in the RMP.

This RMP will be reviewed annually as part of an audit of RMP compliance to ensure that the operational requirements of the Plan, and the standards to which Council inspects, repairs and maintains the roads and road-related infrastructure, are being met.

Council will also carry out a formal review of the RMP every four years, in accordance with the requirements of the Road Management Act 2004 and the Road Management (General) Regulations 2016 having regard to:

- Condition and performance of assets and delivery of maintenance programs;
- Levels of service achieved against the expectations of the community and road users;
- Council's Financial Strategy and other budget priorities;
- Performance and appropriateness of Council's asset management plans and other asset-related documents; and
- Consideration of any other economic, social and environmental factors or recommendations that are likely to influence the contents and/or function of the Plan.

2. Terms and Conditions

All terms used in the RMP and related documents have the same meaning as stipulated in the Law, unless otherwise indicated.

'The Act' means the Road Management Act 2004;

'Council' means Manningham Council;

'Municipality' means the municipal district of the council;

'RMP' means Road Management Plan;

'Intervention Level' means any action to repair, construct warning signs, reduce or eliminate risk;

'Intervention Action' means any action to conduct repair;

'Road Reserve' means all of the area of land that is within the boundaries of a road;

'Vehicle Crossing' means the driveway and pathway which connects from a roadway or pathway on a road to other land; and

'Response time' is the time in which the standards set out in this plan require intervention action to be taken.

3. Introduction

In accordance with the Road Management Act 2004 (The "Act"), Council is the "Coordinating Road Authority" for municipal roads within Manningham, as set out in the Register of Public Roads ("Register").

The main aim of The Act is to improve the overall management of the road network by making road authorities accountable for the standards of roads in order to provide a safe and efficient road network, while at the same time ensuring that road authorities have in place mechanisms to clearly define the standards to which they will inspect, repair and maintain the roads and road-related infrastructure.

The Act encourages road authorities to prepare an RMP that will mitigate risk and provide a policy defence in negligence claims against road authorities by establishing a management system for road functions that is based on policy and operational objectives.

Council will make every endeavour to meet all aspects of its RMP, however there may be situations or circumstances that affect Council's business activities to the extent that it cannot deliver on the service levels in its RMP. These include, but are not limited to, municipal emergencies such as fires, floods, wind storms and similar significant events, or a prolonged labour shortage, due to a need to commit or redeploy Council resources and/or equipment elsewhere. In the event that Council has considered the impact of such an event on available resources and other conflicting priorities, and determined that the RMP cannot be met, then Council reserves the right to suspend or modify some, or all compliance standards with its RMP in accordance with section 83 of the Wrongs Act 1958. If such an event occurs, the response times will be measured from the resumption of normal levels of demand on the relevant resources.

4. Purpose

4.1. Purpose of the RMP

In accordance with Section 50 of the Act, the purpose of Manningham's RMP is to establish a management system for the road management functions of the Council which is based on policy and operational objectives and available resources, and to set the relevant standards in relation to the discharge of duties in the performance of those road management functions.

The RMP details how the Council will implement its duty to inspect, maintain and repair public roads in respect to which Council is the coordinating and responsible road authority.

In accordance with Section 50 of the Act, the key elements of this RMP include:

- The Asset Management system that Council has established to inspect, repair and maintain the roads and road-related infrastructure; and
- Details of the maintenance targets and operational objectives to meet the relevant standards in relation to the discharge of Council's duties in the performance of its road management functions.

4.2. Road Management Plan Scope

This Plan covers all roads for which MCC is responsible, as defined in Council's 'Register of Public Roads'. It is limited to road infrastructure and road-related infrastructure as defined under the RMP and for which Council is the relevant road authority.

The asset activities include:

Operational Activities:

- Inspections;
- Line marking;
- Vegetation control;
- Street sweeping; and
- Administration.

Routine Maintenance Activities:

- Pothole repairs;
- Surface defect repairs;
- Edge break repairs;
- Corrugation repairs;
- Guidepost maintenance;
- Guardrail repairs and maintenance;
- Road shoulder maintenance;
- Sign repair and replacement;
- Maintenance grading (unsealed);
- Surface and shape restoration (unsealed);
- Footpath repairs;
- Emergency works;

- Bridges (only the road pavement, surface and footpaths. Sub and super structures are managed in accordance with Council's Road Asset Management Plan); and
- Culverts, table drains and drainage pits.

Renewal Activities:

- Resurfacing of sealed pavements;
- Pavement Rehabilitation / Reconstruction of sealed pavements;
- Surfacing of unsealed pavements;
- Reconstruction of kerb and channel; and
- Reconstruction of footpaths.

Examples of Infrastructure not included in this Plan:

- Underground drainage pipes;
- Sub and Super Structures of Bridges;
- Vehicle crossings providing access to private properties and associated infrastructure;
- Shared boundary roads that are the responsibility of the adjoining municipality;
- Bridges, major culverts, overpasses that are the responsibility of other road authorities, including Melbourne Water, Department of Transport (DoT, formerly VicRoads), and others;
- Non-road infrastructure;
- Private assets;
- Power lines and poles (Except for non-standard and metered lights);
- Communication lines; and
- Single property stormwater drains.

Various utilities make use of the road reserve to provide essential services. These are normally considered to the extent that they impact on the road assets.

4.3. Legislative Basis for the RMP

The Road Management Act 2004 (The Act) established a statutory framework for the management of the road network in Victoria to facilitate the co-ordination of the various uses of road reserves for roadways, paths, infrastructure and similar purposes and establishes the general principles which apply to road management.

This RMP is prepared in accordance with Division 5, Section 49-55 of The Act.

The plan also reflects the requirements of Council as specified under Sections 3A and 3C of the Local Government Act 1989. Other legislation which relates to this Plan includes the Road Safety Act 1986, the Transport Act 1983 and Manningham's Community Local Law 2013.

This plan is also consistent with other Council documents including: the Council Plan, Financial Strategy, Asset Management Policy and Strategy, and the Road Asset Management Plan (RAMP).

There are a number of external stakeholders that must also be considered to effectively manage the local road network, and Council recognises the varying needs of external stakeholders depending on whether they are residents, the business community or visitors, or drivers, cyclists or pedestrians. The groups that have been identified as key stakeholders are included as **Appendix A – Manningham's Key Stakeholders**.

Council's City Services Directorate is primarily responsible for the care and maintenance of Council's road and associated road infrastructure, as set out in Manningham's Register of Public Roads. Manningham's RAMP sets out the framework for managing the long term strategic and life cycle requirements of Council's infrastructure assets that support the processes, systems and programs outlined in the RMP to deliver an efficient and functional road network.

4.4. Codes of Practice

The Following Codes, which exist under the Act, will be met by Council to the extent that they are relevant to Council:

- *Operational Responsibility for Public Roads* – this Code provides guidance in determining the physical limits of operational responsibility between road authorities for the different parts or elements within the road reserve of public roads.
- *Management of Utility and Road Infrastructure in Road Reserves* – this Code provides guidance for road authorities and utilities in planning and managing their infrastructure in road reserves. For example: gas, water, electricity, telecommunications, etc.
- *Worksite Safety – Traffic Management* – this Code provides guidance on how to conduct any works on a road in Victoria and supports the engagement of appropriately trained and qualified persons to carry out the works or direct traffic.
- *Road Management Plans* – this Code provides practical guidance to road authorities in the making of Road Management Plans.

4.5. Content of Plan

In accordance with section 52 of The Act, this RMP includes:

- The relevant standards determined by Council in relation to the discharge of Council's duties in the performance of its road management functions.
- Details of the management system that Council has implemented and proposes to implement in the discharge of its duty to:
 - Inspect,
 - Repair, and
 - Maintain.

Section 39 of The Act provides that by including provisions in this Plan relating to the performance of road management functions, Council is to be taken to have made a policy decision in respect of those road management functions.

5. Manningham's Register of Public roads

5.1. Legislative Provision

The Act places a mandatory requirement that a road authority maintains a register of public roads that are 'reasonably available for general public purpose'.

Council has compiled a Register of Public Roads ("Register") in accordance with Schedule 1 of The Act. The Register records the name, description and classification of road assets for which the Council is responsible, together with a summary of any additions, deletions or changes required under The Act. The classifications are used in this Plan to differentiate standards for:

- inspection frequencies;
- intervention levels; and
- response times.

The Register nominates the roads and ancillary areas for which Council is responsible, but excludes unformed access tracks on public land and unconstructed rights of way.

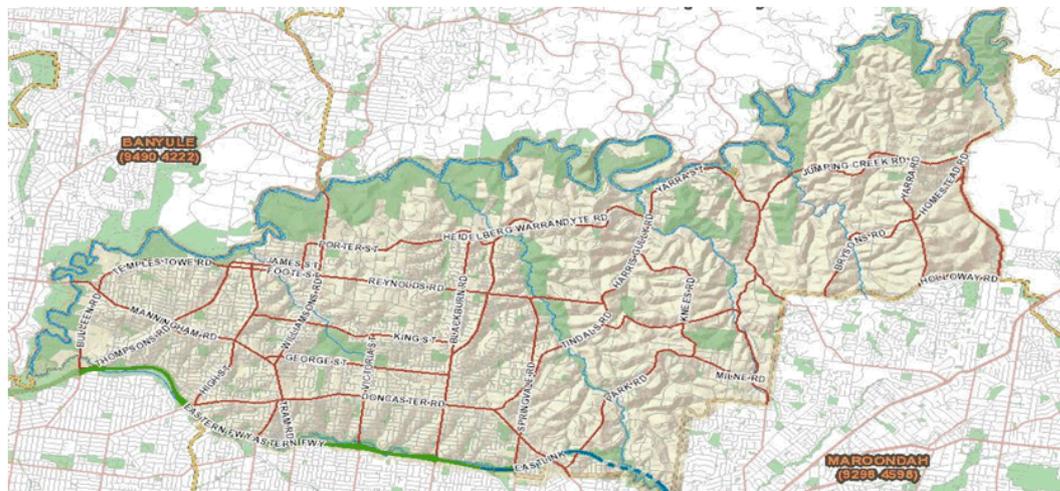
This plan also applies to parts of Arterial Roads, where Council is the responsible road authority for some ancillary areas and assets, and these are recorded in the register.

Council's Director City Services and Coordinator Asset Management and Capital Works are empowered under delegation to amend, update and maintain the Register, which will be updated annually, or more frequently if changes are necessary. A copy of the Register is available for inspection on Council's website.

5.2. Boundary Roads

The Register defines boundary roads maintained by adjoining municipalities, and these are covered by 'Agreements and Memorandum of Understandings' between each affected adjoining municipality. The Agreements detail the maintenance work required by each party, however as a general rule, the responsible municipality will undertake all maintenance, except for the footpath on the other side of the road.

A Summary list of all boundary roads is as follows:



Boundary Roads	Adjoining Council	Maintained by
Lower Homestead Road (Homestead Rd to Paynes Rd)	Yarra Ranges	Yarra Ranges
Lower Homestead Road (Paynes Rd to End)	Yarra Ranges	Yarra Ranges
Homestead Road (Brushy Park Rd to Reserve Rd)	Yarra Ranges	Yarra Ranges
Brushy Park Road (Holloway Rd to Homestead Rd)	Yarra Ranges	<i>Manningham</i>
Smedley Road (Oban Rd and No 25 Smedley Rd)	Maroondah	Maroondah
Holloway Road (Yarra Rd and Lyons Rd)	Maroondah	Maroondah
Tortice Drive (Warrandyte Rd and Old Warrandyte Rd)	Maroondah	Maroondah
Yarra Road (Holloway Rd and Gatters Rd)	Maroondah	Maroondah
Delatite Court (Court bowl only to west of No.20)	Maroondah	<i>Manningham</i>
Delatite Court (Little John Rd to west of No.20)	Maroondah	Maroondah
Glyne Road (Little John Rd and west of No.11)	Maroondah	Maroondah
Glyne Road (Court bowl only to west of No.11)	Maroondah	<i>Manningham</i>
Williams Road (Berringa Rd to Warrandyte Rd)	Maroondah	<i>Manningham</i> (except table drain on south side)
Glenvale Road (Oban Rd to court bowl)	Maroondah	Maroondah

Gatters Road (Yarra Rd to No.4)	Maroondah	<i>Manningham</i>
Oban Road (Smedley Rd and Glenvale Rd)	Maroondah	<i>Manningham</i>
Old Warrandyte Road (Tortice Dr and Little John Rd)	Maroondah	<i>Manningham</i>
Quarry Road (Beckett Rd Bridge to Huggins Rd)	Whitehorse	Whitehorse

5.3. Assets Not Included in the RMP or Listed in the Roads Register

Not all areas or all assets within the road reserve are the responsibility of Council and do not require intervention by Council for the purposes of this RMP. Section 107 of The Act states that a road authority does not have a statutory duty or a common law duty to perform road management functions in respect to a public highway which is not a public road, or to maintain, inspect or repair the roadside of any public highway (whether or not a public road). Road-related assets that are not included for inspection and repair under this RMP are:

1. Arterial Roads and Freeways (excluding some ancillary areas and assets where Council is the responsible road authority).
2. Shared boundary roads that are the responsibility of the adjoining municipality.
3. Bridges/major culverts/overpasses that are the responsibility of other road authorities, including Melbourne Water, and the Department of Transport.
4. Service authority infrastructure including, but not limited to:
 - water supply pipes, hydrants and fittings;
 - drainage pipes, sewage pipes and manholes;
 - telecommunications cables, pits and structures;
 - electricity distribution wires, poles and structures; and
 - gas supply pipes and fittings.
5. Assets and land owned, managed and maintained by other road and service authorities including, but not limited to:
 - Service authority temporary reinstatements to the road and pathways and other road reserve assets, and/or permanent restatements prior to Council certification; and
 - Crown and service authority land/easements.
6. Other street infrastructure including:
 - DoT signage and signal hardware (except for those identified as Council's responsibility and shown on the Public Roads Register);
 - Bus shelters; and
 - Private direction and advertising signs.

7. Street lighting (standard) involving the maintenance of all utility timber and concrete power poles is the responsibility of power companies. However, Council is responsible for the cost of operating the street lighting service on local road reserves and contributes to the cost of lighting on Arterial Roads. Council is directly responsible for some decorative lighting located at a number of shopping centres, smaller estates and car parks, which is separately metered.
8. Vehicle crossovers and driveways for that portion of the vehicle crossing, other than the footpath, located between the carriageway and the property boundary is the responsibility of the adjoining property owner to maintain. More detail is provided on private vehicle crossing assets in Section 6.
9. Nature strips and infill areas within urban areas which are those residual areas between the edge of the road or back of the kerb and the property boundary not occupied by the pathway and private road crossings. These are generally grassed nature strips with responsibility for maintenance of the grass and any depressions generally being left to the adjoining property owner. However, under common law, Council as the Responsible Road Authority has an overall responsibility to ensure a minimum level of public safety.
10. Single property stormwater drains that are constructed within the road reserve from the property boundary to a discharge outlet in the kerb/roadside drain or into the drain/pit are the responsibility of the property owner.
11. Nature strip landscaping works within the road reserve that are not in accordance with any Council policy or have a potential of causing obstruction or injury/damage to pedestrians or traffic movement, private roads driveways, laneways and car parks (common property) associated with private ownership.
12. Street trees and landscaping located on the road reserve that are maintained by Council.
13. Car parks that are constructed or unconstructed areas and are generally used for car parking purposes that are not in the list of car parks on the Register of Public Roads.
14. Underground drainage pipes located within the road reserve.
15. Roads constructed by others or without Council approval, unformed access tracks for the purposes of local access or un-constructed right of ways that are not listed on the Register of Public Roads.

6. Road Usage

6.1. Council Budget

This Plan is supported by the budget set each year by Council. Funds are provided for both operating and capital components. Budget levels are determined each year based on policy and operational objectives and available resources. Other inputs considered include:

- Level of service as identified by the community;
- Level of service as benchmarked against similar Councils;
- Reports on the condition of assets; and
- Council's strategic resources plan.

Continued monitoring and review of asset condition and customer requests will form the basis of future budget considerations as part of Council's asset and resource planning.

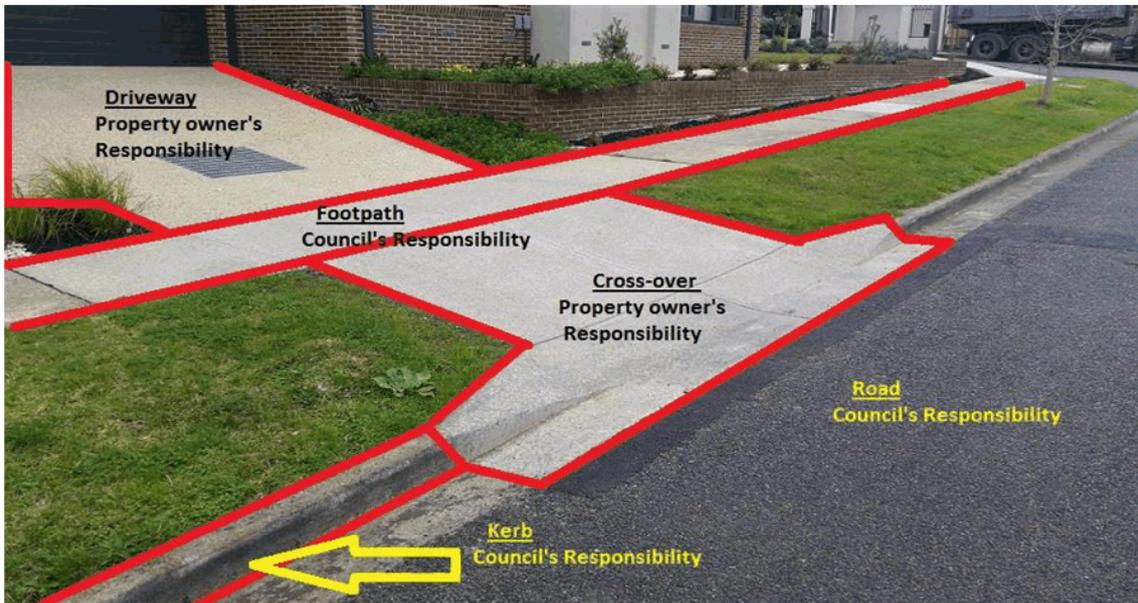
6.2. Obstructions in Road Reserve



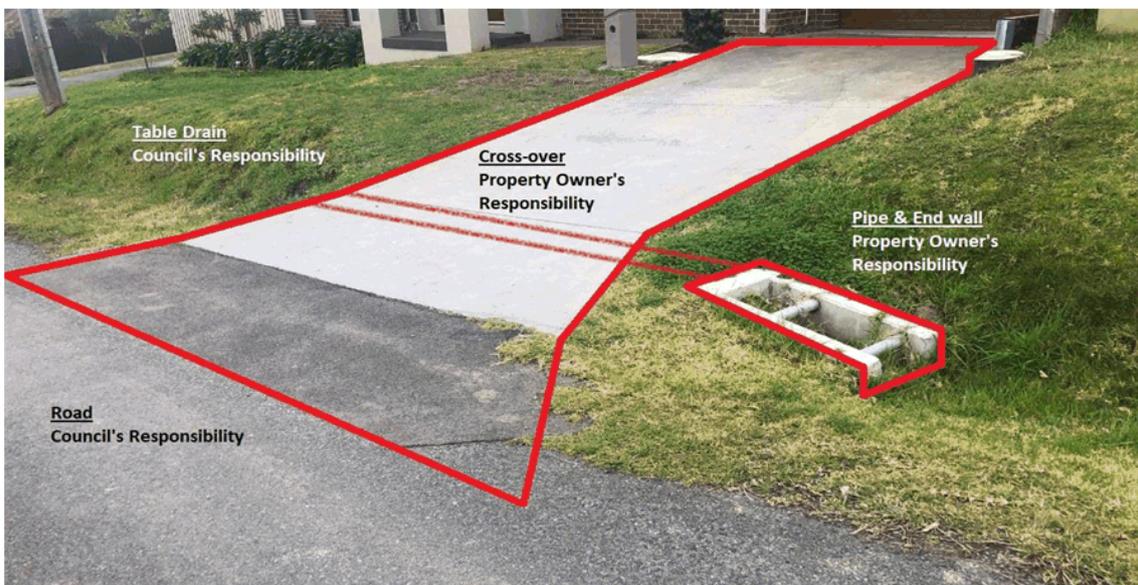
In accordance with Manningham's Community Local Law 2013, property owners have a responsibility to keep the road reserve free from any encroachment or obstruction, including the placement of moveable signs, goods, tables, chairs or street furniture on the road reserve without a written permit. This also extends to any vegetation growing on private property that overhangs or encroaches onto road reserve that either obstructs or impedes the safe and convenient use of the road reserve.

6.3. Vehicle and Pipe Crossover

Property owners are responsible for the construction and maintenance of vehicle crossings and pipe crossings (driveways) that provide ingress/egress to their properties. These responsibilities include the entire portion of the crossing located within the road reserve between the property line and edge of the road pavement, including the immediate surrounds, but excluding the section of crossing where a footpath has been constructed to Council's standards. See examples shown on the following page.



In rural areas where there may be no kerb and channel or footpath, the property owner is responsible for the entire driveway and its associated infrastructure in the same way as in an urban environment. This includes any pipes required for roadside drainage under the driveway, and associated end walls, including the immediate surrounds. The property owner is responsible for maintaining the driveway, pipe and immediate surrounds, including the clearing of any obstructions to the flow of stormwater.



6.4. Nature Strips and Infill

Nature strips and infill areas refer to the residual areas between the edges of road or back of the kerb and the property boundary not occupied by the footpath and private road crossings. These are generally grassed nature strips with responsibility for maintenance of the grass and any depressions generally being left to the adjoining property owner. Street trees however, are the responsibility of, and maintained by Council. Street trees may not be planted, removed or interfered with by a property owner.



6.5. Road Work Permits

Without a permit, a person must not commence work on a road (road reserve) under the control or management of Council in any way as detailed below:

- Commence or carry out any works within the road reserve;
- Place any building material;
- Use a mobile crane;
- Occupy or fence off part of a road;
- Erect hoarding or overhead protective awning;
- Place moveable signs, tables, chairs or street furniture;
- Remove, damage, destroy or interfere with any vegetation, material or other road infrastructure; and
- Undertake landscaping works, including the installation of landscaping items, apart from that necessary to level and maintain a safe, grassed nature strip.

Note that 'road' refers to all of the area of land that is within the boundaries of a road, between property boundaries.

7. Asset Hierarchy

A classification system has been developed to ensure that its operating and engineering standards and planning methods apply to a road asset based on its function. This ensures the provision of a safe and efficient road network for use by road users and the community within the extent of Council's resources.

7.1. Road Hierarchy

Manningham's road hierarchy classification is a key element of this RMP and provides the basis for setting maintenance targets, and assists in the development of road design and construction parameters and financial planning strategies.

In developing the road hierarchy classification system for Manningham, consideration has been given to the functionality and operational performance of the local road network that takes into account a number of parameters such as: traffic volumes and types, bus routes, access to abutting properties and linkages with other roads. The classifications are generally consistent with the AustRoads National Functional Road Classification System and have been structured on a separate 3-tier functional hierarchy classification system based on the functions of Link, Collector and Access, which clearly defines the current use of a particular road within each classification.

Link Roads	Provide the main avenue of traffic movements within the municipality to the wider road network.
Collector Roads	Distribute traffic between and through residential, industrial and commercial areas to the Arterial and Council Link road network.
Access Roads	Provide predominantly direct access for abutting properties.

Although the generic functional definitions adopted for the rural and urban roads are the same, Manningham's local road network has been assessed and classified for rural and urban roads separately, as sub-categories of Classes 4 and 8 of the AustRoads National system to provide consistency with that system.

Freeways and Arterial Roads or roads not adopted by Council as their assets to maintain, such as unformed access tracks on public land, unconstructed rights of way, private roads or roads managed by other authorities and/or under private ownership, are not included as part of Manningham's road hierarchy.

Manningham's road hierarchy, which details the classification, functional definition and general performance requirements for the local road network, is outlined as shown on the following page:

Road Classification	Functional Definition	General Road Description & Performance Requirements
<p><u>Link</u> AustRoads Classification 4A and 8A</p>	<p>Forms main avenue of traffic movements within municipality to the wider road network.</p> <ul style="list-style-type: none"> Links towns/suburbs, places of significance and industries; High percentage of through traffic; Includes access to abutting residential, industrial and commercial properties; and Caters for higher traffic volumes, heavy vehicles and traffic speeds. 	<ul style="list-style-type: none"> All weather sealed road, catering for 2-way traffic, 2-lane roads; Good quality surface, maintained to a high standard; Roads of high priority; Direct property access generally permitted; and
<p><u>Collector</u> AustRoads Classification 4B and 8B</p>	<p>Collects and distributes traffic between and through residential, industrial and commercial areas to the Declared Arterial and Council Link Road Network.</p> <ul style="list-style-type: none"> Connects significant residential, industrial and commercial areas; High percentage of through traffic; Includes access to abutting residential, industrial and commercial properties; and Caters for generally higher traffic volumes, heavy vehicles and traffic speeds. 	<ul style="list-style-type: none"> All weather road, catering for 2-way traffic, predominantly sealed, 2-lane roads; Good quality surface, maintained to a high standard; Roads of high local priority; Direct property access generally permitted; and
<p><u>Access</u> AustRoads Classification 4C and 8C</p>	<p>Provides some minimal through traffic but predominantly direct access for abutting properties.</p> <ul style="list-style-type: none"> Caters for low traffic volumes and generally for low traffic speeds; and Minimal to no through traffic. 	<ul style="list-style-type: none"> All weather road where required for property access, catering for 2-way traffic and may be sealed or unsealed and varying width in urban areas; and Low quality road surface maintained to moderate standard.

7.2. Footpath Hierarchy

Similar to roads, pathways are classified according to a hierarchy dependent upon usage, potential risk and community importance. It is summarised as follows:

Classification	Description of Characteristics
High Level Pedestrian Activity	Pathways within shopping precincts and neighbourhood activity centres that have high pedestrian volumes.
Medium Level Pedestrian Activity	Constructed pathways inside municipal open spaces/reserves, in and around local activity centres, and around schools
Low Level Pedestrian Activity	Pathways in residential areas not classified as shopping precinct or high use.

Note: This footpath hierarchy is only used for programming and scheduling works.

7.3. Car Parks

Car parks included within the Road Register are those located on the road reserve that are available for general public use and Council is responsible for management and enforcement provisions. Council maintained car parks that may also be ancillary areas to Arterial Roads. Generally, the hierarchy classification and level of service is consistent with that applicable to the access roads. Off-road car parks are not included in Council's Register of Public Roads and the RMP is not applicable to the way Council manages them.

7.4. Bridges and Major Culverts

Bridges and major culverts included within the Road Register are those located on the road reserve that are available for general public use and for which Council is responsible. Generally, the level of service for bridges is to provide and maintain a safe and practical bridge network and the hierarchy classification is consistent with that applicable to the corresponding road on which the structure is located.

8. Standards

8.1. Setting and Determining Standards

Section 41 of the Act provides that a Road Authority may determine the standard to which it will construct, inspect, maintain and repair the items of infrastructure which are the subject of this RMP, namely:

- Roadways;
- Pathways;
- Road infrastructure; and
- Road-related infrastructure.

In accordance with section 3 of The Act, road-related infrastructure means infrastructure which is installed by the relevant Road Authority (Council) for road-related purposes to:

- facilitate the operation or use of the roadway or pathway; or
- support or protect the roadway or pathway;

8.2. Design and Construction Standards

The following design and construction factors have been considered in developing rural and urban road standards for Manningham:

- Functional classification;
- Traffic volume and type;
- Percentage of trucks;
- Bus routes;
- Bicycle lanes; and
- Geometric design parameters to allow for the safe and functional movements of traffic.

Council also utilises the following standards and guidelines to ensure a formalised and consistent approach to asset management:

- Australian Standards;
- Department of Transport Standards and Codes of Practice;
- Manningham's Design Standards;
- Manningham's Road and Footpath Levels of Service;
- Manningham's Infrastructure Inspection Guidelines for Roads and Footpaths (Condition and Defect Assessment Methodology); and
- Manningham's Roadside Environmental Management Strategy.

Generally, unless there has been specific information otherwise or as identified within this RMP, it has been determined that all roads and road-related infrastructure have been designed and constructed as far as practicable in accordance with the above standards and guidelines.

8.3. Maintenance Standards

The maintenance of infrastructure covered by the RMP will be carried out to a standard which substantially maintains or restores the asset to the same level of function or serviceability for which it was originally designed. Council allocates funds to roads as part of the annual budget process. Condition assessments are performed at the intervals specified in this RMP and the information is used to estimate the remaining useful life of the assets and to assist in the valuation of Council's infrastructure assets. The frequency of condition (maintenance) inspections that are conducted for the different classifications of assets are outlined in **Appendix C - Roads and Footpaths Intervention Levels**.

8.4. Inspection Standards

Programmed or scheduled defect inspections and condition assessments are undertaken based on Council's hierarchy classification to clearly establish differential levels of service in respect to Council's road-related infrastructure.

Appendix B - Roads and Footpaths Defect Inspections and Condition Assessments provides details of the inspection services and condition assessments that are undertaken to identify the various hazards and defects that require treatment in accordance with the standards Council has adopted in its RMP.

Appendix C - Roads and Footpaths Intervention Levels provides details of the defect intervention levels and response times that apply to activities related to the repairing of roads, footpaths and other road-related infrastructure.

8.5. Risk Management

Council has a responsibility to keep its road and associated road network in a safe condition. It is important, in order to minimise exposure to risk, that Council ensures that maintenance funding and performance is adequate to achieve the prescribed levels of service, including inspection regimes, intervention levels and response times.

There may be situations or circumstances that affect Council's business activities to the extent that it cannot deliver on the service levels in its RMP. In the event that Council has considered the impact of such an event on available resources and other conflicting priorities, and determined that the RMP cannot be met, then Council reserves the right to suspend or modify some, or all, compliance standards with its RMP in accordance with section 83 of the Wrongs Act 1958. Construction and maintenance work on local roads and pathways will be undertaken in accordance with Council's adopted standards, relevant occupational health and safety requirements, codes of practice and other supporting guidelines and regulations. The principal strategy for the management of risk associated with infrastructure assets is that of applying the risk management model based on the Risk Management Standard AS/NZS ISO 31000:2018, and generally in accordance with the Council's Risk Management Strategy, which sets out the principles that operate within the organisation.

8.6. Best Value and Consultation

The community and road users have an expectation that the road network will be maintained to a safe, functional and desirable standard that meets their needs and expectations. Community expectations are determined by community consultation and customer requests in accordance with Best Value Principles.

Council has developed a program and approach to Best Value that supports Council's commitment to faithful representation of its community, excellence in service delivery and leadership in the local government sector, which will be taken into account when carrying out the functions of the RMP. Council's Manningham Improvements (MI) Program will be the vehicle for delivery of Best Value and will provide a means by which continuous improvement in methods, procedures, standards, service delivery and efficiency will be achieved.

8.7. Environmental Considerations

Environmental issues and considerations are considered when dealing with potential threats to native vegetation on roadsides by promoting best working practice and proactive management to maintain and enhance native vegetation while maintaining road safety and protecting community assets.

9. Management Practices and Systems

9.1. Legislative Provision

Section 52 of The Act provides that a Road Management Plan may include details of the management system that a road authority proposes to implement in the discharge of its duty to inspect, maintain and repair public roads for which the road authority is the coordinating road authority or the responsible road authority.

9.2. Management System

Council has established reliable and robust information technology-based systems for the management, tracking and traceability of defect inspections and rectification works. This also extends to the receiving of customer requests and for programmed maintenance works in relation to roadways, pathways and other road-related infrastructure.

These asset management systems form an integral part of the RMP, and provide a management system for the road functions that defines the standards to which Council will inspect, maintain and repair the local road network.

The management system process is summarised in **Appendix D – General View of the Road Management Plan (RMP)** which details the Customer Request/Inspection Management Process.

9.3. Strategic Planning

Long term strategic planning is well documented within the Council Plan and in various other Council strategic plans and documents, which have all involved community consultation to ensure that community needs and expectations have been addressed.

Council's mission is to work together to deliver excellence in everything we do to build a healthy and connected community now and into the future.

The Council Plan also identifies the key strategic priorities and corporate framework to enable Council to achieve its objectives, including those related to the road and footpath network.

9.4. Budget Allocation

Available funding allocations to enable the Council to discharge its duty to inspect, repair and maintain public roads for which it is responsible, are determined from Council's Financial Strategy, which is updated annually as a part of the annual budget process.

When allocating funding during the budget process, every endeavor will be made to allocate the necessary resources to enable Council to carry out the requirements and standards adopted under this RMP, having regard to other competing demands and other service delivery priorities.

Further details regarding the long term refurbishment and replacement of Council's road infrastructure assets is outlined in Manningham's RAMP.

10. Road Condition and Maintenance Programs

Council uses the available resources to carry out inspections, repairs and maintenance under a number of inspection and repair programs in relation to roads and associated road infrastructure. These can be classified into the categories of defect (routine hazard) inspections and condition (maintenance) assessments.

These inspection and repair programs are summarised as follows:

10.1. Proactive Defect Inspections

These inspections determine if the road complies with the levels of service in accordance with the intervention levels and response times allowed for in the RMP. Scheduled defect inspections are undertaken to identify significant defects that may be deemed as a hazard to the public and the inspections are recorded for all roads regardless of the identification of a defect or not.

10.2. Reactive Inspections

These inspections are undertaken in response to customer enquiries or notifications. Inspection of all reported defects or safety issues are undertaken following notification by members of the community, contractors or Council employees while undertaking their normal work duties.

10.3. Condition Assessments

Condition assessments are conducted to identify deficiencies in the structural integrity and overall presentation of the road surface, pavement and other road-related infrastructure specified in the RMP. To facilitate the inspection process, recording and data transfer mechanisms are utilised to ensure that Council's Asset Management and Maintenance Management Systems are populated with data that reflects as far as practicable the true situation of the condition of the road and associated infrastructure arising from the inspections.

10.4. Repair, Maintenance and Renewal Works

Routine maintenance and repair works are generally programmed as part of Council's Maintenance Management System in accordance with the relevant standards set out in the RMP.

Road reconstruction and renewal programs are typically carried out under Council's Capital Works Programs. The condition of road pavements, kerb and channel, and footpath are assessed on a periodic basis by way of condition assessments as set out in **Appendix B – Roads and Footpaths Defect Inspections and Condition Assessments**.

It should be noted that the definition of "repair" in The Act also includes any action to reduce risk and temporary repairs, such as safety barriers, warning signs or identification/highlighting of a hazard using coloured paint, all of which will be used when required.

10.5. Emergency Works

Emergency works are works required to be undertaken outside routine work programs to ensure the safety of road users and the public as a result of emergency incidents. Emergency works include traffic incident management, responses to fires, floods, storms and spillages, and assistance under the Victorian State Emergency Response Plan and Manningham Emergency Management Plan.

Council is not responsible for providing after hours or emergency response service for utility companies, their agents, or private contractors. However, where Council becomes aware of an emergency or dangerous situation on a road, it may take action to mitigate the risk to the community and then seek reimbursement of costs from the appropriate party.

10.6. Site Monitoring

Where external contractors are used for any repair or maintenance activity, these contractors are subject to a regular site inspections by a Council Works Supervisor.

11. Key Stakeholders

11.1. Technical Guides

- International Infrastructure Management Manual (IIMM) 2020, IPWEA.
- Risk Management Standard AS/NZS ISO 31000:2018.
- Code of Practice for Road Management Plans.
- Code of Practice for Operational responsibility for Public Roads.
- Code of Practice for Managing Utility and Road Infrastructure in Road Reserves and Worksite Safety Traffic Management.
- Wrongs Act 1958.
- Road Management Act 2004.
- Road Management (General) Regulations 2016.
- Local Government Act 2021.

11.2. Council Documents

- Manningham's Roads and Footpaths Levels of Service.
- Manningham Council Plan.
- Manningham Financial Strategy.
- Manningham Roads Asset Management Plan.
- Manningham Asset Management Strategy.
- Manningham Asset Management Policy.
- Manningham – Community Local Law 2013.
- Manningham Adopted Budget.
- Manningham Infrastructure Inspection Guidelines (Roads and Footpaths).

11.3. Attachments

- **Appendix A** - Manningham's Key Stakeholders
- **Appendix B** - Roads and Footpaths Defect Inspections and Condition Assessments
- **Appendix C** - Roads and Footpaths Intervention Levels.
- **Appendix D** - General View of the Road Management Plan (RMP) - Customer Request/Inspection Management Process
- **Appendix E** - Glossary of Terms

12. Appendix A - Manningham's Key Stakeholders

The key stakeholders are internal custodians as well as external individuals, companies, service authorities, government authorities and community groups who have a vested interest in management of roads and associated road infrastructure assets. The groups that have been identified as key stakeholders are included in the following Table.

Stakeholder	Role
Councillors	Endorse the asset management policy, strategy and plans. Set high level direction through the development of asset management principles in the Community Plan.
Senior Management	Endorse the development of asset management plans and provide the resources required to complete this task. Set high level priorities for asset management development in Council and raise the awareness of this function among Council staff and contractors. Support the implementation of actions resulting from this plan and be prepared to make changes to a better way of managing assets and delivering services. Support for an asset management driven budget and Long Term Financial Plan (LTFP).
City Services Directorate	Consolidate the asset register and ensure the asset valuations are accurate. Develop supporting policies such as capitalisation and depreciation. Prepare asset sustainability and financial reports incorporating asset depreciation in compliance with applicable accounting standards, and provide asset management support and administration. Provide local knowledge level detail on all infrastructure assets. Verify the size, location and condition of assets and describe the maintenance standards deployed and Council's ability to meet technical and customer levels of service.
Community Users	Users of road network assets (roads, paths, bridges, etc.) including pedestrians, motorists and cyclists, and includes visitors to the municipality.
Footpath Users	Those who have a need for access as pedestrians (including the very young), those with disabilities, and the elderly with somewhat limited mobility and who have differing needs to motorists and cyclists.
Users of a range of miscellaneous small and lightweight vehicles	Includes users such as pedal cyclists, motorised buggies, wheelchairs, prams, etc. where consideration has to be given to access requirements (ramps, etc.)

Residents and businesses	Those who reside, work or have involvement with property adjoining the public road reserve.
Motorised Vehicle users	Those who use vehicles such as trucks, buses, commercial vehicles, cars and bicycles.
Emergency services	Includes Police, Fire, Ambulance, SES for emergency access.
Department of Transport	Responsible road authority for State Roads. Determines overall network principles and advises on State legislation and guidelines.
Utility agencies	Those utility service providers sharing use of the road reserve (water, sewage, gas, electricity and telecommunications).
Suppliers of goods and services	Those who require access to the road reserve for the provision and delivery of goods and services.
State & Federal Government Departments	Periodically provide support funding to assist with management of the network.
Council's insurer	Insurance and risk management issues. Advice with respect to public liability.

13. Appendix B - Roads and Footpath Defect Inspections and Condition Assessments

Pro-active Inspections of Assets

The following routine hazard inspections are undertaken to identify hazards and defects that require treatment in accordance with the standards Council has set down in its RMP for all Urban and Rural areas.

Rural and Urban Roads

Road Management Plan Inspection Services	Asset Type	Elements	Inspection Frequency	Performance Target
Hazard Inspection - Link Roads	Urban/Rural	<ul style="list-style-type: none"> ➤ Wearing course and pavements 	3 times per year	90%
Hazard Inspection - Collector Roads	Urban/Rural	<ul style="list-style-type: none"> ➤ Kerb and channel 	2 times per year	90%
Hazard Inspection - Access Roads	Urban/Rural	<ul style="list-style-type: none"> ➤ Drainage pits ➤ Guardrail ➤ Wire rope barriers 	Every 2 years	90%
Hazard Inspection - Sealed laneways	Urban/Rural	<ul style="list-style-type: none"> ➤ Unsealed shoulders ➤ Open drain functionality ➤ Signs and roadside furniture ➤ Line marking and delineation 	Once a year	90%
Hazard Inspection - Unsealed Roads	Urban/Rural	<ul style="list-style-type: none"> ➤ Pavement ➤ Guardrail ➤ Open drain functionality ➤ Signs and roadside furniture 	2 times per year	90%
Hazard Inspection - Commercial Car Parks	Urban/Rural	<ul style="list-style-type: none"> ➤ Footpaths ➤ Line marking ➤ Furniture and signs 	2 times per year	90%

Footpaths

Road Management Plan Inspection Services	Asset Type	Elements	Inspection Frequency	Performance Target
Hazard Inspection - Footpaths	Concrete, pavers, asphalt, unsealed	<ul style="list-style-type: none"> ➤ Steps ➤ Cracking ➤ Tree root displacement ➤ Pavement 	Every 2 years	90%

Traffic and Pedestrian Signals

Road Management Plan Inspection Services	Asset Type	Elements	Inspection Frequency	Performance Target
Traffic and Pedestrian Signals	All	<ul style="list-style-type: none"> ➤ Operational maintenance 	3 times a year	90%

Bridges and Major Culverts

Road Management Plan Inspection Services	Asset Type	Elements	Inspection Frequency	Performance Target
Bridges and Major Culverts – Department of Transport Level 1 Inspection	All	<ul style="list-style-type: none"> ➤ Physical components ➤ Associated infrastructure 	Once a year	90%

Activity Centres

Road Management Plan Inspection Services	Asset Type	Elements	Inspection Frequency	Performance Target
Hazard Inspection – Neighbourhood & Local Activity Centres	All	<ul style="list-style-type: none"> ➤ Footpaths ➤ Obstructions ➤ Line marking ➤ Furniture and signs 	2 times per year	90%

Condition Assessments

The following condition assessments are undertaken to identify deficiencies in the structural integrity and overall presentation of the road and associated road infrastructure.

Condition Assessment and other Inspection	Asset Type	Inspection Interval	Performance Target
Condition Assessment – Link Roads	Urban/Rural	Once in 4 years	90%
Condition Assessment – Collector Roads	Urban/Rural	Once in 4 years	90%
Condition Assessment – Access Roads	Urban/Rural	Once in 4 years	90%
Condition Assessment – Unsealed Roads	All	2 times per year	90%
Condition Assessment – Car Parks	Commercial	Once in 4 years	90%
Condition Assessment – Footpaths	All	Once in 4 Years	90%
Condition Assessment – Bridges (Department of Transport Level 2 Inspections)	Road and Pedestrian	Once in 3 years	90%

14. Appendix C - Roads and Footpaths Intervention Levels

Manningham Council roads and footpaths are divided into three categories depending on nature of work.

Category 1	Category 2	Category 3
10 days	15 days	30 days

The objectives of setting Road and Footpath intervention levels are:

- To ensure public safety – achieved by undertaking regular scheduled inspections and being responsive to hazard notification.
- Protect road and footpath infrastructure assets – achieved by undertaking regular scheduled inspections and developing planned maintenance activities and repairs to avoid or minimise impairment to the asset's highest and best use potential. This is essential for the delivery of road transport service at the lowest cost to the community.
- To ensure an appropriate level of statutory protection against civil liability claims based on available Council resources.

Technical Levels of Service – Intervention Levels (Roads)

The technical Levels of Service, which are alternatively known as Operational Levels of Service, apply to activities related to repairing roads, footpaths and other associated infrastructure, so that they provide the intended life and service to the community.

Operational Activity	Rectification Activity	Intervention Level	Primary Response Time				Performance Target
			(Inspect and determine appropriate action within specified timeframe)				
			Response times indicated in business days				
			Link and Collector Roads	Access Roads	Car Parks	Right of ways	
Potholes (sealed road)	Repair Potholes in the road surface	When Pothole Exceeds 100mm in depth and/or 300mm in diameter.	10 days	15 days	15 days	15 days	90%
Edge drop onto unsealed shoulder	Repair pothole in the road shoulder	When the drop from traffic lane to shoulder exceeds 100mm over a 20m length.	10 days	10 days	n/a	n/a	90%

Unsealed road	Repair failure and deformation of the pavement	When rutting, potholing and corrugations exceed 100mm in depth over 20% of the road.	n/a	10 days	10 days	n/a	90%
Kerb and channel, culverts and open drains	Maintain drains which run generally parallel to the road or adjacent to the road and drain water from the road surface	Ponding or overflow of water >100mm deep that affects the operation or use of the roadway or pathway.	10 days	15 days	15 days	n/a	90%
Drainage pits	Repair and maintenance of pit lids and surrounds.	Damaged, missing pit lids, surrounds or grates in pedestrian areas or traffic lanes.	10 days	10 days	10 days	10 days	90%
Warning and Regulatory signs	Replace or repair illegible or missing regulatory and warning signs.	Missing, faded, damaged, and misleading making them substantially ineffective.	10 days	15 days	15 days	15 days	90%
Guardrail, safety barriers and pedestrian fencing	Realign, repair or replace guardrail and associated hardware.	Defective, damaged or missing guardrail, safety barriers or pedestrian fencing.	10 days	15 days	15 days	15 days	90%
Guide Posts	Replacement of broken and missing guide posts.	Damaged, worn, or missing at critical locations.	10 days	15 days	15 days	15 days	90%

Road Markings	Replacement of all lines and pavement markings on sealed surfaces.	Missing, illegible or misleading making them substantially ineffective.	10 days	15 days	30 days	30 days	90%
Council-Managed Traffic and Pedestrian Signals	Replacement and repairing of signals.	All faults and defects as defined by the service specification.	1 day	1 day	1 day	n/a	90%

Technical Levels of Service – Interventional Levels (Footpaths)

All footpaths, shared paths and bicycle lanes within the road reserve for which Manningham Council is responsible shall be inspected at the frequencies described in the following table;

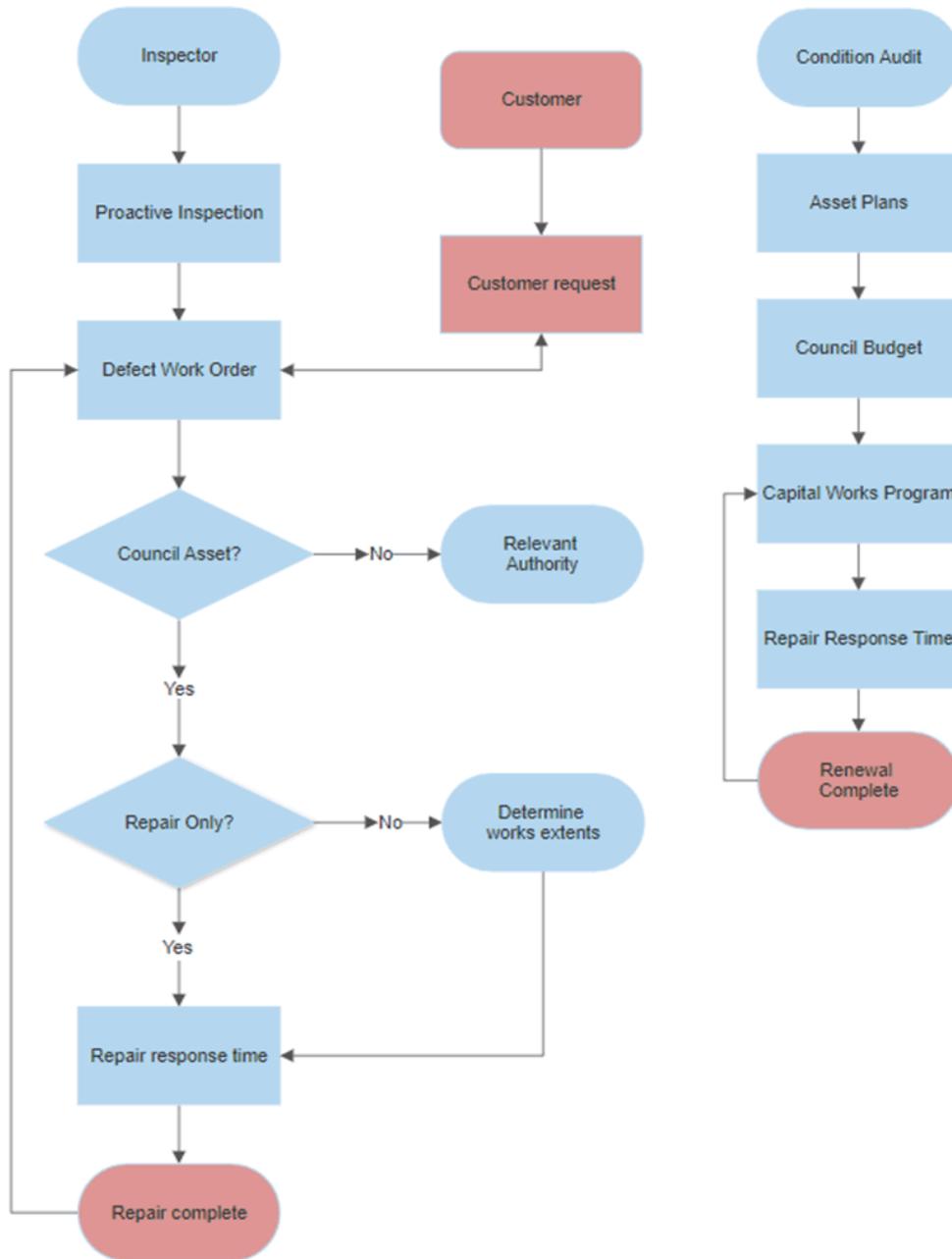
Category 1	Category 2	Category 3
10 days	15 days	30 days

Please Note: Shared paths within the road reserve are included in the Public Road Register, and are inspected in the same manner as Category 1 roads/footpaths. Shared paths in parks and reserves are not included in the RMP and are governed by Council's Open Space Asset Management Plan.

Operational Activity	Rectification Activity	Intervention Level	Primary Response Time			Performance Target
			(Inspect and determine appropriate action within specified timeframe)			
			Response times indicated in business days			
			High Activity	Medium Activity	Low Activity	
Concrete footpaths and bicycle/shared paths	Repair and rectify pedestrian area with displacement	Vertical displacement \geq 25mm	10 days	15 days	30 days	90%
Asphalt footpaths and bicycle/shared paths	Repair and rectify pedestrian area with displacement	Vertical displacement \geq 25mm	10 days	15 days	30 days	90%

Brick and paver footpaths	Repair and rectify displacement and/or missing pavers.	Vertical displacement \geq 25mm and/or missing pavers	10 days	15 days	30 days	90%
Crushed rock and gravel footpaths	Repair and rectify potholing/corrugations.	When rutting, potholing and corrugations exceed 50mm depth over more than 50% of the path width.	10 days	15 days	30 days	90%

15. Appendix D - General View of the Road Management Plan (RMP)



Customer Request/Inspection Management Process



16. Appendix E - Glossary of Terms

Condition Inspection. An inspection specifically to identify deficiencies in the structural integrity of road infrastructure assets rather than immediate, visible defects. A condition inspection enables Council to calculate the remaining useful life of the asset. A road pavement, for example, may have no defects which require repair but at the same time have little remaining life. Condition assessments are used in the process of prioritising longer term maintenance / renewal work, not immediate repair of defects.

Defect means a localised failure or imperfection in an asset. Examples are a pothole in a road surface or a crack in the surface of a concrete pathway. Defects may be below the specified intervention level for the type of defect in the particular type of asset or may have reached the intervention level. Defect does not include the design of the asset or the construction of an asset in accordance with the design whether or not such design is of a type currently used or allowed by Council and whether or not such design could be said to be deficit compared to current designs.

Defect Inspection. An inspection undertaken in accordance with a formal inspection schedule (as set out in Appendix B - Roads and Footpaths Defect Inspections and Condition Assessments), to determine if an asset has reached an intervention level specified in this RMP.

Defect Inspection, Reactive. A reactive defect inspection is a defect inspection in response, for example, to a report by a member of the public or Council employee or contractor. It is conducted in order to ascertain whether the asset in question is the responsibility of Council, whether a defect exists and, if so, whether it has reached an intervention level specified in this Plan.

Emergency Inspection is a reactive defect inspection where the person reporting the defect indicates that the defect presents an immediate threat of personal injury or property damage to members of the public or the blocking of traffic on a road which is classified in the Register as a link or collector road.

Emergency Works means works required in respect of a defect that presents an immediate threat of personal injury or property damage to members of the public or the blocking of traffic on a link, collector or access road.

Infrastructure Manager means either the responsible road authority under section 37 of the Act, or the person or body that is responsible for the provision, installation, maintenance or operation of the non-road infrastructure;

Intervention Action means any action to conduct a repair.

Intervention Level means the level at which the standards set out in this RMP require intervention action to be taken.

Maintenance is used in this RMP to refer to the process of renewal of an asset as distinct from repair of specific defects. Maintenance is generally carried out under cyclical longer term programs rather than within the shorter time frames allocated to defects.

Pathway means a footpath, shared path or other area constructed or developed by a responsible road authority for use by members of the public other than with a motor vehicle but does not include any path, which has not been constructed by a responsible road authority; or which connects to other land;

Examples:

- A footpath or shared path constructed on a road reserve by a responsible road authority for use by the general public would be a pathway.

- A pedestrian track over roadside land or a path that connects from a roadway or footpath to privately owned land would not be a pathway.

Repair means the taking of any action to remove or reduce a risk arising from a defect in a roadway, pathway or road-related infrastructure, including:

- (a) reinstating a road to its former standard following works to install any infrastructure;
- (b) reinstating a road to its former standard following deterioration or damage; and
- (c) providing a warning to road users of a defect in a roadway, pathway or road-related infrastructure - but does not include the upgrading of a roadway, pathway or road-related infrastructure.

Examples:

- Filling in a pothole in a roadway, resurfacing the roadway and erecting a warning sign would be actions to repair the road.

Response Time is the time in which the standards set out in this Plan require intervention action to be taken.

Road Pavement refers to that part of a road which is sealed and intended for the use of motor and other vehicles.

Road-related infrastructure means infrastructure which is installed by the relevant road authority (Council) for road-related purposes to:

- (a) facilitate the operation or use of the roadway or pathway; or
- (b) support or protect the roadway or pathway;

Examples:

- A traffic control sign, traffic light, road drain or embankment would be road-related infrastructure.
- A noise wall, gate, post or board installed on the road reserve by the relevant road authority for road-related purposes would be road-related infrastructure.

Road Register means the list of local roads and ancillary areas contained in Council's Register of Public Roads ("Register") to which this RMP applies.

Road Reserve means all of the area of land that is within the boundaries of a road.

Roadside is any land that is within the boundaries of a road (other than the shoulders of the road) which is not a roadway or a pathway and includes the land on which any vehicle crossing or pathway which connects from a roadway or pathway on a road to other land has been constructed.

Roadway means:

- (a) in the case of a public road, the area of the public road that is open to or used by members of the public and is developed by a road authority for the driving or riding of motor vehicles;
- (b) in the case of any other road, the area of the road within the meaning of "road" in section 3(1) of the Road Safety Act 1986, but does not include a driveway providing access to the public road or other road from adjoining land;

Vehicle Crossing means the driveway and pathway which connects from a roadway or pathway on a road to other land.



Manningham Council

9840 9333

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Attachment 2

Date of contribution	Contributor Details			Contributor Survey Response (raw unedited submission)	Initial Council Comments
	Location	Gender; Age	Family Status		
Sep 16 2021 03:35:30 pm	TEMPLESTOWE	Female; 46-55	Couple with children at home	Where is there anything about bicycle lanes on roads and this means no cars parked in current bicycle lanes. Bike paths and footpaths like King street are confusing to most people - should be a uniform guide in Australia to protected bike lanes - not shared footpaths on access roads. Points 8.2 and 9.3 in the document mention bike paths/footpaths - not one mention of bike lanes. Where is the budget form maintaining and increasing REAL bike lanes ?	Comment outside the scope of the RMP. Bike lanes maintained in accordance with the footpath and road requirements.
Sep 20 2021 10:53:14 am	BULLEEN	Female; 56-65	Couple with children at home	It will be good to have a underground tunnel for pedestrians to cross big intersections to get in to shopping town.	Comment outside the scope of the RMP
Oct 07 2021 08:28:12 pm	BULLEEN	Female; 36-45	Couple with children at home	The Plan is a great start - but simple maintenance is also important. Consult with VicRoads regarding maintaining the freeway - the amount of rubbish and weeds that grow is an eyesore. Also remove / paint over graffiti as quickly as possible.	Comments not in line with the intention of the RMP

12 SHARED SERVICES

There are no Shared Services report.

13 CHIEF EXECUTIVE OFFICER

13.1 Draft Annual Report 2020/21

File Number: IN21/692
Responsible Director: Chief Executive Officer
Attachments: 1 Manningham Annual Report 2020-21 [↓](#)

EXECUTIVE SUMMARY

The Annual Report 2020/21 provides the community with a comprehensive overview of Council's performance during the 2020/21 year.

All Victorian councils have a statutory obligation to prepare an annual report that is, from 2021, in accordance with section 98 of the Local Government Act 2020 (the Act).

For the 2020/21 year, the Act and relevant regulations also include transitional provisions which effectively mean the requirements under the Local Government Act 1989 and the Local Government (Planning and Reporting) Regulations 2014 remain in place for the 2020/21 Annual Report reporting period.

The Annual Report 2020/21, as attached, has been submitted to the Minister for Local Government. The report combines the Report of Operations with the Performance Statement, Financial Statement and Governance and Management Checklist which were endorsed at the Special Council Meeting on 14 September 2021.

1. RECOMMENDATION

That Council endorse the Annual Report 2020/21, which includes the audited Financial Statements and Performance Statement.

2. BACKGROUND

As required in the Local Government Act, each year, Council prepares an Annual Report which is a key reporting tool used to monitor Council's performance. It must include a report of Council's operations, audited financial statements and audited performance statement.

The *Local Government Act 2020* (the Act) received royal assent on 24 March 2020 with proclamation to occur in stages. The Act and relevant regulations also include transitional provisions which effectively mean the requirements under the *Local Government Act 1989* and the *Local Government (Planning and Reporting) Regulations 2014* remain for the 2020-21 Annual Report reporting period.

Following an extension by Acting Minister for Local Government on 14 September 2021, the Annual Report is required this year to be submitted to the Minister for Local Government by 30 November 2021.

The Annual Report provides the community with a comprehensive overview of Council's performance during the 2020/21 year. It consists of a Report of Operations, the Performance Statement and Financial Statement, together with the Victorian Auditor General's Office (VAGO) certificates.

The Report of Operations is the front section of the Annual Report and includes:

- A review of Council's performance against the Council Plan themes
- A statement of progress in relation to the major initiatives and initiatives identified in the Annual Budget
- The indicators, measures and results of the prescribed service performance indicators and measures as part of the Local Government Performance Reporting Framework
- The results in the prescribed form of Council's assessment against the governance and management checklist
- Information on the nature and range of activities and services delivered
- Highlights, achievements and challenges for each Council Plan theme
- Details of the Councillors that served during 2020/21 and the administrative structure of Council, including the name of the Chief Executive Officer and Executive Management Team and their areas of responsibility including an organisational chart

3. DISCUSSION / ISSUE

The Annual Report has been prepared following input from across the organisation.

This year as well as the sections to cover the achievements and progress for each Council Plan theme, a section has been included on our coronavirus (COVID-19) response to highlight the actions and challenges experienced during the pandemic.

The following are included in the report:

- Audited Financial Statement for 2020/21
- Audited Performance Statement 2020/21
- Victorian Auditor General Office reports

The 2020/21 Annual Report has been sent to the Minister for Local Government.

4. COUNCIL PLAN / STRATEGY

The Annual Report includes a review of the progress of all Council Plan themes during the 2020/21 year, which marks the final year of the 2017-2021 Council Plan.

5. IMPACTS AND IMPLICATIONS

- 5.1 Council has a legal obligation to submit its Annual Report 2020/21 to the Minister for Local Government by 30 November 2021.

- 5.2 Council is required to comply with section 98 of the *Local Government Act 2020* and, in addition, to the Local Government (Planning and Reporting) Regulations 2014 and the Local Government (Planning and Reporting) Regulations 2020, which prescribe further information that is required to be included in the Annual Report.

6. IMPLEMENTATION

6.1 Communication and Engagement

The full Annual Report has been made available for viewing on our website and a public notice has been placed in *The Age* and on our website to inform community members that it is available for viewing.

The report includes the interpreter services symbol and phone number on the back page to direct non-English readers to contact Council's language services for information about the document or Council services in general.

7. DECLARATIONS OF CONFLICT OF INTEREST

No Officers involved in the preparation of this report have any general or material conflict of interest in this matter.

2020/21 Annual Report



Acknowledgement of Country

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

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

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

Our commitment to gender equality

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



Welcome

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

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

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

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

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

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

Our vision

A liveable and harmonious city.

Our mission

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

Our strategic direction

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

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

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

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

Our values



Working Together

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



Excellence

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



Accountable

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



Respectful

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



Empowered

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

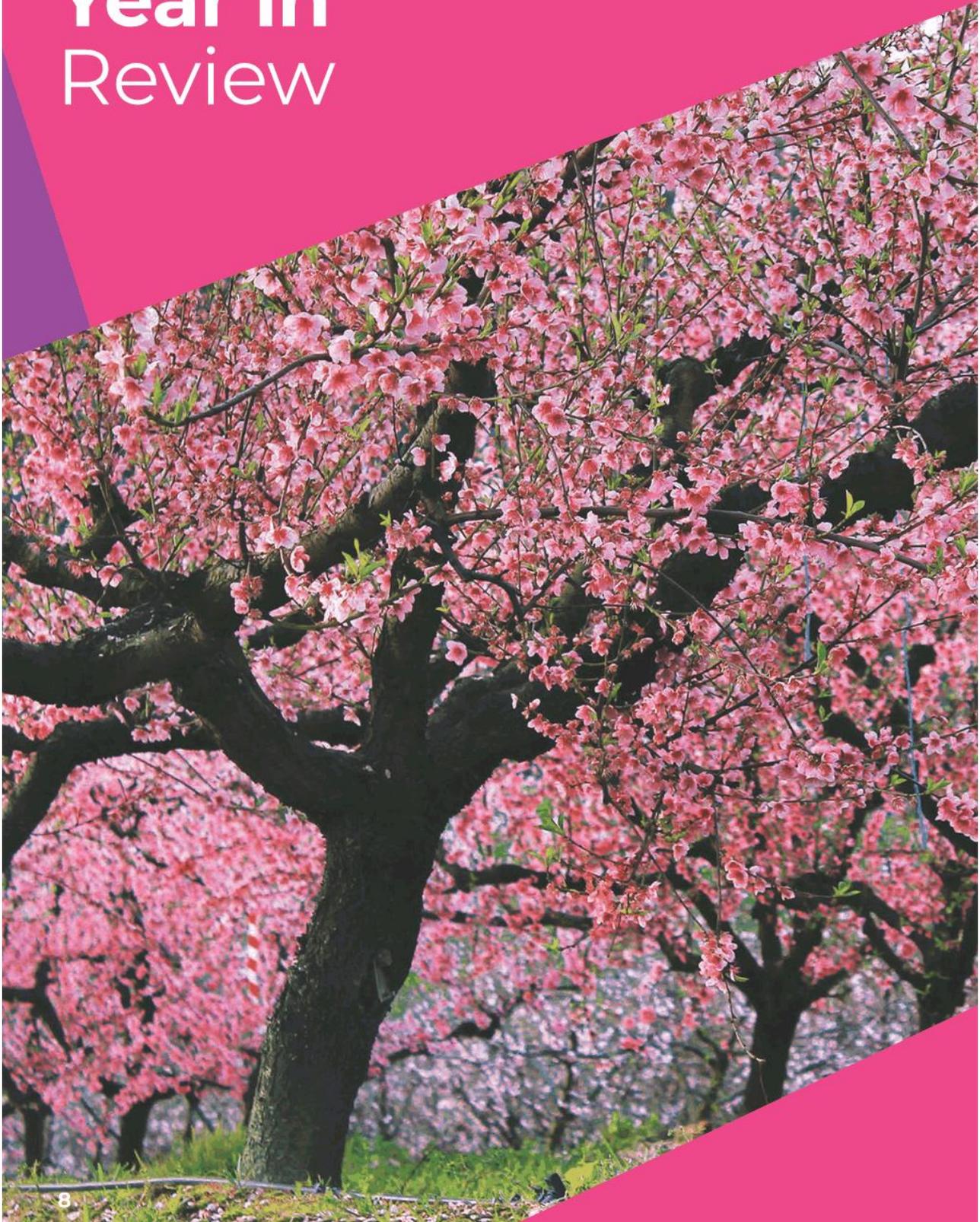


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Year in Review

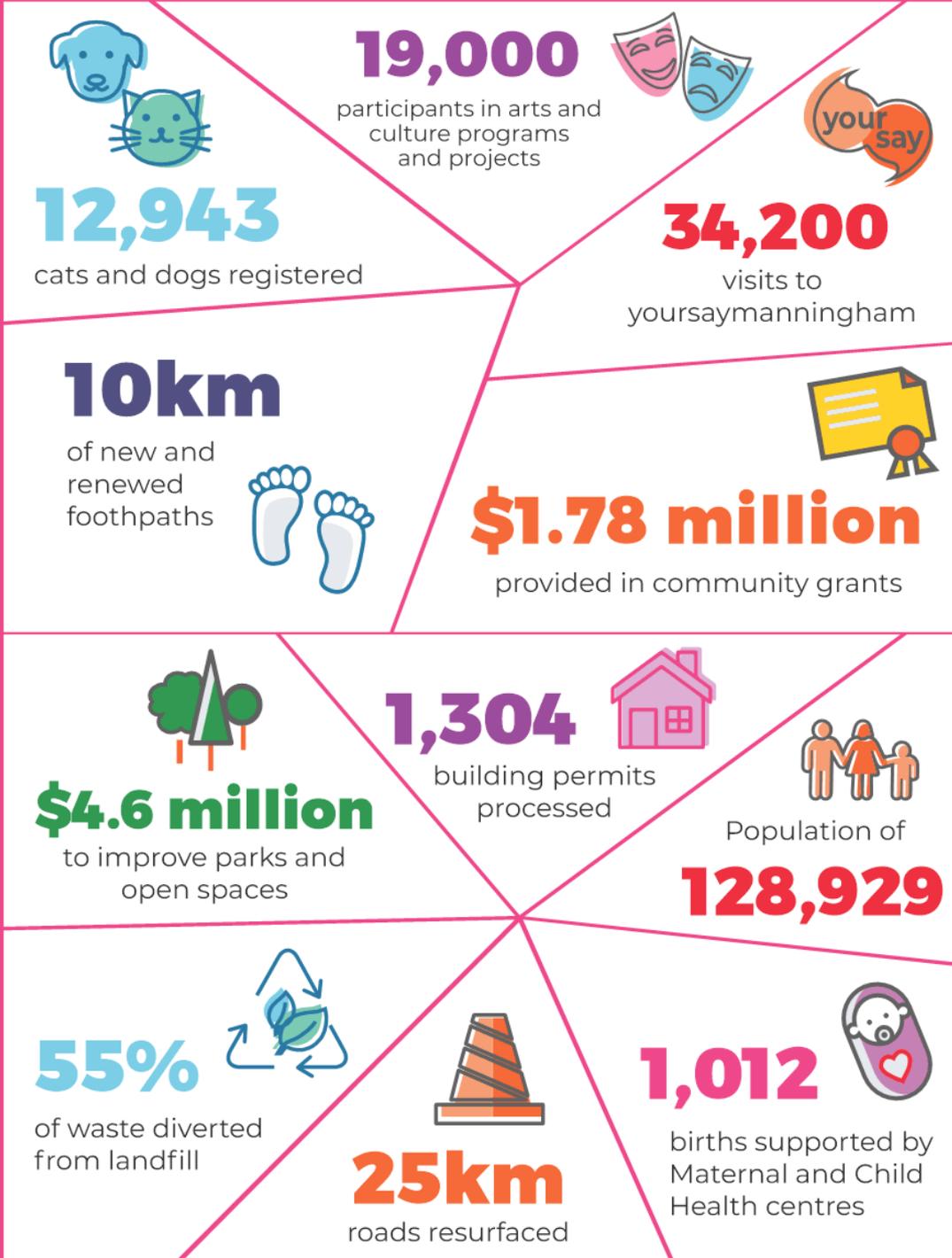


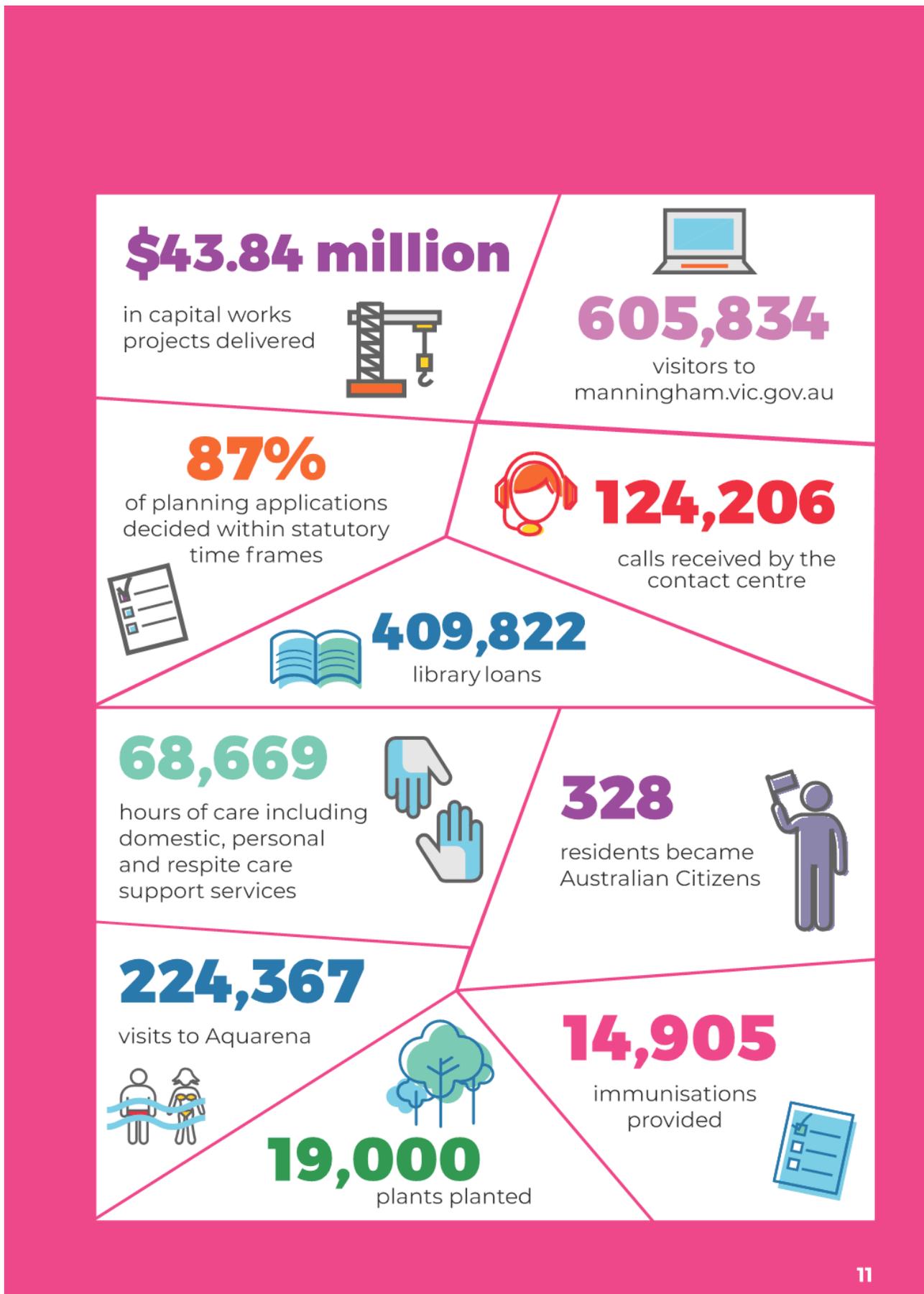
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Manningham snapshot





YEAR IN REVIEW

Message from our Mayor



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

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

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

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

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

of COVID-19, including:

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

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

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

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

Cr Andrew Conlon
Mayor

Message from our CEO



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

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

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

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

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

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

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

A handwritten signature in black ink, which appears to read 'Andrew Day'.

Andrew Day
Chief Executive Officer

YEAR IN REVIEW

Financial performance overview

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

Operating position

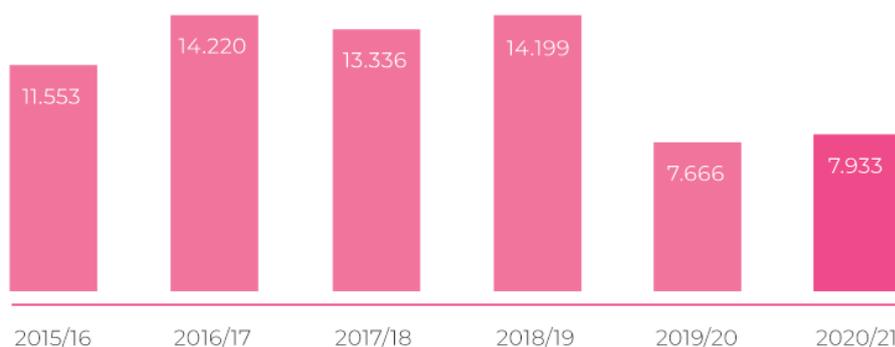
In 2020/21, we achieved an operating surplus of \$28.96 million which was \$16.33 million greater than the adopted budget surplus of \$12.63 million. The greater than budgeted surplus is mainly attributable to \$9.7 million greater than budgeted non-monetary (asset) contributions from developers, grants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

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

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

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

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



Income

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

■ [Table 1: 2020/21 Income](#)

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

Expenditure

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

YEAR IN REVIEW

■ Table 2: 2020/21 Expenditure

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

Net worth

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

Assets

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

The major components of our assets include:

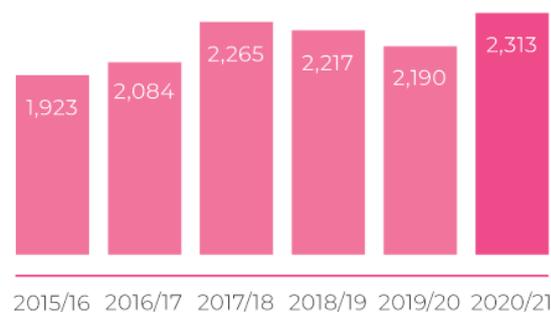
- Infrastructure, property, plant and equipment valued at \$2.19 billion.
- Cash and investments of \$87.92 million.
- Debtors of \$16.48 million.

Liabilities

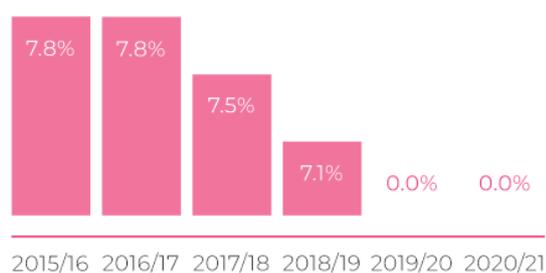
Our liabilities include amounts owed to suppliers and employee leave entitlements. Total liabilities at 30 June 2021 were \$57.84 million, an increase of \$3.03 million over the previous year.

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

■ Figure 2: Total assets (\$millions)



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



Capital investment

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

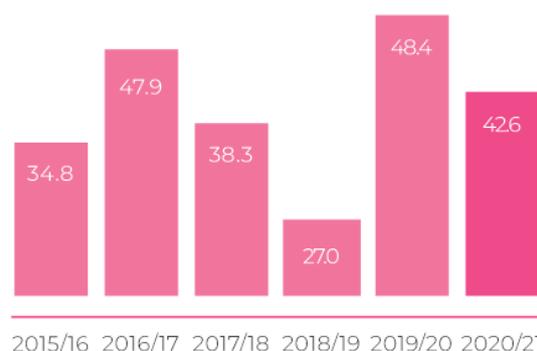
The major categories of capital works included:

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

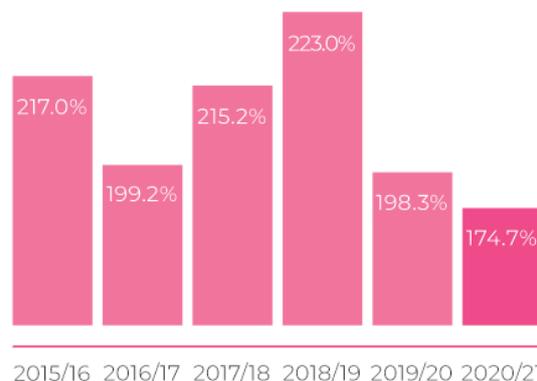
Liquidity

Cash and term deposits at 30 June 2021 were \$87.92 million, an increase of \$1.4 million from the previous year. The working capital ratio, which assesses our ability to meet current commitments, is calculated by measuring our current assets as a percentage of current liabilities. Our result of 174.7% indicates that for every dollar of short-term liabilities, we have \$1.75 worth of assets. This is a strong result.

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



■ **Figure 5: Working capital ratio (%)**



YEAR IN REVIEW

Financial summary

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

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

Fast facts

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

\$28.96m



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

\$7.93m

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



\$42.63m

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



\$2.25b

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



Our services during 2020/21

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



Capital Works Program
\$29.32



Roads, footpaths and drainage
\$9.03



Waste services and recycling
\$8.56



Parks, gardens and sportsgrounds
\$10.18



Planning and environmental management
\$7.12



Arts, culture and libraries
\$4.41



Aged and disability support services
\$6.20



Health, children and families
\$4.42



Community support and development
\$2.15



Customer service, governance and administration
\$11.85



Council owned community buildings
\$2.63



Risk management and insurances
\$4.13

YEAR IN REVIEW



Our major projects 2020/21

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

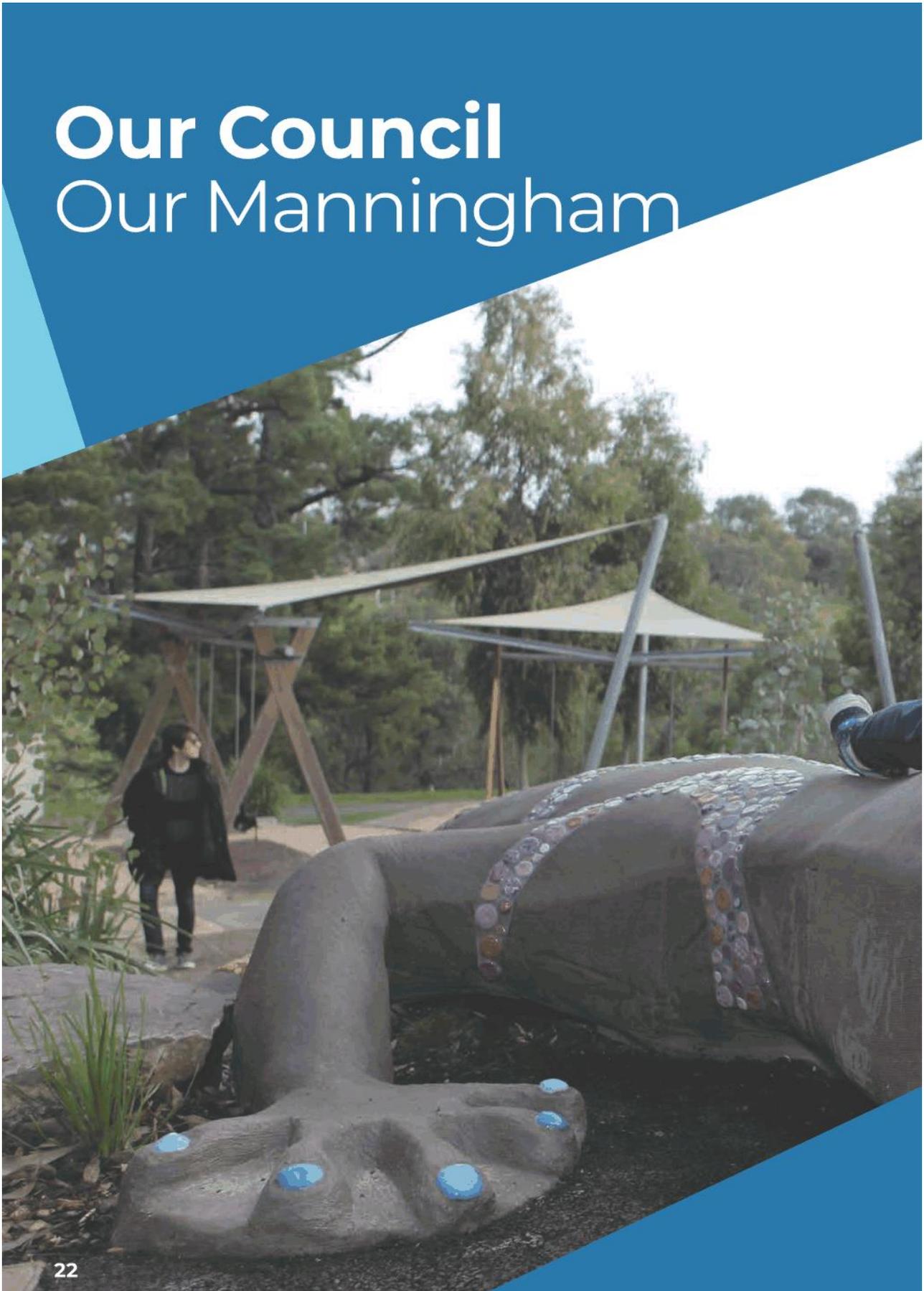
We achieved tangible outcomes from our Capital Works Program, delivering just under \$43 million of capital projects to our customers. Below is a summary of key projects we completed in 2020/21:

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

Some specific projects include:

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

Our Council Our Manningham



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OUR COUNCIL OUR MANNINGHAM

Manningham

profile

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

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

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

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

Our people

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

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

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

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

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

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

Our history

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

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

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

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

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

Council wards

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

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

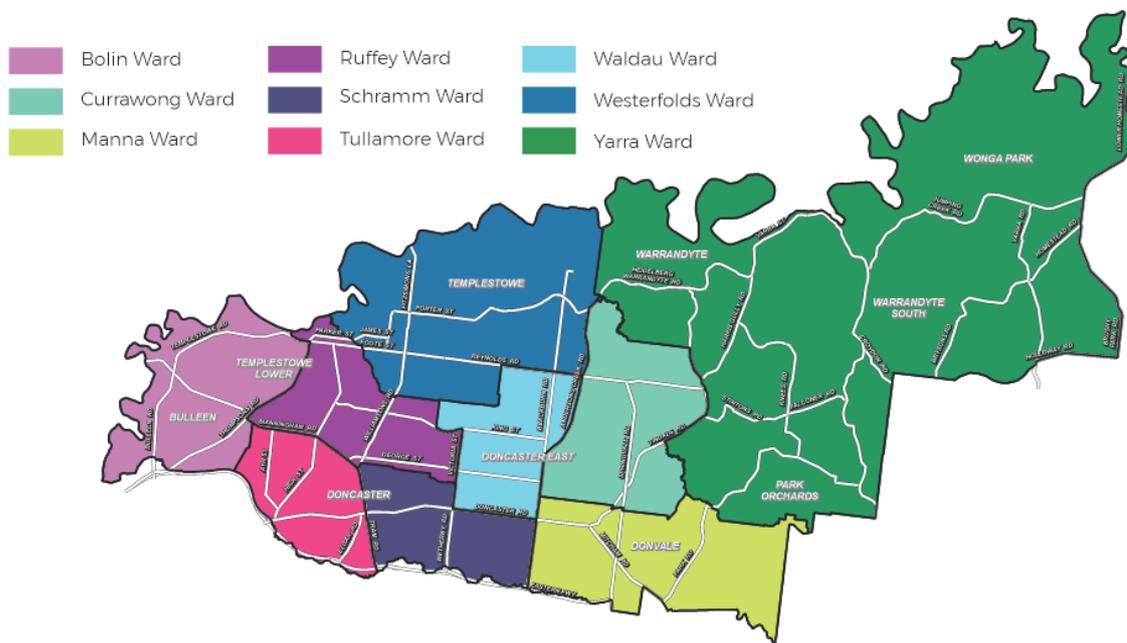
- Currawong Ward
- Waldau Ward
- Bolin Ward
- Manna Ward
- Ruffey Ward
- Schramm Ward
- Tullamore Ward
- Westerfolds Ward
- Yarra Ward

Our suburbs

The suburbs in Manningham are:

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

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



OUR COUNCIL OUR MANNINGHAM

Our Councillors

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

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

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

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

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

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



**Cr Andrew Conlon
(Mayor)**

Currawong Ward

☎ 0425 732 238

✉ Andrew.Conlon@manningham.vic.gov.au

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



**Cr Anne Chen
(Deputy Mayor)**

Waldau Ward

☎ 0429 470 051

✉ Anna.Chen@manningham.vic.gov.au

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



Cr Deirdre Diamante

Tullamore Ward

☎ 0413 584 047

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

Elected to Council:
24 October 2020



Cr Geoff Gough

Bolin Ward

☎ 0412 345 081

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

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



Cr Michelle Kleinert

Westerfolds Ward

☎ 0400 902 822

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

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



Cr Carli Lange

Yarra Ward

☎ 0433 256 840

✉ Carli.Lange@manningham.vic.gov.au

Elected to Council:
24 October 2020



Cr Tomas Lightbody

Manna Ward

☎ 0437 829 635

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

Elected to Council:
24 October 2020



Cr Laura Mayne

Schramm Ward

☎ 0447 981 010

✉ Laura.Mayne@manningham.vic.gov.au

Elected to Council:
24 October 2020



Cr Stephen Mayne

Ruffey Ward

☎ 0412 106 241

✉ Stephen.Mayne@manningham.vic.gov.au

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

OUR COUNCIL OUR MANNINGHAM

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

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



Cr Sophy Galbally

Served from 27 October 2012 to 22 October 2021



Cr Dot Haynes

Served from 27 October 2012 to 22 October 2021



Cr Paul McLeish

Served from 27 October 2012 to 22 October 2021

Term as Mayor:
November 2019 to
October 2020



Cr Paula Piccinini

Served from 27 October 2016 to 22 October 2021

Term as Mayor:
November 2018 to
October 2019



Cr Mike Zafiropoulos AM

Served from 27 October 2016 to 22 October 2021

Term as Deputy Mayor:
November 2019 to
October 2020

Our organisation

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

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

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

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



OUR COUNCIL OUR MANNINGHAM

Our Executive Management Team

■ [Table 5: Executive Management Team](#)



Andrew Day
Chief Executive Officer

September 2018 to present



Rachelle Quattrocchi
Director City Services

March 2020 to present



Philip Lee
Director Shared Services

December 2013 to present



Angelo Kourambas
Director City Planning
and Community

February 2018 to present



Kerryn Paterson
Group Manager People
and Communications

February 2019 to present



Andrew McMaster
Corporate Counsel
and Group Manager
Governance and Risk

February 2019 to present



Lee Robson
Manger Community Resilience

March 2020 to December 2020

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



*As at 30 June 2021

OUR COUNCIL OUR MANNINGHAM

Our employees

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

Major achievements with our employees

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

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

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

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

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

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

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

Our people

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

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

Staff profile

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

■ [Table 6: 2020/21 Staff Profile](#)

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

OUR COUNCIL OUR MANNINGHAM

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

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

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

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

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

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

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

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

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

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

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

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

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

Conditions of employment

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

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

The benefits we offer to our employees include:

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

Diversity and Inclusion in the workplace

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

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

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

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

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

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

Reward and recognition

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

Excellence Awards

In 2020/21, we presented 92 Excellence Awards to staff across the organisation at five directorate-based events. These awards recognised our people who demonstrated excellence across one or more of these categories:

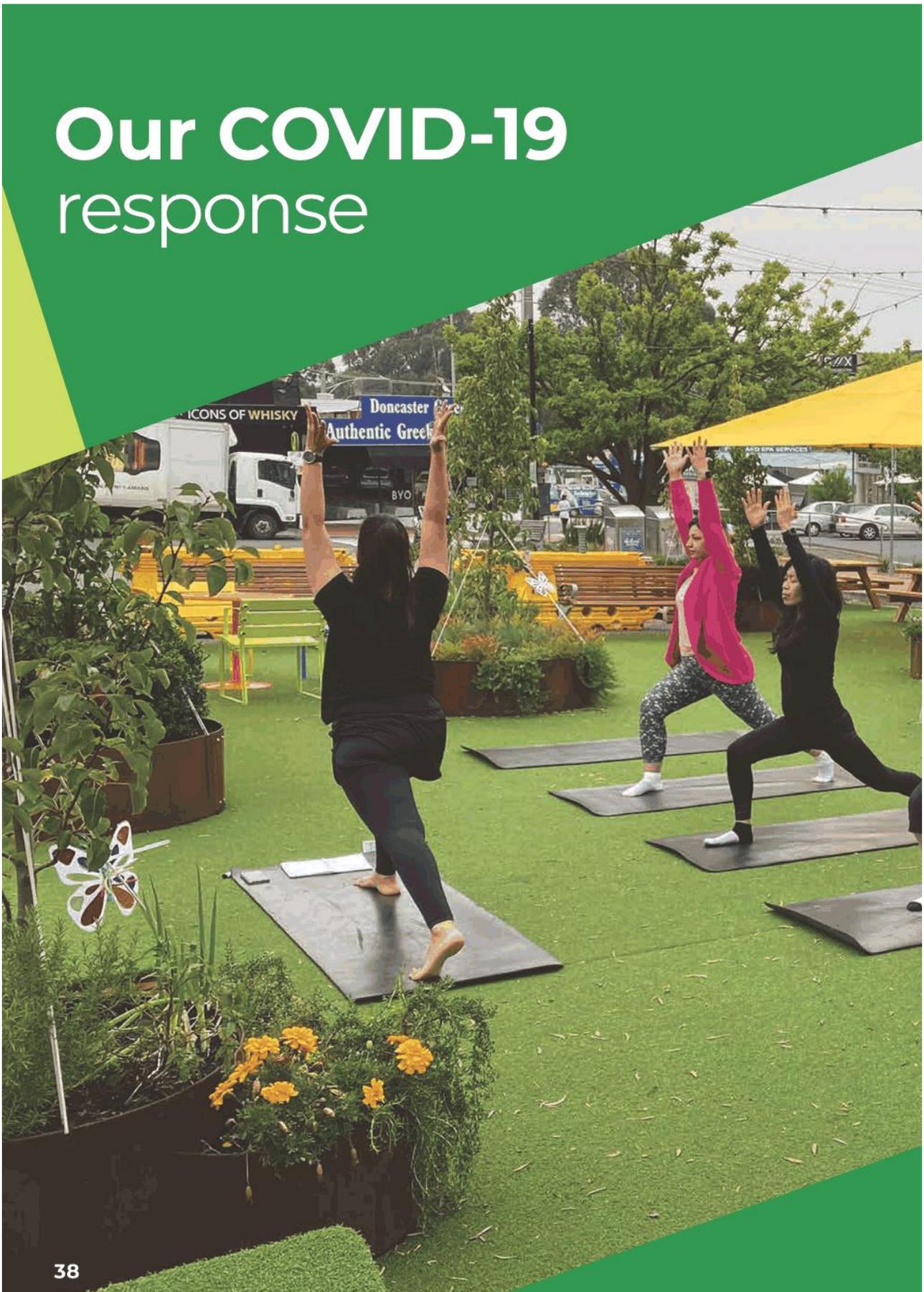
- Customers – our focus
- People – engaged, empowered and accountable
- Technology – robust and easy to use
- Leadership – inspiring and courageous, driving performance through teamwork and communication
- Continuous improvement – empowering change by identifying and implementing process improvements
- Policies and processes – progressive, streamlined and consistent
- Place – responsible custodianship of Manningham for the public good.

Service Awards

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



Our COVID-19 response



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Our COVID-19 response

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OUR COVID-19 RESPONSE

Our COVID-19 response

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

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

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

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

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

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

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

How we have innovated and adapted to support our residents

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

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

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

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

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

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

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

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

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

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

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

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

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

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

OUR COVID-19 RESPONSE

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

The challenges we have faced in response to COVID-19

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

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

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

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

OUR COVID-19 RESPONSE

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

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

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

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

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

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

COVID-19 case study: Supporting our community through COVID-19

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

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

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

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

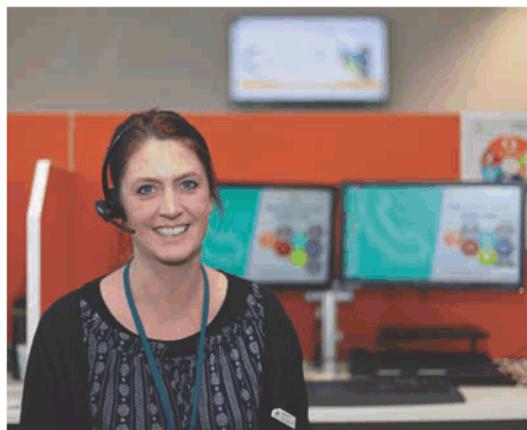
- Grass Roots Recovery Grants that encourage community participation and resilience.
- Neighbourhood Recovery Grants for neighbourhood-based activities that strengthen connections.
- Community Recovery Grants for community-wide initiatives that support recovery and enhance the quality of life for residents.

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

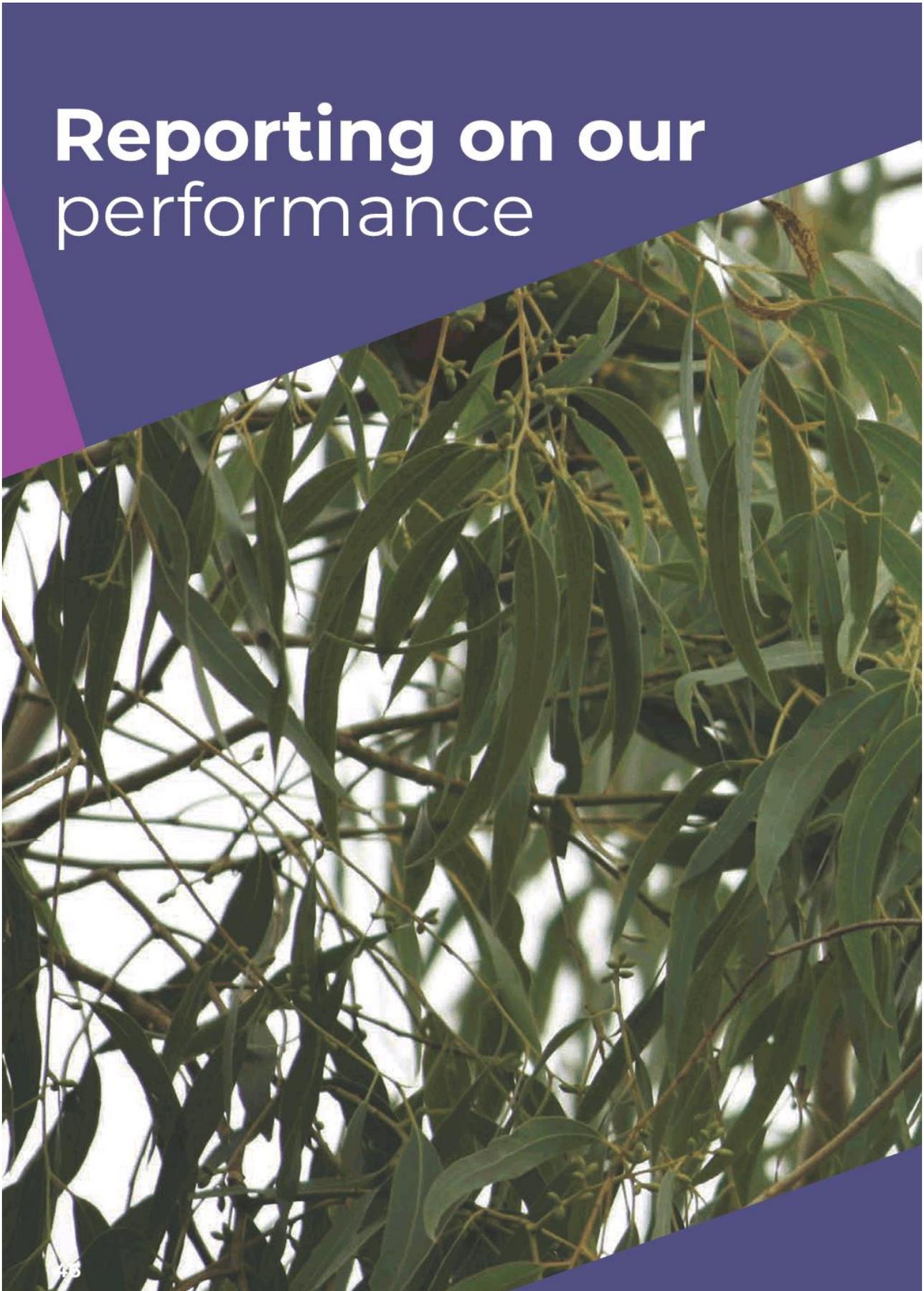
The initiative helps people build social connections and support networks during the pandemic through on-the-ground support provided by community organisations including food relief, in-home support, emotional support and social activities.

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

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



Reporting on our performance





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Planning and reporting framework

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

To report on our performance, we prepare:

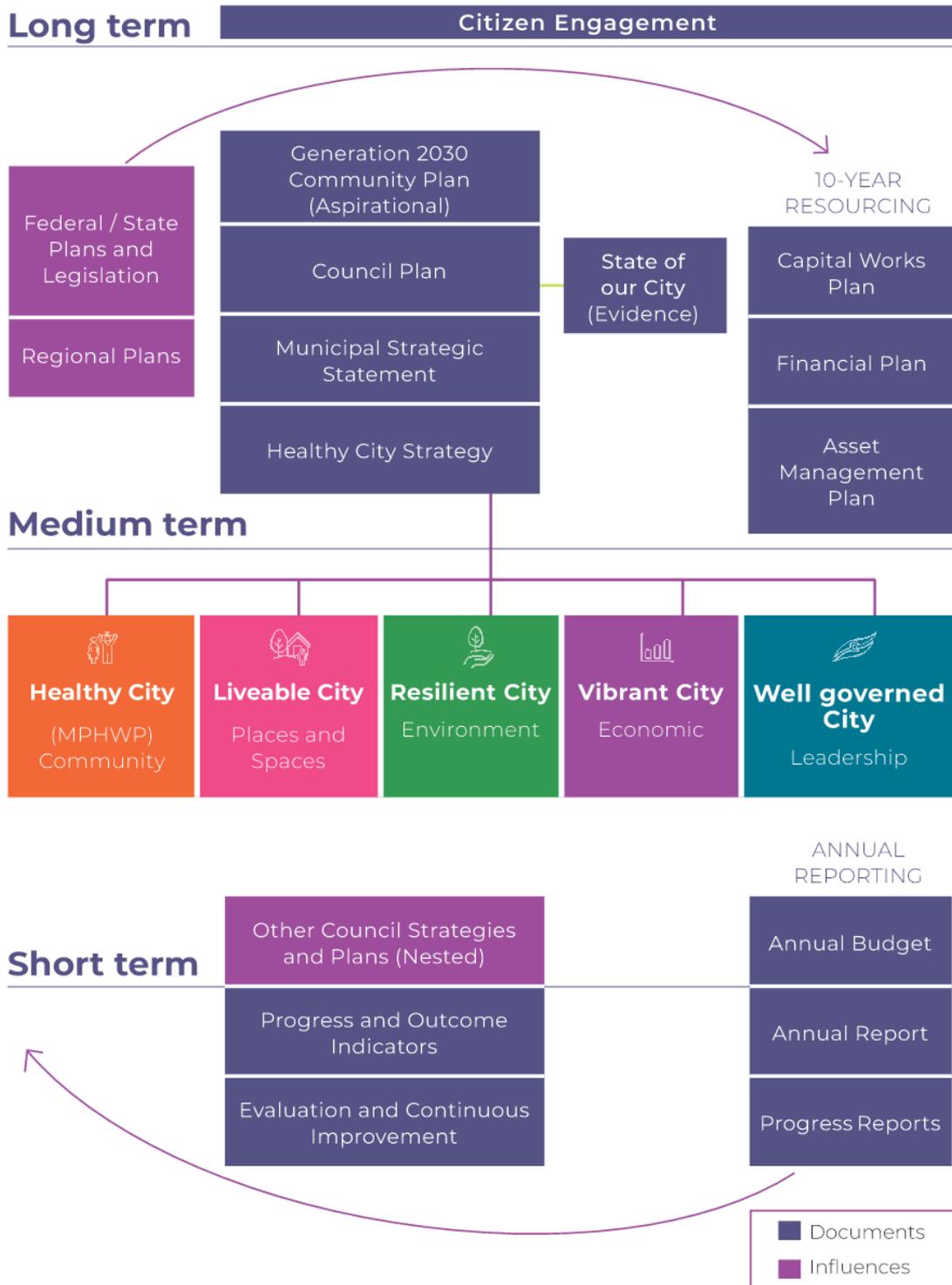
- a Council Plan within six months after each general election or 30 June, whichever is later
- a Strategic Resource Plan for at least four years
- an Annual Budget for each financial year
- an Annual Report for each financial year.

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

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

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

Figure 8: Planning and accountability framework



REPORTING ON OUR PERFORMANCE

Our Council Plan 2017–2021

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

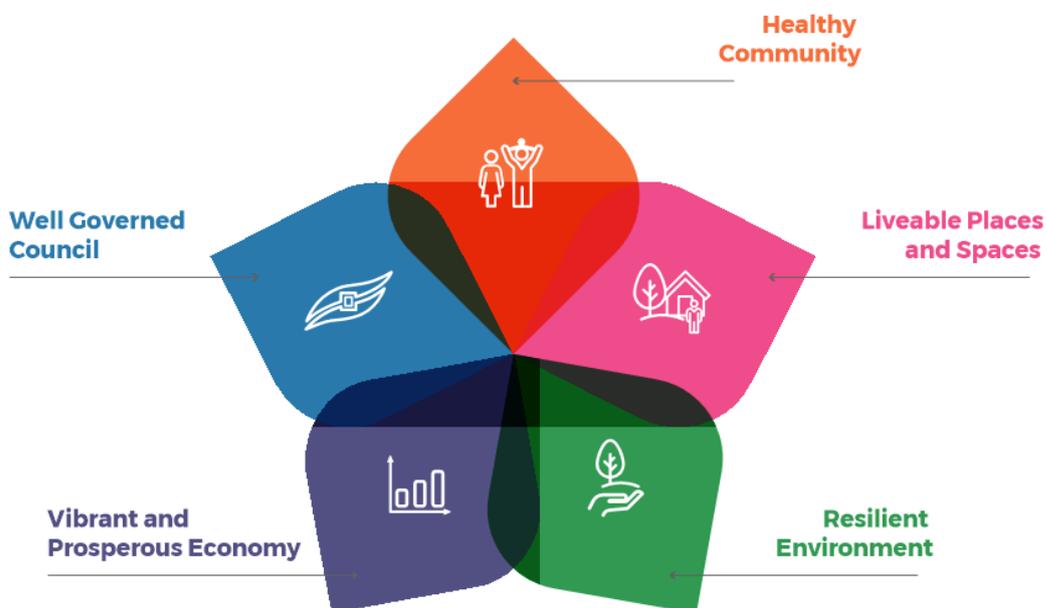
Back in 2016/17, we spoke to more than 2,500 community members who informed the development of our four-year Council Plan that guided our activities from 2017 to 2021.

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

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

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

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



Highlights achieved over the 2017 - 2021 Council Plan period

For our community

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

For our Places and Spaces

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

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

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

For the environment

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

REPORTING ON OUR PERFORMANCE

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

For the vibrant and prosperous economy

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

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

For a well governed council

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

Looking forward to the Council Plan 2021-2025

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

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

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

Our 2020/21 performance

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

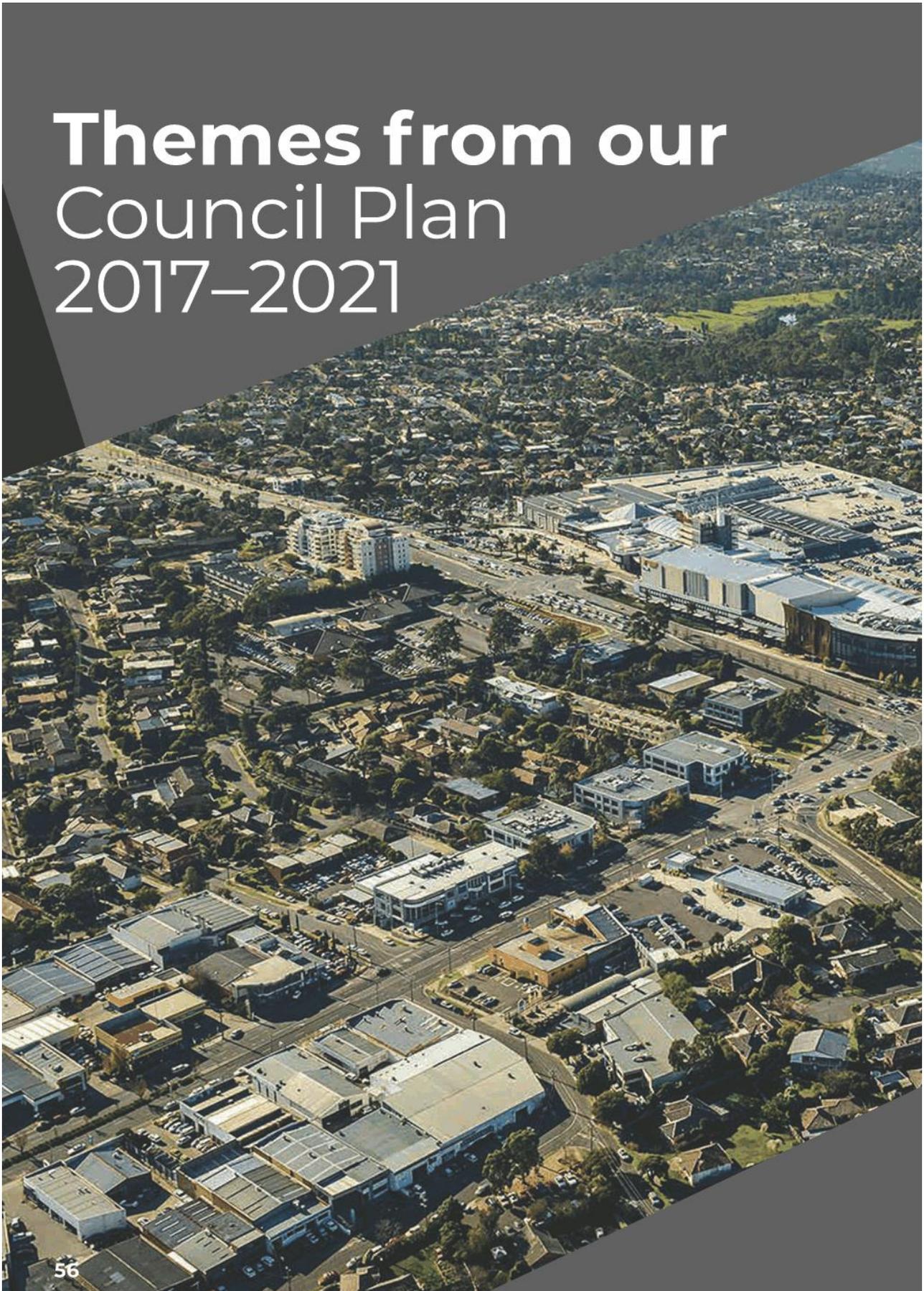
- The strategic themes and their goals set out in our Council Plan 2017–2021.
- Our 2020/21 Annual Budget and Strategic Resource Plan, including initiatives and capital works, and services to the whole or sections of our community against each strategic theme and their goals.
- The service performance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

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

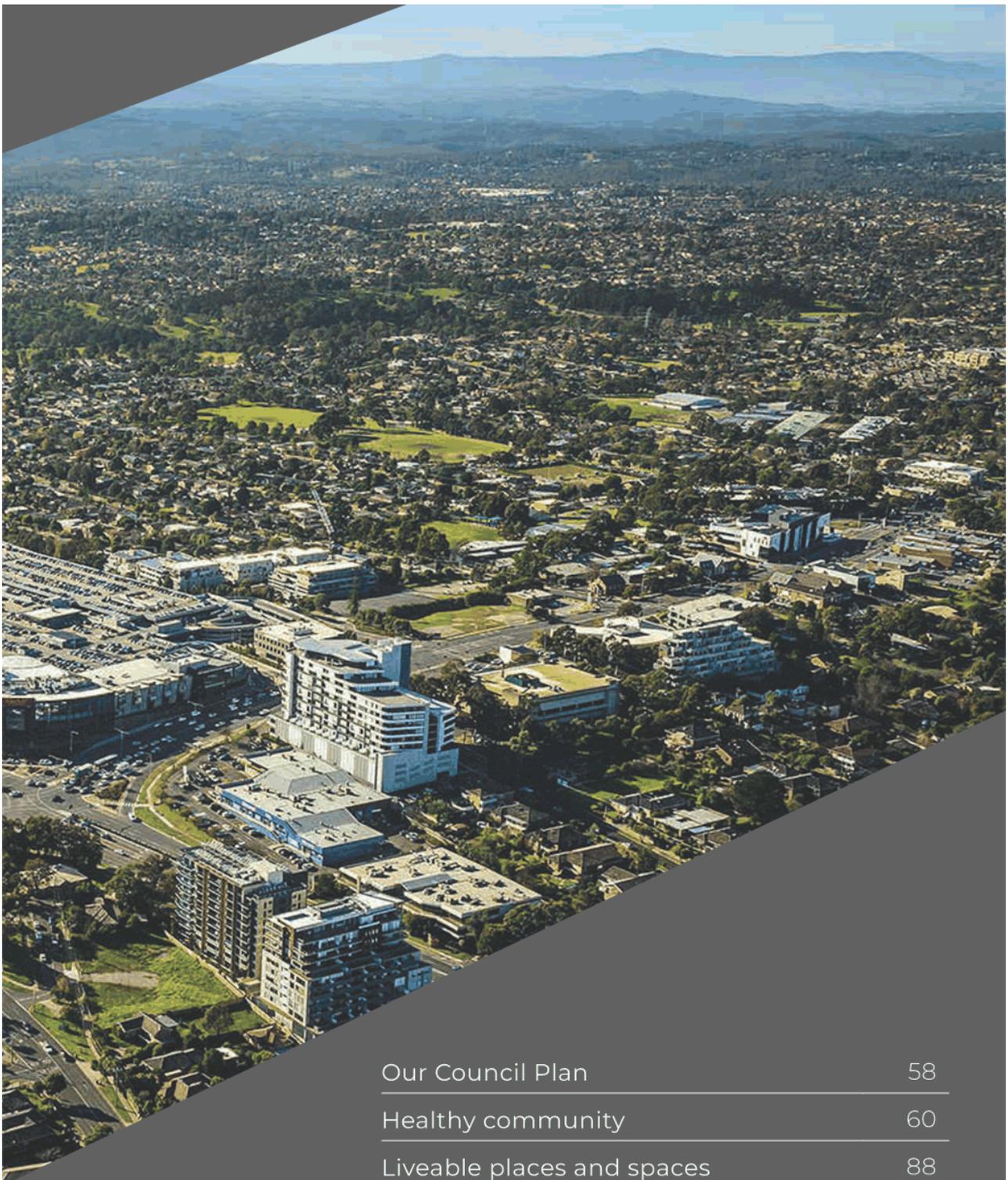
We have also included major initiatives and initiatives we will deliver over 2021-2025.



Themes from our Council Plan 2017–2021



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Our Council Plan	58
Healthy community	60
Liveable places and spaces	88
Resilient environment	114
Vibrant and prosperous economy	131
Well governed council	140

THEMES FROM OUR COUNCIL PLAN 2017-2021

Our Council Plan

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

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

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

THEMES FROM OUR COUNCIL PLAN 2017-2021

Healthy community



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

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

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

Goal	1.1 A healthy, resilient and safe community
Action areas	A community where everyone aspires to optimal health and wellbeing
	A community that feels safe inside and outside the home
	A strong sense of place with liveable neighbourhoods
	A resilient community prepared for and responsive to emergencies
	Opportunities for lifelong learning, volunteering and feeling part of the community
	A strong and innovative service system that meets community needs
	A community that is active in the prevention of family violence
Goal	1.2. A connected and inclusive community
Action areas	Inclusive of our community in age, ability and diversity
	Support people to connect and engage in community life
	Housing choices that meet the needs of our community
	A community that has local inclusive employment opportunities
	A community that values respectful relationships and gender equity
	Respect, support and celebrate Aboriginal people, culture and heritage

Snapshot

OUR people

39.8%



born overseas

72 different languages spoken at home

你好

CIAO

Χαίρετε

38 religions

5%

need assistance with some activities



OUR health AND safety

902



family incidents

+27.4% increase from 2020

#1

Considered safest community in the east

Feeling safe



8,044



people expected to be living with dementia by 2050

55%

will walk alone at night

OUR lives



Nearly half don't eat well or exercise enough



70%

feel part of the community

33%



live on <\$400/week individual weekly income



18%

live alone

THEMES FROM OUR COUNCIL PLAN 2017-2021

What you asked for

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

Achievements: what we delivered

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

We performed 175 inspections on onsite wastewater management systems.

We continued our tobacco education and monitoring activities.

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

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

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

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

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

THEMES FROM OUR COUNCIL PLAN 2017-2021

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

We delivered our 2017 – 2021 Healthy City Strategy.

Challenges

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

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

Fastfacts

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

Our performance — Council Plan

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

Goal: Healthy, resilient and safe community

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

THEMES FROM OUR COUNCIL PLAN 2017–2021

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

MANNINGHAM ANNUAL REPORT 2020/21

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

THEMES FROM OUR COUNCIL PLAN 2017-2021

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

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

THEMES FROM OUR COUNCIL PLAN 2017-2021

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

Goal: A connected and inclusive community

2017–2021 Actions	Measure	Result	Outcomes
Healthy community			
Deliver an arts and cultural program that creates opportunities for community participation and development	Maintain or increase residents' participation <i>Source: Council data</i>	*impacted by COVID-19	<p>The Manningham Art Gallery and Manningham Art Studios closed for much of the year due to COVID-19 restrictions. However our Arts & Culture Program included:</p> <ul style="list-style-type: none"> • Outdoor temporary public art initiatives at Jackson Court that attracted a high level of direct and incidental participation. • The re-opening of the gallery that celebrated a belated Reconciliation Week alongside NAIDOC Week with a bespoke exhibition by Wurundjeri Woi-wurrung artist, Ash Firebrace together with the commissioning of artwork for Civic Centre foyer. • 19,000 online and face to face participants, with 83% of participants expressing appreciation for diverse arts and cultural expression, 73% stating they experienced a sense of belonging, 86% experienced a sense of feeling valued and 95% experienced professional development as an artist and support to the creative industries.

THEMES FROM OUR COUNCIL PLAN 2017-2021

2017-2021 Actions	Measure	Result	Outcomes
Deliver initiatives for the rights, equality and opportunity of all residents	Maintain or increase initiatives implemented <i>Source: Council data</i>	Achieved	<p>We led or supported initiatives including:</p> <ul style="list-style-type: none"> Continued participation in the Regional Local Government Charter on Social Housing and Homelessness Governance and Working Group. Meeting with the Building Equitable Employment Network. Gender Impact Assessment to inform the review of Council's Gambling Policy. Participation in the Regional Local Government Charter on Social Housing and Homelessness Governance and Working Group. Commencement of the Manningham Disability Advisory Committee. Internal training including disability awareness and Introduction to Access Legislation and Universal Design in the Built Environment. Midsumma Pride March and Transgender Victoria training. Development of a draft Inclusive Language Guide and development of Draft Accessibility Audits - Stage 2 Project Brief. Scheduled disability awareness training for up to 20 staff through a professional provider. Creating the Manningham Inclusive e-newsletter, which reaches approximately 200 people within Manningham. Research and engagement project to map disability and inclusion across Manningham.

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

THEMES FROM OUR COUNCIL PLAN 2017–2021

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

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

THEMES FROM OUR COUNCIL PLAN 2017-2021

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

Our performance — major initiatives and initiatives

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

■ Measure achieved ■ Deferred ■ Not on target

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

THEMES FROM OUR COUNCIL PLAN 2017-2021

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

Services funded in our Annual Budget

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

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

THEMES FROM OUR COUNCIL PLAN 2017-2021

Service performance indicators

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

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

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

THEMES FROM OUR COUNCIL PLAN 2017-2021

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

MANNINGHAM ANNUAL REPORT 2020/21

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

THEMES FROM OUR COUNCIL PLAN 2017-2021

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

MANNINGHAM ANNUAL REPORT 2020/21

Service / indicator [measure]	2017/18	2018/19	2019/20	2020/21	Material variations and comments
Service cost <i>Cost of library service</i> [Direct cost of the library service / Population]	New in 2020	New in 2020	\$25.65	\$27.19	We have seen the cost of providing the library service increase this year.
Participation <i>Active library borrowers in municipality</i> [Number of active library borrowers in the last three years / The sum of the population for the last three years] x 100	14.89%	14.74%	14.30%	10.99%	We operated our libraries under the Victorian Government's COVID-19 restrictions to keep the community safe. As a result of closures and restrictions that were in place for the majority of the year, we have seen a decrease in library participation compared to the previous years.

THEMES FROM OUR COUNCIL PLAN 2017–2021

Our year ahead

Major Initiatives

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

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

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

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

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

Other Initiatives

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

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

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

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

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

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

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

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



THEMES FROM OUR COUNCIL PLAN 2017-2021

Liveable places and spaces



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

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

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

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

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

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

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

Snapshot

564

new dwellings approved



20%



of residents will live alone by 2021



Increased demand and importance on arts, community and sporting facilities

37%
live within



400m
of a bus stop



47%

of short trips are taken by private vehicle

1,507km

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



only 4%



of households do not have a private vehicle

69%

travel by car to work

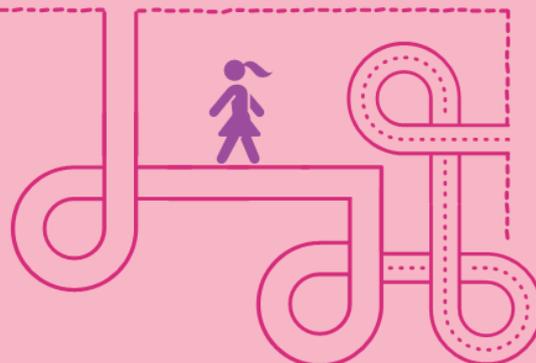


20.35 km² open space
330 parks and reserves
158 playspaces



Manningham provides

615km roads
835km footpaths
72km off-road shared paths
835km pedestrian paths in parks



What you asked for

- protect our parks and open spaces
- safe and reliable roads and public transport
- manage the impact of growth and density on amenity
- well-maintained community infrastructure to support walking, fitness and recreation
- sustainable development balancing our unique balance of city and country
- support for alternative modes of transport including walking and cycling
- community facilities that are responsive to changing community, education and sporting needs

Achievements: what we delivered

Construction of Boronia Grove Sporting Pavilion.

Refurbishment of Manningham Function centre.

Ongoing construction of Pettys Reserve Sporting precinct.

Commencement of Knees Road Reconstruction Project Park Orchards.

Commencement of Rieschieks Reserve modular construction project.

Commencement of Domeney Reserve pavilion refurbishment.

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

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

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

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

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

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

THEMES FROM OUR COUNCIL PLAN 2017-2021

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

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

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

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

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

Challenges

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

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

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

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

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

Fast facts

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

THEMES FROM OUR COUNCIL PLAN 2017–2021

Our performance — Council Plan

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

Goal: Inviting places and spaces

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

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

THEMES FROM OUR COUNCIL PLAN 2017-2021

Goal: Enhanced parks, open space and streetscapes

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

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

THEMES FROM OUR COUNCIL PLAN 2017-2021

Goal: Well-connected, safe and accessible travel

2017-2021 Actions	Measure	Result	Outcomes
Healthy community			
Develop and deliver transport that is safe, reliable, accessible and affordable for the community for public and active transport options	Maintain or improve perception of safety / transport usage <i>Source: Council data</i>	In Progress* <i>*2020/21 data not available due to COVID-19 restrictions</i>	57.2% of our residents use public and active transport. Our strategic projects included: implementing the Bus Action Plan, ongoing collaboration and negotiation with key transport projects including the North East Link Authority.
Liveable places and spaces			
Deliver parking needs assessment and implement transport infrastructure to address changing demands	Maintain or improve assessment implementation	Deferred	As the North East Link Project (NELP) will significantly impact our parking needs, we have deferred this action until further information is available.
Continue to improve the road network through the delivery of a targeted pavement resealing and rehabilitation program	Maintain or reduce total sealed roads below intervention level. Maintain or improve community satisfaction with roads. <i>Source: Council data and Community Satisfaction Survey</i>	Achieved	99.6% of Manningham roads are in good condition and do not require work.

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

THEMES FROM OUR COUNCIL PLAN 2017–2021

Goal: Well utilised and maintained community infrastructure

2017–2021 Actions	Measure	Result	Outcomes
Healthy community			
Determine and implement fair and sustainable service levels for sporting and community use in Council owned and managed community infrastructure	Maintain or increase community utilisation of facilities <i>Source: Council data</i>	Not available	This measure was not achieved due to COVID-19 restrictions.
Liveable places and spaces			
Ensure building and building maintenance of Council's building assets are delivered to a high standard that promotes safe and optimum use	Maintain or increase total Council buildings in good condition	Achieved	We have ensured assets are well maintained and kept in good condition. There has been a significant reduction in requests during the period with facility closures during COVID-19 lockdowns.
Investigate the possibility of universal design in construction projects	Maintain or improve design standards explored in major projects <i>Source: Council data</i>	Achieved	Our Better Building Guide is in place and has been implemented into standardised briefs and documents of construction projects.
Resilient environment			
Support the environmentally sustainable design (ESD) and use of buildings, facilities and infrastructure	Maintain or increase total facilities ESD compliance Maintain or increase plans and initiatives to ensure efficient and effective use <i>Source: Council data</i>	Achieved	Our work to support environmentally sustainable design (ESD) and use of buildings, facilities and infrastructure included: <ul style="list-style-type: none"> Continuing the installation of solar and battery systems at the Pines and Ajani centres. Continuing to assess the feasibility of more Council rooftop solar and ESD improvements Increasing electric vehicle charge points at our Civic Centre and Depot buildings.

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

THEMES FROM OUR COUNCIL PLAN 2017-2021

Our performance — major initiatives and initiatives

■ On target ■ Some progress ■ Not on target

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

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

THEMES FROM OUR COUNCIL PLAN 2017-2021

Services funded in our Annual Budget

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

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

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

THEMES FROM OUR COUNCIL PLAN 2017-2021

Service Performance Indicators

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

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

MANNINGHAM ANNUAL REPORT 2020/21

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

THEMES FROM OUR COUNCIL PLAN 2017-2021

Service / indicator [measure]	2017/18	2018/19	2019/20	2020/21	Material variations and comments
<p>Service standard</p> <p><i>Planning applications decided within time</i></p> <p>[(Number of regular planning application decisions made within 60 days) + (number of VicSmart planning application decisions made within 10 days) / number of planning application decisions made] x 100</p>	71.05%	81.08%	96%	87%	We have continued to process a high percentage of all applications within statutory time frames however, due to COVID-19, there has been a slight decrease in the overall processing timeframes from the previous financial year.
<p>Service cost</p> <p><i>Cost of statutory planning service</i></p> <p>[Direct cost of the statutory planning service / number of planning applications received]</p>	\$2,237.63	\$2,007.09	\$2,733.30	\$2,787.18	There has been a marginal increase in the cost of the statutory planning service by \$53.88, from \$2733.30 in 2019/20 to \$2787.18 in 2020/21 as a result of a slight reduction in planning applications received.
<p>Decision making</p> <p><i>Council planning decisions upheld at Victorian Civil and Administrative Tribunal (VCAT)</i></p> <p>[Number of VCAT decisions that did not set aside Council's decision in relation to a planning application / number of VCAT decisions in relation to planning applications] x 100</p>	64.71%	52.46%	51.35%	63.33%	We have seen an increase in the overall percentage of decisions upheld at the tribunal from 51% in 2019/20 to 63% in 2020/21. In 2020/21, 5 of 11 decisions set aside were successfully negotiated at compulsory conference or through outside negotiations with the permit applicant.

MANNINGHAM ANNUAL REPORT 2020/21

Service / indicator [measure]	2017/18	2018/19	2019/20	2020/21	Material variations and comments
Roads					
Satisfaction of use <i>Sealed local road requests</i> [Number of sealed local road requests / kilometres of sealed local roads] x 100	63.3	56.4	80.6	74	We strive to provide well maintained roads for the community. Requests are dealt with as efficiently as possible to achieve a high quality and cost efficient outcome. There was a slight decrease from last year demonstrating an improvement in our roads.
Condition <i>Sealed local roads below the intervention level</i> [Number of kilometres of sealed local roads below the renewal intervention level set by Manningham / kilometres of sealed local roads] x 100	99.3%	99.4%	99.7%	99.6%	We maintain our roads according to our Road Management Plan. The intervention level is the condition standard set to determine whether a sealed local road requires renewal. The high standard remains consistent with previous results. A number of roads were sealed this financial year, increasing the total kilometres of sealed roads.
Service cost <i>Cost of sealed local road reconstruction per m²</i> [Direct cost of sealed local road reconstruction / m ² of sealed local roads reconstructed]	\$130.79	\$91.63	\$55.20	\$28.13	We have achieved a significant cost reduction this year. This is due to simplified and lower complexity projects, innovative and cost-effective construction methods, and efficiencies gained through a continued increase in usage of recycled materials and products.

THEMES FROM OUR COUNCIL PLAN 2017-2021

Service / indicator [measure]	2017/18	2018/19	2019/20	2020/21	Material variations and comments
<p>Service cost</p> <p><i>Cost of sealed local road resealing per m²</i></p> <p>[Direct cost of sealed local road resealing / m² of sealed local roads resealed]</p>	\$23.07	\$23.00	\$23.72	\$19.35	We have achieved a decrease in cost for resealing due largely to the inclusion of a lower cost spray sealing program and a different combination of roads requiring resealing. We also increased innovative methods for the road resealing program with the type of asphalt used dependant on the individual road.
<p>Satisfaction</p> <p><i>Satisfaction with sealed local roads</i></p> <p>[Community satisfaction rating out of 100 with how we have performed on the condition of sealed local roads]</p>	64	66	66	64	We continue to work to improve the community's satisfaction with local roads. We have seen a slight decline in the result for this year from the sample of residents participating in the annual Community Satisfaction Survey. This survey is conducted by an independent research company on behalf of the Victorian Government.

Our year ahead

Major Initiatives

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

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

We will provide ways for people to connect by:

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

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

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

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

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

Other Initiatives

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

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

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

THEMES FROM OUR COUNCIL PLAN 2017-2021

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

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

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

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

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

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

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

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

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

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



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Liveable places and spaces case study: Advocating for our community

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

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

In our role representing our community, we successfully negotiated:

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

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

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

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

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



THEMES FROM OUR COUNCIL PLAN 2017-2021

Resilient environment



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

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

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

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

Snapshot



330
parks and reserves



158
playspaces
including destination parks and playgrounds



we mow, maintain and water
714ha



4,322ha
green wedge

18%
of Manningham
classified as open space
(20 km²)



51
endangered animal and plant species



53km
off-road paths

THEMES FROM OUR COUNCIL PLAN 2017-2021

What you asked for

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

Achievements: what we delivered

We developed our Draft Environment Strategy.

We developed a draft directions paper on Climate Emergency.

We signed up to the VECCO Power Purchase Agreement.

We developed our Sportsground Allocation Policy.

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

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

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

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

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

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

Challenges

- The significant work we undertook to manage tree hazards impacted our resourcing and budgets.
- The work we undertook to manage tree hazards impacted our resourcing and budgets.
- COVID-19 impacted social, environmental and economic aspects of our recreation facility operations and management.
- We experienced increased customer requests and expectations, which had flow on effects on our resourcing and capacity for service delivery.

Fast facts

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

THEMES FROM OUR COUNCIL PLAN 2017–2021

Our performance — Council Plan

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

Goal: Protect and enhance our environment and biodiversity

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

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

THEMES FROM OUR COUNCIL PLAN 2017-2021

2017-2021 Actions	Measure	Result	Outcomes
Vibrant and prosperous economy			
Advocate for an improved long-term future and viability in the green wedge through economic and tourism opportunities	Maintain or increase local GDP <i>Source: ABS / REMPLAN</i>	Not achieved	The most significantly affected industry in our local government area impacted by the pandemic is retail. Local advocacy has been our main focus to assist with recovery. At year-end, the local GDP is \$4.74 billion, which is less than last year, mainly due to the pandemic's impact on our local retail sector.
Well-governed Council			
Lead and educate the community in environmental services and programs	Maintain or increase community initiatives <i>Source: Council data</i>	Achieved	<p>Programs included:</p> <ul style="list-style-type: none"> • Community environmental education and engagement programs and events including the Middle Yarra Landcare Network Rabbit Action Day, the City Nature Challenge and Nature Walks, Smarter Living recycling & compost, worm farm and other webinars. • A 'Prepare your home for winter' energy-saving webinar (by the Australian Energy Foundation). • Doncaster Hill community garden working bees, Friends of Yarra Valley Parklands activities, Equiculture horse information sessions. • Melbourne Water webinars. • Queensland Fruit Fly information session. • Opportunity to contribute the BBC 'Planet Earth 3' documentary. <p>We promoted all our programs and initiatives through our monthly 'Environment Events – What's On' email newsletter.</p>

Goal: Reduce our environmental impact and adapt to climate change

2017–2021 Actions	Measure	Result	Outcomes
Healthy community			
Deliver a sustainability program to educate, empower and engage the community in reducing its environmental impact and adapting to climate change	Maintain or improve annual participation in environmental sustainability programs <i>Source: Council data</i>	*impacted by COVID-19	<p>We delivered programs to educate, empower and engage the community including:</p> <ul style="list-style-type: none"> • Middle Yarra Landcare Network Rabbit Action Day. • The City Nature Challenge and Nature Walks. • Smarter Living recycling & compost, worm farm and other webinars. • Prepare your home for winter' energy saving webinar (by the Australian Energy Foundation). • Doncaster Hill community garden working bees. • Friends of Yarra Valley Parklands activities. • Equiculture horse information sessions. • Melbourne Water webinars. • Queensland Fruit Fly information session. • Opportunity to contribute the BBC 'Planet Earth 3' documentary <p>We all promoted all our programs through our monthly 'Environment Events – What's On' email newsletter.</p>

THEMES FROM OUR COUNCIL PLAN 2017-2021

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

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

THEMES FROM OUR COUNCIL PLAN 2017-2021

Our performance — major initiatives and initiatives

■ On target
 ■ Some progress
 ■ Not on target

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

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

THEMES FROM OUR COUNCIL PLAN 2017-2021

Services funded in our Annual Budget

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

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

Service performance indicators

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

Service / indicator [measure]	2017/18	2018/19	2019/20	2020/21	Material variations and comments
Waste collection					
<p>Satisfaction</p> <p><i>Kerbside bin collection requests</i></p> <p>[Number of kerbside garbage and recycling bin collection requests / Number of kerbside bin collection households] x 1000</p>	82.92 requests	94.02 requests	100.52 requests	118.14 requests	We continue to monitor the kerbside bin collection services and improve practices and systems with contractors where possible. The increase in requests is directly related to the increase of additional bins being ordered during COVID-19 lockdown. Residents needed to order additional bins due to being at home for extended periods of time and generating more waste. We also saw an increase in additional garden bins orders due to storm events that affected the municipality.
<p>Service standard</p> <p><i>Kerbside collection bins missed</i></p> <p>[Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection bin lifts] x 10,000</p>	4.22	3.67	2.76	4.45	We have seen a rise in missed bins directly resulting from COVID-19 lockdown and increased parked cars on streets, causing access issues to bins. We are working with our waste collection contractor to improve route efficiencies across the municipality.

THEMES FROM OUR COUNCIL PLAN 2017-2021

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

Our year ahead

Major Initiatives

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

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

Other Initiatives

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

THEMES FROM OUR COUNCIL PLAN 2017-2021

Resilient environment case study:

Supporting our community deal with the impacts of climate change

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

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

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

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

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

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

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

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

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

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

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



Vibrant and prosperous economy



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

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

We support local economic growth by enabling a strong visitor economy and vibrant local business and activity centres.

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

Snapshot

OVER
30,572
local jobs



52,819
residents are
employed

58%
are in the labour force

36.5%
working
part-time



9
neighbourhood
activity centres

29
local
centres

\$4.74b
Gross Regional
Product

1
principal
activity centre

1
major
activity centre

80%
of all businesses
are based at home

OVER
14,500

local businesses
are registered

Largest
trades are

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



What you asked for

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

Achievements: what we delivered

We delivered the Manningham Business Excellence Awards in recognition of our business communities' excellence throughout 2020.
Council adopted the new Art Collection Policy and Public Art Policy.
We launched a new Arts Manningham FAIR (Fellowship & Artist in Residence) program.
We commenced the refurbishment of our Civic Centre Function Centre to provide extensive function facilities that will suit a diverse range of event requirements.
We responded to an increase in new home business applications.
The Business Excellence Awards launched a program to celebrate business excellence throughout the pandemic with customer-nominated businesses. All nominated businesses were promoted through dedicated social media channels.
The Buy Local Support Local campaign was established late in 2020 to help promote local business. This included a video series on key locations and highlighted local business champions.

Challenges

We adapted the way we work to support local businesses through uncertainty and changing restrictions that have come with the COVID-19 pandemic.
COVID-19 restrictions changed the way people engaged with local businesses. A pop-up park program was established in key shopping centres to promote safe outdoor dining locations. This was accompanied by an activation program that support local entertainers.
Our Business Liaison Officers have worked in a challenging environment to continue to engage directly with businesses, to assist their understanding of requirements and with permit applications

Fast facts

<ul style="list-style-type: none"> • 50,000 people participated in 75 arts programs. • We featured 52 artists, supporting the local creative industries. 	<ul style="list-style-type: none"> • We paid over \$31,000 in artists' fees paid to support the local creative industries. • We engaged directly with 578 businesses.
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THEMES FROM OUR COUNCIL PLAN 2017–2021

Our performance — Council Plan

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

Goal: Grow our local business, tourism and economy

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

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

THEMES FROM OUR COUNCIL PLAN 2017-2021

2017-2021 Actions	Measure	Result	Outcomes
			<ul style="list-style-type: none"> Work is in progress to reactivate Manningham tourist attractions include Riverlea winery, Olivigna winery accommodation and improvements at the Grand Hotel Warrandyte
Well-governed council			
Collaborate with regional partners to foster the growth of greater Melbourne East economy and create a mix of land to stimulate business diversity in the region	Maintain or reduce reliance on rate revenue growth <i>Source: Council data</i>	Not achieved	We had a slight increase from 78.9% to 80.12% reliance of revenue from rates.

Our performance — major initiatives and initiatives

■ On target
 ■ Some progress
 ■ Not on target

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

THEMES FROM OUR COUNCIL PLAN 2017-2021

Services funded in our Annual Budget

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

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

Our year ahead

Major Initiatives

We will support local businesses by:

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

Vibrant and prosperous economy case study:

Supporting businesses and the community through COVID-19

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

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

This facilitated some of the following examples of business resilience:

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

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

a COVIDSafe environment while supporting local business.

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

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

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

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

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

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

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

THEMES FROM OUR COUNCIL PLAN 2017-2021

Well governed council



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

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

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

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

What you asked for

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

Achievements: what we delivered

We prepared a life cycle review of Council's building infrastructure.
We successfully completed and adopted the 2021 General Valuation of the municipality.
We developed a strategy to optimise the returns from Council's building assets.
We have adopted a process to consider how to achieve the desired community and financial sustainable outcomes before implementing our property services projects.
We conducted regular training sessions on Information Privacy and Freedom of Information for our employees.
With the implementation of the Access to Information Policy, we have been able to release information promptly and inexpensively through other access methods outside of the Freedom of Information process.
We welcomed visitors to our newly refurbished Manningham Council front counter for the first time on 9 July 2020. This new space is compliant with the <i>Disability Discrimination Act 1992</i> and removes the need for customers to change counters when making a payment.
We launched a new system to help us better manage our relationships with our customers and improve how we respond to their requests.
We developed Customer Contact Standards which outline the way we interact with our customers. We embedded these standards into our new customer relationship management system to help us communicate consistently and in the way our customers prefer.
We have continued to drive improvements in providing proactive, easy, and consistent services for our customers that celebrate choice.
We have rolled out Customer Experience reporting across our organisation to help us better understand our customers' experiences. This will help deliver meaningful change for our customers and place our customers at the heart of all that we do.

THEMES FROM OUR COUNCIL PLAN 2017-2021

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

We received broad support for our 2040 Community Vision.

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

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

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

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

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

THEMES FROM OUR COUNCIL PLAN 2017-2021

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

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

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

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

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

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

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

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

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

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

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

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

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

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

We completed a review of our standard planning permit conditions.

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

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

Challenges

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

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

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

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

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

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

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

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

THEMES FROM OUR COUNCIL PLAN 2017-2021

Fast facts

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

Our performance — Council Plan

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

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

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

THEMES FROM OUR COUNCIL PLAN 2017–2021

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

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

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

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

THEMES FROM OUR COUNCIL PLAN 2017-2021

Our performance — major initiatives and initiatives

■ On target
 ■ Some progress
 ■ Not on target

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

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

THEMES FROM OUR COUNCIL PLAN 2017-2021

Services funded in our Annual Budget

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

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

Service performance indicators

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

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

THEMES FROM OUR COUNCIL PLAN 2017-2021

Service / indicator [measure]	2017/18	2018/19	2019/20	2020/21	Material variations and comments
<p>Attendance</p> <p><i>Councillor attendance at Council meetings</i></p> <p>[The sum of the number of Councillors who attended each ordinary and special Council meeting / (Number of ordinary and special Council meetings) × (Number of Councillors elected at the last Council general election)] x 100</p>	98.41%	95.06%	94.81%	99.26%	Our Councillors' attendance at Ordinary and Special Council meetings remained high with almost 100% attendance for the period.
<p>Service cost</p> <p><i>Cost of governance</i></p> <p>[Direct cost of the governance service / Number of Councillors elected at the last Council general election]</p>	\$ 40,447.00	\$ 42,612.22	\$ 40,436.11	\$ 47,890.78	The direct cost of governance has increased per Councillor in 2020/21 as a result of costs associated with the mandatory Councillor induction and IT expenses following municipal elections in October 2020. These are one-off costs that occur at the commencement of the four year Council term.
<p>Satisfaction</p> <p><i>Satisfaction with Council decisions</i></p> <p>[Community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community]</p>	57	57	57	58	Our Council continues to work to improve community satisfaction with council decisions. We have seen a positive increase in the result for this year from the annual Community Satisfaction Survey. This survey is conducted by an independent research company on behalf of the Victorian Government.

Our year ahead

Major Initiatives

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

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

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

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

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

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

THEMES FROM OUR COUNCIL PLAN 2017–2021

Well-governed Council case study:

Celebrating achievements of the last Council term and looking ahead

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

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

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

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

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

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

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

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

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

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

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

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

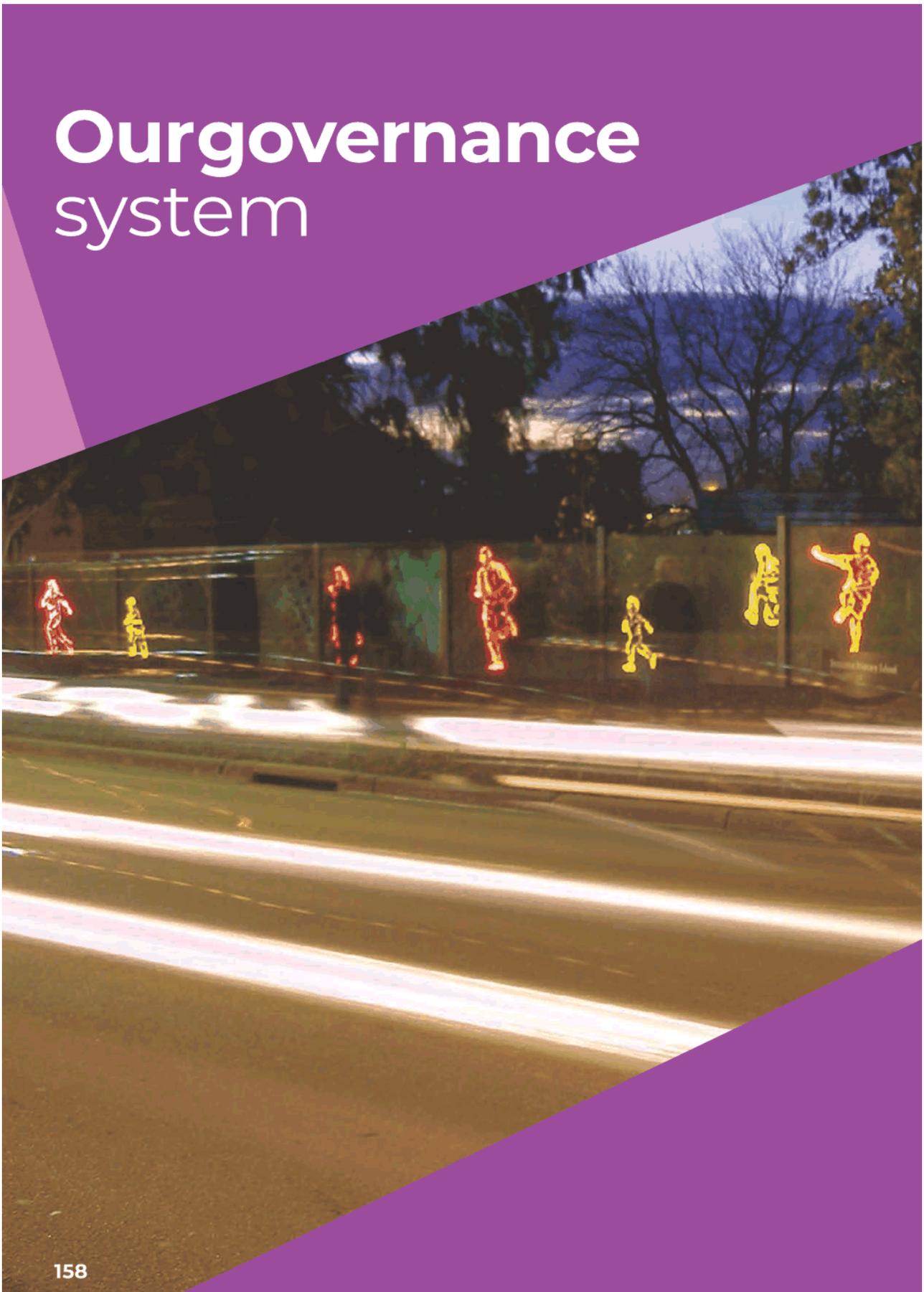
Our efforts were well rewarded with Manningham voters demonstrating their commitment to the democratic process with a significant increase in voter participation. The elections saw a significant increase in voter turnout from 77% at the last election in 2016 to 86% at the 2020 elections.

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

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

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

Our governance system



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How we govern

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

As an organisation, we have several roles:

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

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

Governance framework

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

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

There are two types of governance in our operations:

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

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

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

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

Find out more:

yoursaymanningham.com.au

Democratic governance

Decisions

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

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

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

We have a CEO whose role includes:

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

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

Council meetings

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

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

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

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

OUR GOVERNANCE SYSTEM

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

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

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

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

Strategic briefing sessions (SBS)

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

Committees

We have many internal advisory and other Committees. Appointments to these Committees enable Councillors to have input into projects, groups or events they have a particular interest in.

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

■ [Table 14: 2020/21 Councillor Internal Committee Appointees](#)

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

OUR GOVERNANCE SYSTEM

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

■ [Table 15: 2020/21 Councillor External Committee Appointees](#)

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

Code of conduct

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

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

Councillor Code of Conduct and uphold the standards of conduct set out in the Code when they are sworn into office. Following the Council elections held in October 2020, all Councillors declared that they would abide by the code.

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

Conflicts of interest

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

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

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

During 2020/21, four conflicts of interest were declared at Council meetings. These are listed below.

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

Councillor allowances

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

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

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

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

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

Councillor expenses

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

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

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

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

OUR GOVERNANCE SYSTEM

■ Table 16: 2020/21 Councillor Expenses

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

CEO expenditure

2020/21

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

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

■ [Table 17: CEO expenditure](#)

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

Note: All costs are GST exclusive

Expense categories

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

Corporate governance

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

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

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

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

Executive Management Team

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

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

This disclosure includes contract duration, salary and benefits entitlements.

■ [Table 18: Executive Management Team Total Annual Remuneration](#)

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

Employee code of conduct

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

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

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

Management

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

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

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

Audit and Risk Committee

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

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

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

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

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

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

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

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

■ Table 19: Audit and Risk Committee members

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

Internal audit

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

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

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

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

OUR GOVERNANCE SYSTEM

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

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

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

External audit

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

Fraud and corruption control

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

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

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

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

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

Business Continuity Management – COVID-19 crisis response and recovery

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

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

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

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

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

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

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

Risk management

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

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

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

- Risk Management Strategy
- Risk Management Policy

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

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

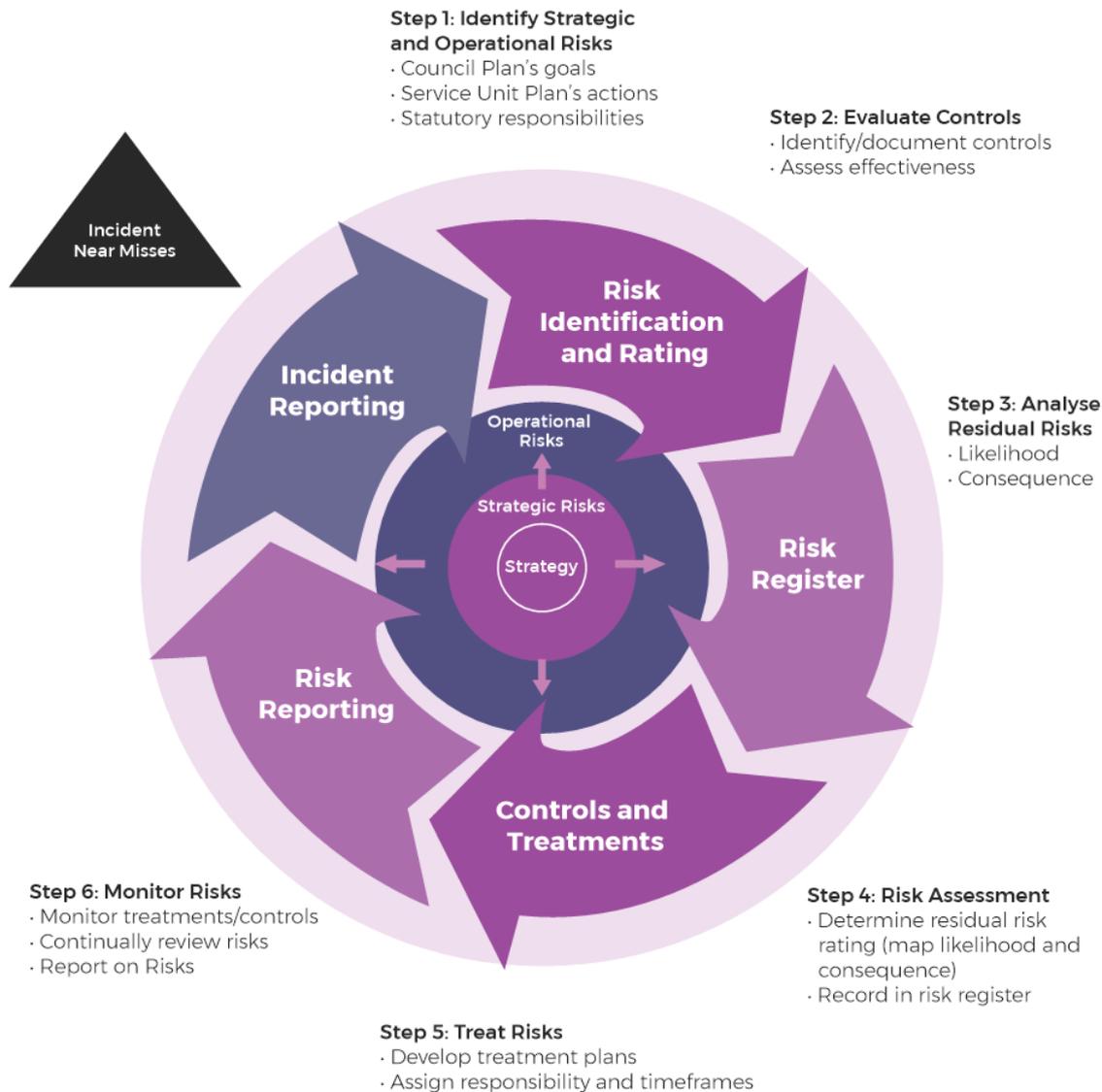
Some of the activities of the Executive Risk Committee this year include:

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

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

OUR GOVERNANCE SYSTEM

■ Figure 10: Manningham’s risk management process



Compliance and assurance

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

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

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

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

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

■ Figure 11: Assurance: Three Lines of Defence



OUR GOVERNANCE SYSTEM

Workplace health and safety

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

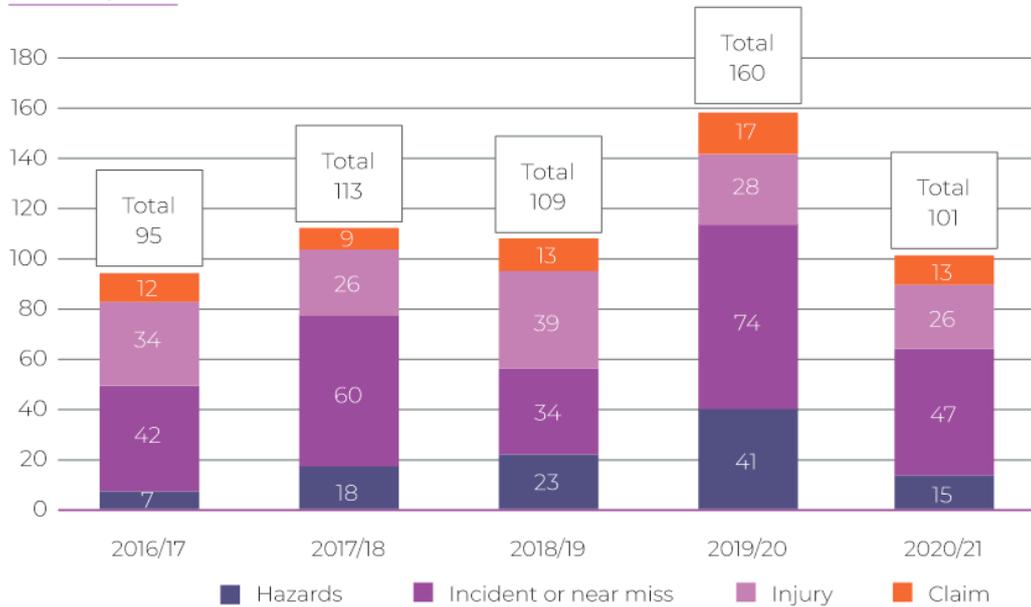
■ [Table 20: Workplace health and safety achievements](#)

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

WHS performance

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

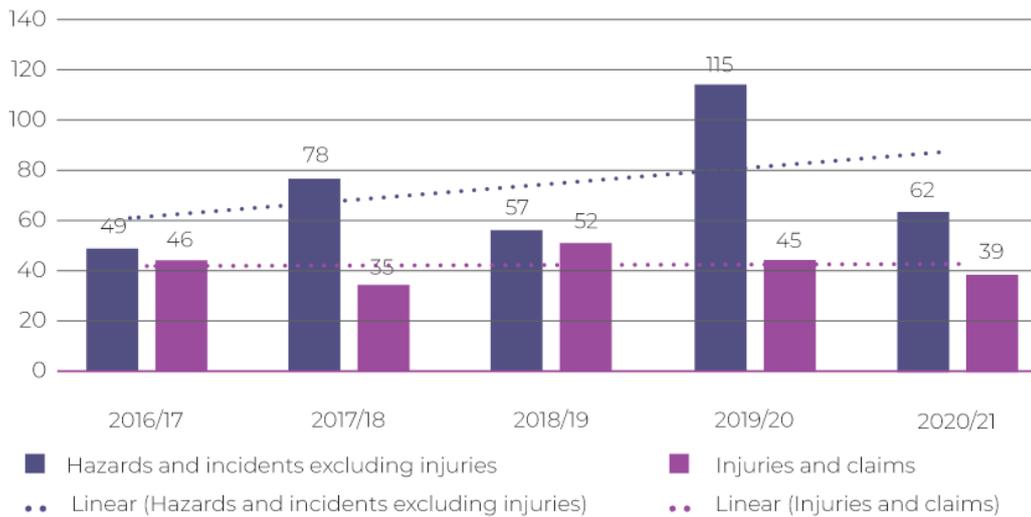
■ **Figure 12: Total Reports of Hazard, Incidents, Injuries and Lost Time Injuries in the last five years**



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

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

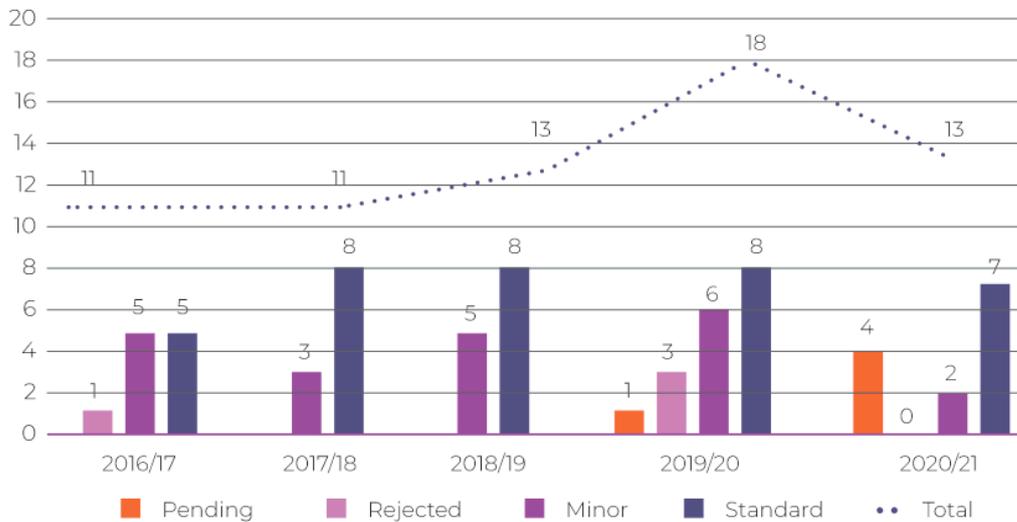
■ **Figure 13: Incidents and hazards vs injuries and claims (with trends)**



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

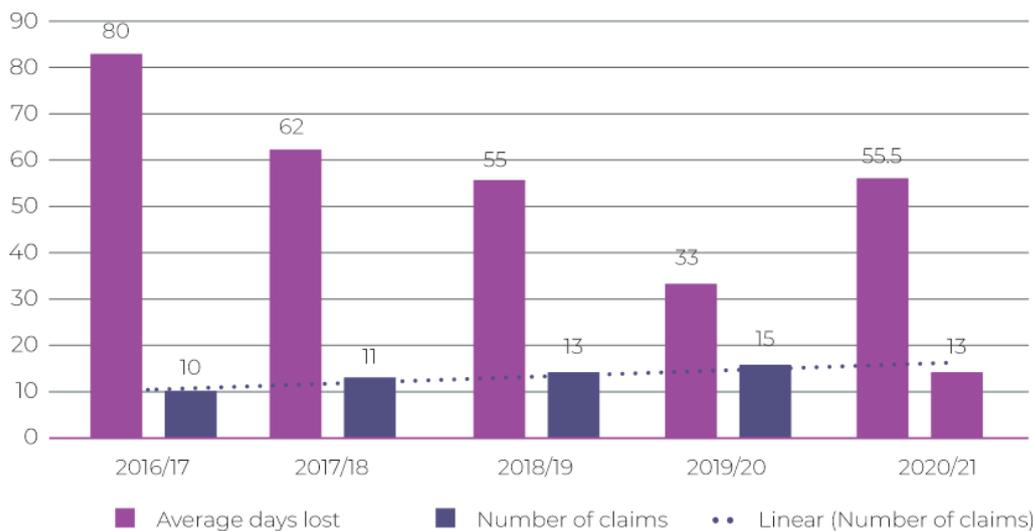
OUR GOVERNANCE SYSTEM

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



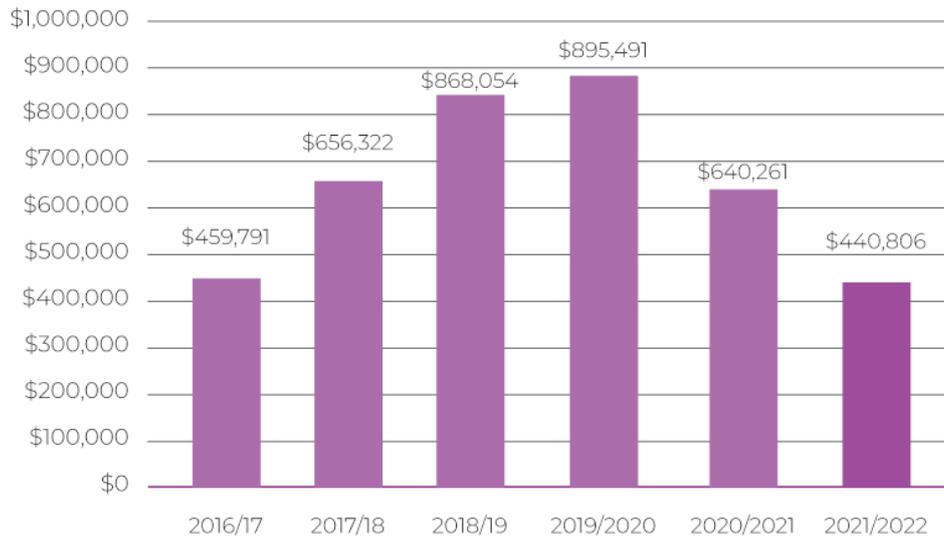
There was a reduction in the total number of WorkCover claims for this financial year.

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



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

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



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

Asset Management

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

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

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

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

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

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

Grants and funding

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

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

Governance and management checklist

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

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

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

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

OUR GOVERNANCE SYSTEM

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

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



Andrew Day
Chief Executive Officer
Dated: 24 August 2021



Cr Andrew Conlon
Mayor
Dated: 24 August 2021

Statutory information

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

Documents available for public inspection

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

- Details of overseas or interstate travel (with the exception of interstate travel by land for less than three days) undertaken in an official capacity by Councillors or any member of our staff in the previous 12 months.
- Agendas for and minutes of meetings of Ordinary and Special Council Meetings held in the previous 12 months, excluding confidential information considered at a meeting closed to the public.
- Minutes of meetings of any Special Committees established under section 66 of the *Local Government Act 2020*, excluding confidential information considered at a meeting closed to the public.
- Register of delegations kept in accordance with the *Local Government Act 2020*.
- Register of all leases involving land that Manningham entered into as lessor.
- Register of Authorised Officers.
- List of grants and donations Manningham made during the financial year.

- An Operating Statement, a Statement of Financial Position and notes to the Financial Statements.
- A summary of election campaign donation returns received following the most recent Manningham elections.

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

Best value

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

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

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

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

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

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

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

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

Public Interest Disclosures (formerly Protected Disclosure Procedures)

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

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

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

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

Carers recognition

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

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

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

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

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

Contracts

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

Disability Action Plan

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

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

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

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

Freedom of Information

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

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

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

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

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

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

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

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

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

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

Information privacy

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

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

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

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

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

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

Our Healthy City Strategy 2017–2021

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

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

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

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

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

Domestic Animal Management Plan

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

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

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

Road Management Act — Ministerial Directions

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

Council did not receive ministerial directions during the 2020/21 year.

Infrastructure and development contributions

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

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

Development Contributions Plan (DCP)

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

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

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

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

■ Table 23: Land, works, services or facilities delivered in 2020/21 from DCP levies collected

Project description	Project ID	DCP name (year approved)	DCP fund expended \$	Works in kind accepted \$	Our contribution \$	Other contributions \$	Total project expenditure \$	Percentage of item delivered
NIL	-	2005	-	-	-	-	-	-

Financial report



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Guide to our Financial Report

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

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

What is in the Financial Report?

Council's Financial Report has 2 main sections:

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

Comprehensive income statement

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

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

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

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

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

Balance sheet

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

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

The components of the Balance Sheet are:

Current and non-current assets

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

Current and non-current liabilities

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

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

Net assets

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

Total equity

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

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

Statement of changes in equity

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

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

FINANCIAL REPORT

Cash Flow Statement

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

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

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

Cash flows from operating activities

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

Cash flows from investing activities

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

Cash Flows from Financing Activities

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

Statement of Capital Works

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

There are 4 main classes of assets:

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

Notes to the Financial Statements

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

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

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

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

Statements by Principal Accounting Officer and Councillors

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

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

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

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

The Victorian Auditor-General is Council's auditor.

Manningham

Annual Financial Report

For the Year Ended 30 June 2021

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Certification of the Financial Statements

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



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

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

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

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



Andrew Conlon
Mayor
14 September 2021
Doncaster



Anna Chen
Deputy Mayor
14 September 2021
Doncaster



Andrew Day
Chief Executive Officer
14 September 2021
Doncaster

FINANCIAL REPORT

Auditor General's report



Independent Auditor's Report

To the Councillors of Manningham City Council

Opinion	<p>I have audited the financial report of Manningham City Council (the council) which comprises the:</p> <ul style="list-style-type: none"> • balance sheet as at 30 June 2021 • comprehensive income statement for the year then ended • statement of changes in equity for the year then ended • statement of cash flows for the year then ended • statement of capital works for the year then ended • notes to the financial statements, including significant accounting policies • certification of the financial statements. <p>In my opinion the financial report presents fairly, in all material respects, the financial position of the council as at 30 June 2021 and their financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 6 of the <i>Local Government Act 1989</i> and applicable Australian Accounting Standards.</p>
Basis for Opinion	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the Financial Report</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the financial report in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
Councillors' responsibilities for the financial report	<p>The Councillors of the council are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards and the <i>Local Government Act 1989</i>, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.</p> <p>In preparing the financial report, the Councillors are responsible for assessing the council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is inappropriate to do so.</p>

**Auditor's
responsibilities
for the audit of
the financial
report**

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

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

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

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

MELBOURNE
21 September 2021



Sanchu Chummar

as delegate for the Auditor-General of Victoria

FINANCIAL REPORT

Comprehensive Income Statement

For the year ended 30 June 2021

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

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

Balance Sheet

As at 30 June 2021

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

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

FINANCIAL REPORT

Statement of Changes in Equity

For the year ended 30 June 2021

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

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

The above statement of changes in equity should be read in conjunction with the accompanying notes.

Statement of Cash Flows

For the year ended 30 June 2021

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

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

FINANCIAL REPORT

Statement of Capital Works

For the year ended 30 June 2021

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

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

Overview

For the year ended 30 June 2021

Overview

Introduction

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

Statement of compliance

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

Significant accounting policies

(a) Basis of accounting

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

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

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

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

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

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

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

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

Government Grant revenue of \$2.6 million

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

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

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

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

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

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

Loss of income of \$2.7 million

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

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

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

Asset valuations

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

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

Note 1: Performance against budget

Note 1 Performance against budget

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

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

1.1 Income and expenditure

	Budget 2021 \$'000	Actual 2021 \$'000	Variance 2021 \$'000	Variance 2021 %	Ref
Income					
Rates and charges	108,652	109,683	1,031	0.95	1
Statutory fees and fines	3,691	3,055	(636)	(17.23)	2
User fees and charges	8,861	6,621	(2,240)	(25.28)	3
Contributions - monetary	6,855	8,161	1,306	19.05	4
Contributions - non-monetary	1,000	10,696	9,696	969.60	5
Grants - operating	11,334	13,641	2,307	20.35	6
Grants - capital	2,759	3,622	863	31.28	7
Other income	1,526	2,118	592	38.79	8
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	36	26	(10)	(27.78)	
Share of surplus/(deficit) from investment in associate	-	300	300	100.00	9
Total income	144,714	157,923	13,209		
Expenses					
Employee costs	55,807	56,221	(414)	(0.74)	10
Materials, services and contracts	30,669	27,853	2,816	9.18	11
Depreciation	23,082	23,557	(475)	(2.06)	
Amortisation - Intangible assets	2,425	2,049	376	15.51	12
Amortisation - Right of use assets	419	422	(3)	(0.72)	13
Bad and Doubtful debts	-	258	(258)	(100.00)	
Finance costs - Leases	95	57	38	40.00	
Other expenses	19,583	18,544	1,039	5.31	14
Total expenses	132,080	128,961	3,119		
Surplus/(deficit) for the year	12,634	28,962	16,328	129.24	

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Note 1 Performance against budget (cont.)

1.1 Income and expenditure (cont.)

(i) Explanation of material variations

Ref.	Item	Explanation
1	Rates and charges	Outcome: Greater than budget \$1,031,000 or 0.95 % Rates and charges were greater than budget by \$1.03 million due to greater than anticipated general supplementary rates and charges income.
2	Statutory fees and fines	Outcome: Less than budget \$636,000 or 17.23 % Statutory fees were lower than budget by \$0.64 million mainly due to decreased enforcement activity as a result of the COVID-19 lockdowns and restrictions. The main contributors are Parking Infringements \$0.47 million and Fines \$0.16 million lower than budget.
3	User fees and charges	Outcome: Less than budget \$2,240,000 or 25.28 % User fees and charges were lower than budget due to the impact of the COVID-19 pandemic on a number of Council's services. The major contributors were: * Hire income for Community Venues and the Function Centre were unfavourable by \$0.67 million due to the COVID-19 lockdowns and restrictions; * Catering income for hires and events was unfavourable by \$0.57 million due to the COVID-19 lockdowns and restrictions; * Recoveries and reimbursements were unfavourable by \$0.34 million due to Covid-19 community relief measures; and * The Art Studios and Child Care Services income were also affected by the COVID-19 pandemic by \$0.44 million.
4	Contributions - monetary	Outcome: Greater than budget \$1,306,000 or 19.05 % Developers' cash contributions in lieu of public open space and infrastructure requirements were \$0.69 million higher than budget and relate to the level of development in Manningham. These funds are placed into a cash backed reserve to be used to fund recreation and open space improvements for the community. Capital Contributions of \$0.53 million were also received for capital works projects during the year.
5	Contributions - non-monetary	Outcome: Greater than budget \$9,696,000 or 969.60 % The value of land under roads, land, building, drainage pipes and pits and other infrastructure assets transferred to Manningham by developers was \$9.67 million higher than originally budgeted.
6	Grants - operating	Outcome: Greater than budget \$2,307,000 or 20.35 % The favourable variance is mainly due to the unbudgeted receipt of the \$1.8 million Working for Victoria Program funding from the State Government and unbudgeted \$0.14 million Commonwealth Government support funding for COVID-19 Meals Program funding under the Commonwealth Home Support Program (CHSP). In addition, The Local Councils Outdoor Eating & Entertainment Package funding agreement has provided \$0.3 million of unbudgeted funding through Place Making Victoria.
7	Grants - capital	Outcome: Greater than budget \$863,000 or 31.28 % Capital grants from the State and Federal Government for the purpose of funding the Capital Works Program were greater than budgeted by \$0.86 million. This is largely due to \$0.39 million unbudgeted funding received from the Federal Government for the Local Roads and Community Infrastructure (LRCI) Program and \$1.1 million of grants in advance that were received last year were recognised in this financial year for the capital work programs.
8	Other income	Outcome: Greater than budget \$592,000 or 38.79 % Other income is favourable mainly due to Quarry Royalties being \$0.69 million greater than budget.

Note 1 Performance against budget (cont.)**1.1 Income and expenditure (cont.)****Explanation of material variations**

Ref.	Item	Explanation
9	Share of surplus/(deficit) from investment in associate	Outcome: Greater than budget \$300,000 or 100.00 % Council has a 33.7 per cent equity interest in the Whitehorse Manningham Regional Library Corporation (WMRL). During the year Manningham's share of the WMRL increased in value by \$0.30 million.
10	Employee costs	Outcome: Greater than budget \$414,000 or 0.74 % Employee costs for 2020/21 were \$0.41 million or 0.74 per cent greater than budget. Unbudgeted Working for Victoria program employee costs were \$2.09 million (this was fully offset by equivalent unbudgeted State Government funding (refer above) over the period of employment (6 months). In addition, unbudgeted personal protective equipment to the value of \$0.39 million was purchased as part of the response to COVID-19.
11	Materials, services and contracts	Outcome: Less than budget \$2,816,000 or 9.18 % Materials, services and contracts were \$2.82 million or 9.18 per cent less than budget. This is mainly attributable to decreased activity due to COVID-19 lockdowns and restrictions.
12	Amortisation - intangible assets	Outcome: Less than budget \$376,000 or 15.51 % Amortisation is an accounting measure which attempts to allocate the value of an asset over its useful life for Council's intangible assets (software). Amortisation was lower than budget predominately due to timing of projects.
13	Amortisation - Right of use assets	Outcome: Greater than budget \$3,000 or 0.72 % With the introduction of the new Accounting Standard (AASB 16 Leases) effective from July 2019, lease expense associated with IT equipment and buildings has now been classified as finance costs (leases) and amortisation expense.
14	Other expenses	Outcome: Less than budget \$1,039,000 or 5.31 % Other expenses include a wide range of costs incurred in delivering Council services and include utilities, software licences, legal expenses, consultancy, insurance, postage, telephone and general office expenses. The favourable variance is attributable to decreased in activity due to COVID-lockdowns and restrictions: * Utilities lower than budget due to closure of facilities as a result of COVID-19 lockdowns and restrictions. The MC ² community facility was also temporarily closed due to the State Government restrictions leading to reduced usage charges. * Lower than budgeted expenditure on a range of operational accounts (staff training, catering, printing, general office expenses) due to the impact of lockdown and restrictions. These favourable variances were partly offset by: * Increased Insurance premiums. * Software licensing fees as a result of new systems and changes from asset based to software as a service subscription based.

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Note 1 Performance against budget (cont.)

1.2 Capital works

	Budget 2021 \$'000	Actual 2021 \$'000	Variance 2021 \$'000	Variance 2021 %	Ref
Property					
Land	2,000	2,473	(473)	(23.65)	15
Land under roads	-	8	(8)	(100.00)	
Buildings	6,944	8,190	(1,246)	(17.94)	16
Total property	8,944	10,671	(1,727)		
Plant, equipment and other assets					
Plant, machinery and equipment	1,157	943	214	18.50	17
Fixtures, fittings and furniture	25	135	(110)	(440.00)	18
Computers and telecommunications	1,097	86	1,011	92.16	19
Artworks	58	-	58		
Total plant, equipment and other assets	2,337	1,164	1,173		
Infrastructure					
Roads	12,454	9,416	3,038	24.39	20
Bridges	95	83	12	12.63	
Footpaths and cycleways	3,708	3,019	689	18.58	21
Off street car parks	75	346	(271)	(361.33)	
Drainage	3,455	3,608	(153)	(4.43)	22
Recreational, leisure and community facilities	11,373	7,177	4,196	36.89	23
Parks, open space and streetscapes	3,870	3,609	261	6.74	24
Waste management	302	-	302	(100.00)	25
Drainage	35,332	27,258	8,074		
Intangible assets					
Software	3,296	3,537	(241)	(7.31)	26
Total intangible assets	3,296	3,537	(241)		
Total capital works expenditure	49,909	42,630	7,279	14.58	
Represented by:					
New asset expenditure	13,627	13,094	533	3.91	
Asset renewal expenditure	23,784	21,103	2,681	11.27	
Asset expansion expenditure	2,200	1,699	501	22.77	
Asset upgrade expenditure	10,298	6,734	3,564	34.61	
Total capital works expenditure	49,909	42,630	7,279		

Note 1 Performance against budget (cont.)

1.2 Capital works (cont.)

(i) Explanation of material variations

Ref.	Item	Explanation
15	Land	Outcome: Greater than budget \$473,000 or 23.65 % Land is acquired if and when a suitable property comes to market. It is difficult to predict the timing of the availability of suitable land parcels.
16	Buildings	Outcome: Greater than budget \$1,246,000 or 17.94 % Additional expenditure was required for urgent building renewal works. Additional expenditure was also required for the Manningham Function Centre and the Boronia Reserve Pavilion.
17	Plant, machinery and equipment	Outcome: Less than budget \$214,000 or 18.50 % Overseas supply chain issues caused by the Covid-19 pandemic resulted in delays in vehicle availability.
18	Fixtures, fittings and furniture	Outcome: Greater than budget \$110,000 or 440.00 % A number of upgrades to fixtures and fittings were carried out to make office spaces more Covid-19 friendly.
19	Computers and telecommunications	Outcome: Less than budget \$1,011,000 or 92.16 % There were delays in the delivery of some computer and telecommunications projects. There were also some minor project savings which offset the greater than budgeted expenditure on software.
20	Roads	Outcome: Less than budget \$3,038,000 or 24.39 % A number of multi-year roads and footpath projects were delivered earlier than planned in 2019/20 rather than early in the 2020/21 financial year resulting in expenditure being lower than budgeted in 2020/21.
21	Footpaths and cycleways	Outcome: Less than budget \$689,000 or 18.58 % A number of multi-year roads and footpath projects were delivered earlier than planned in 2019/20 rather than early in the 2020/21 financial year resulting in expenditure being lower than budgeted in 2020/21.
22	Drainage	Outcome: Greater than budget \$153,000 or 4.43 % A small over expenditure on drainage projects.
23	Recreational, leisure and community facilities	Outcome: Less than budget \$4,196,000 or 36.89 % Some projects have been carried forward into 2021/22. This includes \$1.9 million associated with the Deep Creek Reserve Pavilion, \$0.7 million associated with Rieschiecks Reserve and \$0.45 million associated with Domenev Reserve.
24	Parks, open space and streetscapes	Outcome: Less than budget \$261,000 or 6.74 % There were a number of Parks and Open Space projects that had small savings.
25	Waste management	Outcome: Less than budget \$302,000 or 100.00 % Waste management projects did not proceed in 2020/21 leading to savings.
26	Software	Outcome: Greater than budget \$241,000 or 7.31 % Software costs were greater than budgeted due to the nature of the software acquisitions (offset by savings in computers and telecommunications).

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Note 2: Analysis of Council results by program

Note 2 Analysis of Council results by program

Council delivers its functions and activities through the following programs.

(a) CEO Office

CEO Office is responsible for providing a range of strategic and operational services including elected representatives, legal, governance and risk, people and communications services.

City Services

City Services is responsible for delivering services to the community centred around sport and recreation, accommodation, drainage amenity, cleanliness, waste management, traffic management and emergency response. It is also responsible for protecting, maintaining and enhancing Manningham's assets and natural environment, including its buildings, roads, car parks, drains, footpaths, parks, bushlands, streetscapes and other infrastructure.

City Planning and Community

The City Planning and Community area includes services relating to strategic land use planning, social planning, transport planning, strategic drainage planning, urban design and open space planning, development approvals and compliance, environmental health, local laws, school crossings, economic development, community development, community and cultural events, community venues, aged and disability support, maternal and child health, kindergartens and libraries.

Shared Services

Shared Services provide a range of support services across council to enable the delivery of council services. The provision of these services includes financial and procurement services, customer service (citizen connect), information technology, and transformation.

Corporate Activities

Corporate activities relates to services to ratepayers, council and executives which are not allocated to individual directorates. This includes general rates revenue, interest on investments, Financial Assistance Grants, asset sales, depreciation and capital grants. The value of Council land and buildings is also retained in the Corporate activities service area.

(b) Summary of income, expenses, assets and capital expenses by program

2021	Income \$'000	Expenses \$'000	Surplus/ (Deficit) \$'000	Grants included in income \$'000	Total capital expenses \$'000	Total assets \$'000
CEO Office	28	7,991	(7,963)	-	-	-
City Services	19,706	64,701	(44,995)	-	28,201	637,563
City Planning and Community	23,667	40,016	(16,349)	10,354	80	41,180
Shared Services	239	17,026	(16,787)	614	3,623	8,599
Corporate Activities	114,283	(773)	115,056	6,295	10,726	1,625,210
	157,923	128,961	28,962	17,263	42,630	2,312,552

2020	Income \$'000	Expenses \$'000	Surplus/ (Deficit) \$'000	Grants included in income \$'000	Total capital expenses \$'000	Total assets \$'000
CEO Office	11	7,072	(7,061)	-	-	-
City Services	19,574	65,980	(46,406)	228	35,642	635,666
City Planning and Community	26,559	39,459	(12,900)	9,195	174	52,480
Shared Services	519	15,647	(15,128)	389	3,985	6,419
Corporate Activities	105,191	(2,632)	107,823	4,106	8,642	1,495,299
	151,854	125,526	26,328	13,918	48,443	2,189,864

Note 3: Funding for the delivery of our services

	2021 \$'000	2020 \$'000
Note 3 Funding for the delivery of our services		
3.1 Rates and charges		
The Council uses Capital Improved Value (CIV) as the basis of valuation of all properties within the municipal district. The CIV of a property is its land value and the value of improvements such as buildings and other improvements.		
The CIV used to calculate general rates for 2020/21 was \$57,284 million (2019/20, \$52,492 million). The 2020/21 rate in the CIV dollar was 0.00164164 (2019/20, 0.00173238).		
General rates	93,909	90,826
Supplementary rates	1,019	842
Recreational land	30	29
Interest on rates and charges	809	519
	95,767	92,216
Waste charges	13,916	13,737
	13,916	13,737
Total rates and charges	109,683	105,953
The date of the latest general revaluation of land for rating purposes within the municipal district was 1 January 2021, and the valuation will be first applied in the rating year commencing 1 July 2021.		
Annual rates and charges are recognised as revenues when Council issues annual rates notices. Supplementary rates are recognised when a valuation and reassessment is completed and a supplementary rates notice issued.		
3.2 Statutory fees and fines		
Infringements and costs	609	1,081
Town planning fees	1,349	1,396
Land and property information certificates	428	403
Asset protection and other permits	669	509
Total statutory fees and fines	3,055	3,389
Statutory fees and fines (including parking fees and fines) are recognised as revenue when the service has been provided, the payment is received, or when the penalty has been applied, whichever first occurs.		

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	2021 \$'000	2020 \$'000
Note 3 Funding for the delivery of our services (cont.)		
3.3 User fees and charges		
Hall hire and function centre charges	164	1,073
Social and community services charges	295	453
Town planning fees (non-statutory)	789	797
Aged services fees	677	798
Registration fees	1,069	1,310
Advertising fees	-	215
Culture and recreation fees	-	157
Chargeable works fees	745	1,044
Rent and lease charges	1,966	1,956
Other fees and charges	916	1,116
Total user fees and charges	6,621	8,919
User fees and charges by timing of revenue recognition		
User fees and charges recognised over time	-	-
User fees and charges recognised at a point in time	6,621	8,919
Total user fees and charges	6,621	8,919
User fees are recognised as revenue at a point in time, or over time, when (or as) the performance obligation is satisfied. Recognition is based on the underlying contractual terms.		
3.4 Grants (Funding from other levels of government)		
Grants were received in respect of the following:		
Summary of grants		
Commonwealth funded grants	10,839	10,648
State funded grants	6,424	3,270
Total grants received	17,263	13,918
(a) Operating grants		
<i>Recurrent - Commonwealth Government</i>		
Financial Assistance Grants	2,673	2,673
Aged services	5,895	6,276
<i>Recurrent - State Government</i>		
Aged services	-	262
Economic and environment	88	48
Immunisation	83	96
Maternal and child health	852	741
School crossing supervisors	296	303
Social and community	712	777
Other	452	392
Total recurrent operating grants	11,051	11,568
<i>Non-recurrent - Commonwealth Government</i>		
Aged services	254	109
<i>Non-recurrent - State Government</i>		
Working for Victoria	1,793	454
Economic and environment	-	5
Social and community	70	34
Other	473	87
Total non-recurrent operating grants	2,590	689
Total operating grants	13,641	12,257

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	2021 \$'000	2020 \$'000
Note 3 Funding for the delivery of our services (cont.)		
3.4 Grants (Funding from other levels of government) (cont.)		
(b) Capital grants		
<i>Recurrent - Commonwealth Government</i>		
Financial Assistance Grants - local roads	833	869
Roads to Recovery	536	536
Total recurrent capital grants	1,369	1,405
<i>Non-recurrent - Commonwealth Government</i>		
Recreation	583	-
Other	65	185
<i>Non-recurrent - State Government</i>		
Recreation	1,383	28
Streetscapes	222	-
Other	-	43
Total non-recurrent capital grants	2,253	256
Total capital grants	3,622	1,661
(c) Unspent grants received on condition that they be spent in a specific manner		
Operating		
Balance at start of year	1,859	1,589
Received during the financial year and remained unspent at balance date	2,092	1,858
Received in prior years and spent during the financial year	(1,788)	(1,588)
Balance at year end	2,163	1,859
Capital		
Balance at start of year	1,625	1,323
Received during the financial year and remained unspent at balance date	7,879	1,157
Received in prior years and spent during the financial year	(1,626)	(855)
Balance at year end	7,878	1,625
Grant income is recognised at the point in time when the council satisfies its performance obligations as specified in the underlying agreement.		
3.5 Contributions		
Monetary	8,161	10,152
Non-monetary	10,696	8,324
Total contributions	18,857	18,476
Contributions of monetary assets comprised of:		
Resort and recreation Contributions (Public Open Space contributions)	6,915	8,615
Doncaster Hill activity centre Developers Contributions	633	955
Operating contributions	81	70
Capital contributions	532	512
Total monetary contributions	8,161	10,152
Non-monetary contributions were received in relation to the following categories:		
Land	4,681	1,198
Land under roads	4,011	3,313
Buildings	-	242
Plant, machinery and equipment	22	-
Infrastructure	1,956	3,493
Volunteer Services	26	78
Total non-monetary contributions	10,696	8,324
Monetary and non-monetary contributions are recognised as revenue when Council obtains control over the contributed asset.		

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	2021	2020
	\$'000	\$'000
Note 3 Funding for the delivery of our services (cont.)		
3.6 Net gain/(loss) on disposal of property, infrastructure, plant and equipment		
Proceeds from disposal	607	655
Written down value of assets disposed	(397)	(276)
Written down value of assets scrapped	(184)	(1,974)
Total net gain/(loss) on disposal of property, infrastructure, plant and equipment	26	(1,595)
The profit or loss on disposal of an asset is determined when control of the asset has passed to the buyer.		
3.7 Other income		
Interest on investments	507	1,469
Other	1,611	1,104
Total other income	2,118	2,573
Interest is recognised progressively as it is earned.		
Other income is measured at the fair value of the consideration received or receivable and is recognised when Council gains control over the right to receive the income.		

Note 4: The cost of delivering services

Note 4 The cost of delivering services		
4.1 Employee costs		
(a) Wages and salaries	45,888	42,102
Casual staff	3,203	4,962
Salary oncost *	6,606	6,665
Other employee costs	524	391
Total employee costs	56,221	54,120
Engineering design work and capital project supervision completed by employees to the value of \$2.693 million (\$2.805 million 2019/20) is reported in the Statement of Capital Works, and is not included in employee costs.		
* Salary oncost includes annual leave and long service leave provision, Workcover and superannuation costs.		
(b) Superannuation		
Manningham City Council made contributions to the following funds:		
Defined benefit fund		
Employer contributions - Local Authorities Superannuation Fund (Vision Super)	228	279
	228	279
Employer contributions payable as at 30 June	-	-
Accumulation funds		
Employer contributions - Local Authorities Superannuation Fund (Vision Super)	2,228	2,265
Employer contributions - other funds	1,954	1,628
	4,182	3,893
Employer contributions payable as at 30 June	203	-
Refer to note 9.3 for further information relating to Council's superannuation obligations.		

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	2021 \$'000	2020 \$'000
Note 4 The cost of delivering services (cont.)		
4.2 Materials, services and contracts		
Materials, services and general maintenance	5,189	5,446
Plant and equipment maintenance	441	544
Contracts and services - community building repairs and maintenance	1,575	1,538
Contracts and services - parks, gardens, sporting reserves and street trees	6,639	7,130
Contracts and services - drains, roads and footpaths	2,707	2,929
Contracts and services - waste collection and disposal services	11,302	10,882
Total materials, services and contracts	27,853	28,469
4.3 Depreciation		
Property	4,317	3,931
Plant, machinery and other assets	1,920	1,909
Infrastructure	17,320	16,335
Total depreciation	23,557	22,175
<i>Refer to note 6.1 for a more detailed breakdown of depreciation charges and accounting policy.</i>		
4.4 Amortisation - Intangible assets		
Software	2,049	1,243
Total amortisation - intangible assets	2,049	1,243
<i>Refer to note 5.2(b) and 6.1 for a more detailed breakdown of amortisation charges and accounting policy.</i>		
4.5 Amortisation - Right of use assets		
Property	305	305
Equipment	117	223
Total amortisation - right of use assets	422	528
<i>Refer to note 5.7 for a more detailed breakdown of amortisation charges and accounting policy.</i>		
4.6 Bad and doubtful debts		
Parking fine debtors	233	144
Other debtors	25	46
Total bad and doubtful debts	258	190
Movement in provisions for doubtful debts		
Balance at the beginning of the year	1,377	1,201
New provisions recognised during the year	258	190
Amounts provided for but recovered/written off during the year	(43)	(14)
Balance at end of year	1,592	1,377
<i>Provision for doubtful debt is recognised based on an expected credit loss model. This model considers both historic and forward looking information in determining the level of impairment.</i>		

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	2021 \$'000	2020 \$'000
Note 4 The cost of delivering services (cont.)		
4.7 Borrowing costs		
Interest - borrowings	-	109
Total borrowing costs	-	109
Borrowing costs are recognised as an expense in the period in which they are incurred, except where they are capitalised as part of a qualifying asset constructed by Council.		
4.8 Finance costs - Leases		
Interest - Lease liabilities	57	73
Total finance costs	57	73
4.9 Other expenses		
Community grants and contributions		
Community grants	1,465	1,237
Library contributions	3,888	3,754
Total community grants and contributions	5,353	4,991
Utilities		
Utilities - electricity, water, other	1,401	1,508
Street lighting	778	835
Total utilities	2,179	2,343
Other miscellaneous expenses		
Auditor's remuneration - VAGO - annual financial statement and grant acquittals	65	63
Auditor's remuneration - other parties	22	21
Auditor's remuneration - Internal audit	79	112
Councillors' allowances	323	316
Fire service levy	143	126
Insurance	1,045	784
Leases	407	379
Consultants - engineering	70	292
Consultants - human resources	74	37
Consultants - economic and environmental	649	621
Consultants - other	468	356
Bank charges	254	266
Catering (including function centre)	24	321
Legal	941	1,445
Software licences	2,827	2,398
Telephone	524	649
Postage	432	406
Printing	164	270
Training	261	344
Design fees and maintenance - non capital	1,250	848
Volunteer Services	26	78
Other	964	1,153
Total other miscellaneous expenses	11,012	11,285
Total other expenses	18,544	18,619

Note 5: Our financial position

	2021 \$'000	2020 \$'000
Note 5 Our financial position		
5.1 Financial assets		
(a) Cash and cash equivalents		
Cash on hand	2	8
Cash at bank	2,803	850
Term deposits (with term up to 3 months) and at-call with banks	41,500	64,500
Total cash and cash equivalents	44,305	65,358
(b) Other financial assets		
Current		
Term deposits - current	32,087	20,663
Term deposit - refundable Manningham Centre Association bond	500	500
Total current other financial assets	32,587	21,163
Non-current		
Term deposits - non-current	11,031	-
Total non-current other financial assets	11,031	-
Total other financial assets	43,618	21,163
Total financial assets	87,923	86,521
Council's cash and cash equivalents are subject to external restrictions that limit amounts available for discretionary use. These include:		
- Trust funds and deposits (note 5.3(b))	13,545	13,385
- Reserve funds (note 9.1(b))	13,198	14,286
- Waste initiative fund*	9,885	9,592
Total restricted funds	36,628	37,263
Total unrestricted cash and cash equivalents	7,677	28,095
* The Waste initiative fund is the value of waste charges collected under s162 of the <i>Local Government Act 1989</i> , and is to be applied to fund future waste related activities.		
Intended allocations		
Although not externally restricted the following amounts have been allocated for specific future purposes by Council:		
- Cash held to fund carried forward capital works	4,759	5,762
- Superannuation defined benefit potential future call	8,000	6,500
- Asset sales to fund future capital works program	4,510	4,510
- Grants received in advance	10,041	3,484
- Other intended allocation	464	724
Total funds subject to intended allocations	27,774	20,980
Cash and cash equivalents include cash on hand, deposits at call and other highly liquid investments with maturities of 90 days or less from the date of acquisition, net of outstanding bank overdrafts.		
Other financial assets (term deposits) are measured at original cost.		

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	2021	2020
	\$'000	\$'000
Note 5 Our financial position (cont.)		
5.1 Financial assets (cont.)		
(c) Trade and other receivables		
Current		
<i>Statutory receivables</i>		
Rates debtors	11,001	9,107
Infringement debtors	845	870
Special rate schemes	109	119
Net GST receivable	1,608	1,440
<i>Non statutory receivables</i>		
Other debtors	2,604	2,022
Provision for doubtful debts - other debtors	(88)	(95)
Total current trade and other receivables	16,079	13,463
Non-current		
<i>Statutory receivables</i>		
Infringement court	1,504	1,282
Provision for doubtful debts - infringement court	(1,504)	(1,282)
<i>Non statutory receivables</i>		
Other receivables	405	55
Total non-current trade and other receivables	405	55
Total trade and other receivables	16,484	13,518
Short term receivables are carried at invoice amount. A provision for doubtful debts is recognised when there is objective evidence that an impairment has occurred.		
(d) Ageing of receivables		
At balance date other debtors representing financial assets were past due but not impaired. The ageing of the Council's trade and other receivables (excluding statutory receivables) was:		
Current (not yet due)	1,989	1,122
Past due between 31 and 60 days	69	121
Past due between 61 and 90 days	172	237
Past due by more than 91 days	374	542
Total trade and other receivables	2,604	2,022

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	2021 \$'000	2020 \$'000
Note 5 Our financial position (cont.)		
5.2 Non-Financial assets		
(a) Other assets		
Accrued income - interest	10	39
Accrued income - other	539	115
Prepayments	1,275	1,094
Inventories	211	162
Total other assets	2,035	1,410
(b) Intangible assets		
Software	7,443	4,947
Total intangible assets	7,443	4,947
Gross carrying amount		
Balance at 1 July	15,608	12,905
Additions from internal developments	976	1,184
Transfer from work in progress	3,569	1,519
Balance at 30 June	20,153	15,608
Accumulated amortisation		
Balance at 1 July	(10,661)	(9,418)
Amortisation expense	(2,049)	(1,243)
Balance at 30 June	(12,710)	(10,661)
Net book value at 30 June	7,443	4,947

Intangible assets with finite lives are amortised as an expense on a systematic basis over the asset's useful life. Amortisation is generally calculated on a straight line basis, at a rate that allocates the asset value, less any estimated residual value over its estimated useful life. Estimates of the remaining useful lives and amortisation method are reviewed at least annually, and adjustments made where appropriate.

FINANCIAL REPORT

	2021 \$'000	2020 \$'000
Note 5 Our financial position (cont.)		
5.3 Payables		
(a) Trade and other payables		
Trade payables	416	4,086
Employee benefits and related costs	3,265	2,069
Accrued expenses	13,568	15,842
Total trade and other payables	17,249	21,997
(b) Trust funds and deposits		
Contract retention	1,267	1,295
Landscape bonds	6,274	6,125
Miscellaneous works deposits	412	406
Asset protection bonds	4,490	4,558
Subdivider deposits	171	163
Refundable Manningham Centre Association bond	500	500
Fire services levy	122	87
Other refundable deposits	309	251
Total trust funds and deposits	13,545	13,385
<p>Amounts received as deposits and retention amounts controlled by Council are recognised as trust funds until they are returned, transferred in accordance with the purpose of the receipt, or forfeited. Trust funds that are forfeited, resulting in council gaining control of the funds, are to be recognised as revenue at the time of forfeit.</p>		
<p><i>Purpose and nature of items</i></p> <p>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.</p> <p>Fire Service Levy - Council is the collection agent for fire services levy on behalf of the State Government. Council remits amounts received on a quarterly basis. Amounts disclosed here will be remitted to the state government in line with that process.</p> <p>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.</p>		
(c) Unearned income		
Grants received in advance - operating	771	357
Grants received in advance - capital	7,448	1,178
Income received in advance - rent	505	237
Income received in advance - rates	795	589
Total unearned income	9,519	2,361

Note 5 Our financial position (cont.)

5.4 Provisions

	Annual leave	Long service leave	Total
2021	\$ '000	\$ '000	\$ '000
Balance at beginning of the financial year	4,956	9,420	14,376
Amounts used	(3,659)	(1,364)	(5,023)
Additional provisions	4,402	1,447	5,849
Balance at the end of the financial year	5,699	9,503	15,202
2020			
Balance at beginning of the financial year	4,342	9,293	13,635
Amounts used	(3,002)	(1,518)	(4,520)
Additional provisions	3,616	1,645	5,261
Balance at the end of the financial year	4,956	9,420	14,376
		2021	2020
		\$'000	\$'000
Employee provisions			
Current provisions expected to be wholly settled within 12 months			
Annual leave		3,549	3,304
Long service leave		760	719
		4,309	4,023
Current provisions expected to be wholly settled after 12 months			
Annual leave		2,150	1,652
Long service leave		7,289	7,299
		9,439	8,951
Total current employee provisions		13,748	12,974
Non-current			
Long service leave		1,454	1,402
Total non-current employee provisions		1,454	1,402
Aggregate carrying amount of employee provisions:			
Current		13,748	12,974
Non-current		1,454	1,402
Total aggregate carrying amount of employee provisions		15,202	14,376
The calculation of employee costs and benefits includes all relevant on-costs and are calculated as follows at reporting date.			
<i>Annual leave</i>			
Liability for annual leave expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits in respect of employee services up to the reporting date, classified as current liabilities and measured at their nominal values.			
Liability that are not expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits as non-current liabilities, measured at the present value of the amounts expected to be paid when the liabilities are settled using the remuneration rate expected to apply at the time of settlement.			
<i>Long service leave</i>			
Liability for long service leave (LSL) is recognised in the provision for employee benefits. LSL is measured at present value. Unconditional LSL is disclosed as a current liability. Conditional LSL that has been accrued, where an employee is yet to reach a qualifying term of employment, is disclosed as a non-current liability.			
<i>Key assumptions:</i>			
- discount rate		0.93%	0.60%
- index rate		2.00%	2.25%

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		2021 \$'000	2020 \$'000
Note 5	Our financial position (cont.)		
5.5	Financing arrangements		
	The Council has the following funding arrangements in place as at 30 June.		
	Bank overdraft	1,000	1,000
	Credit card facilities	250	250
	Total facilities	1,250	1,250
	Used facilities	44	17
	Unused facilities	1,206	1,233

5.6 Commitments

The Council has entered into the following commitments. Commitments are not recognised in the Balance Sheet. Commitments are disclosed at their nominal value and presented inclusive of the GST payable.

2021	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
Operating					
Garbage collection	2,818	-	-	-	2,818
Green waste collection	1,200	-	-	-	1,200
Recycling collection	1,407	-	-	-	1,407
Hard waste collection	999	1,067	2,357	-	4,423
Tipping waste management	6,373	5,811	11,800	-	23,984
Renewable electricity	421	421	842	2,316	4,000
Tree pruning	750	750	125	-	1,625
Provision of cleaning services	630	315	-	-	945
Meals for delivery	81	-	-	-	81
Total	14,679	8,364	15,124	2,316	40,483
Capital					
Plant, equipment and other assets	918	-	-	-	918
Computers & telecommunications	1,454	-	-	-	1,454
Land & buildings	1,098	-	-	-	1,098
Drainage	1,775	-	-	-	1,775
Roads & footpaths	5,324	-	-	-	5,324
Recreation, open space & others	7,867	-	-	-	7,867
Total	18,436	-	-	-	18,436

2020	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
Operating					
Garbage collection	5,501	5,758	18,934	-	30,193
Meals for delivery	248	253	797	-	1,298
Hard and green waste collection	869	936	3,258	-	5,063
Total	6,618	6,947	22,989	-	36,554
Capital					
Roads	1,951	-	-	-	1,951
Drainage	1,477	-	-	-	1,477
Other - recreation & open space	5,693	-	-	-	5,693
Buildings	1,644	-	-	-	1,644
Plant and equipment	1,206	-	-	-	1,206
Total	11,971	-	-	-	11,971

Note 5 Our financial position (cont.)**5.7 Leases**

At the inception of a contract, all entities would assess whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To identify whether a contract conveys the right to control the use of an identified asset, it is necessary to assess whether:

- The contract involves the use of an identified asset;
- The customer has the right to obtain substantially all of the economic benefits from use of the asset throughout the period of use; and
- The customer has the right to direct the use of the asset.

This policy is applied to contracts entered into, or changed, on or after 1 July 2019.

As a lessee, Council recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost which comprises the initial amount of the lease liability adjusted for:

- any lease payments made at or before the commencement date less any lease incentives received; plus
- any initial direct costs incurred; and
- an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located.

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. The estimated useful lives of right-of-use assets are determined on the same basis as those of property, plant and equipment. In addition, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain measurements of the lease liability.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, an appropriate incremental borrowing rate. Generally, Council uses an appropriate incremental borrowing rate as the discount rate.

Lease payments included in the measurement of the lease liability comprise the following:

- Fixed payments
- Variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date;
- Amounts expected to be payable under a residual value guarantee; and
- The exercise price under a purchase option that Council is reasonably certain to exercise, lease payments in an optional renewal period if Council is reasonably certain to exercise an extension option, and penalties for early termination of a lease unless Council is reasonably certain not to terminate early.

When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

Council has elected to apply the temporary option available under *AASB 16 Leases* which allows not-for-profit entities to not measure right-of-use assets at initial recognition at fair value in respect of leases that have significantly below-market terms.

Peppercorn Leases - Council has one peppercorn lease arrangement of the premises accommodating the Pines Library until 2 December 2024. The lease restricts the permitted use of the leased premises as a Public Library.

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Note 5 Our financial position (cont.)

5.7 Leases (cont.)

Right-of-Use Assets	Property \$'000	Plant and equipment \$'000	Total \$'000
Balance at 1 July 2019	2,830	351	3,181
Additions	-	-	-
Amortisation charge	(305)	(223)	(528)
Balance at 30 June 2020	2,525	128	2,653
Balance at 1 July 2020	2,525	128	2,653
Additions	-	39	39
Amortisation charge	(305)	(117)	(422)
Balance at 30 June 2021	2,220	50	2,270

Lease Liabilities	2021 \$'000	2020 \$'000
Maturity analysis - contractual undiscounted cash flows	366	464
Less than one year	1,319	1,263
One to five years	881	1,262
More than five years	2,566	2,989
Total undiscounted lease liabilities as at 30 June:	<u>2,566</u>	<u>2,989</u>

Lease liabilities included in the Balance Sheet at 30 June:

Current	314	403
Non-current	2,008	2,283
Total lease liabilities	2,322	2,686

Short-term and low value leases

Council has elected not to recognise right-of-use assets and lease liabilities for short-term leases of plant and equipment that have a lease term of 12 months or less and leases of low-value assets (individual assets worth less than existing capitalisation thresholds for a like asset up to a maximum of \$10,000), including some IT equipment. Council recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

Expenses relating to:	2021 \$'000	2020 \$'000
Short-term leases	76	90
Leases of low value assets	331	289
Total	407	379

Variable lease payments (not included in measurement of lease liabilities)

Non-cancellable lease commitments - Short-term and low-value leases

Commitments for minimum lease payments for short-term and low-value leases are payable as follows:

Payable:		
Within one year	302	248
Later than one year but not later than five years	853	27
Total lease commitments	1,155	275

Note 6:
Assets we manage

Note 6 Assets we manage

6.1 Property, infrastructure, plant, equipment and other fixed assets

Summary of property, infrastructure, plant, equipment and other fixed assets

	At Fair Value 1 July 2020		Acquisitions	Contributions	Revaluation	Depreciation	Disposal	Transfers	Write Offs	At Fair Value 30 June 2021
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Land	1,203,531	723	6,692	108,479	-	(5)	-	-	-	1,321,420
Buildings	222,287	7,876	-	(8,222)	(4,317)	-	260	-	-	217,864
Plant, equipment and other fixed assets	12,282	1,018	22	-	(1,920)	(392)	178	-	-	11,188
Infrastructure	627,940	23,526	1,956	(9,563)	(17,320)	(184)	4,121	-	-	630,476
Work in progress	12,249	8,511	-	-	-	-	(6,128)	(29)	-	12,603
	2,078,289	41,654	10,670	90,664	(23,557)	(581)	(3,569)	(29)	(29)	2,193,571

Summary of work in progress

	Opening WIP 1 July 2020	Additions	Transfers	Write Offs	Closing WIP 30 June 2021
	\$'000	\$'000	\$'000	\$'000	\$'000
Property	1,714	2,072	(2,149)	-	1,637
Plant, equipment and other fixed assets	5,435	2,708	(3,748)	-	4,395
Infrastructure	5,100	3,731	(2,231)	(29)	6,571
	12,249	8,511	(6,128)	(29)	12,603

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Note 6 Assets we manage (cont.)

6.1 Property, infrastructure, plant, equipment and other fixed assets (cont.)

(a) Property	Land - specialised \$'000	Land - non-specialised \$'000	Land under roads \$'000	Total Land \$'000	Building - specialised \$'000	Building - non-specialised \$'000	Total Buildings \$'000	Total Property \$'000	Work in Progress \$'000
At fair value 1 July 2020	1,189,278	8,143	6,110	1,203,531	389,895	2,863	392,758	1,596,289	1,714
Accumulated depreciation at 1 July 2020	-	-	-	-	(169,066)	(1,415)	(170,471)	(170,471)	-
	1,189,278	8,143	6,110	1,203,531	220,839	1,448	222,287	1,425,818	1,714
Movements in fair value									
Acquisition of assets at fair value	715	-	8	723	7,862	14	7,876	8,599	2,072
Contributed assets	4,681	-	4,011	8,692	-	-	-	8,692	-
Revaluation increments/decrements	107,939	540	-	108,479	(4,043)	(3)	(4,046)	104,433	-
Fair value of assets disposed	(5)	-	-	(5)	-	-	-	(5)	-
Impairment losses recognised in operating result	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	260	-	260	260	(2,149)
	113,330	540	4,019	117,889	4,079	11	4,090	121,979	(77)
Movements in accumulated depreciation									
Depreciation and amortisation	-	-	-	-	(4,273)	(44)	(4,317)	(4,317)	-
Accumulated depreciation of disposals	-	-	-	-	-	-	-	-	-
Revaluation increments/decrements	-	-	-	-	(4,183)	7	(4,176)	(4,176)	-
	-	-	-	-	(8,456)	(37)	(8,493)	(8,493)	-
At fair value 30 June 2021	1,302,608	8,683	10,129	1,321,420	393,974	2,874	396,848	1,718,268	1,637
Accumulated depreciation at 30 June 2021	-	-	-	-	(177,512)	(1,452)	(178,964)	(178,964)	-
	1,302,608	8,683	10,129	1,321,420	216,462	1,422	217,884	1,539,304	1,637

Note 6 Assets we manage (cont.)

6.1 Property, infrastructure, plant, equipment and other fixed assets (cont.)

(b) Plant, equipment and other fixed assets

	Plant, machinery and equipment \$'000	Plant, fixtures and fittings and furniture \$'000	Computers and telecommunications \$'000	Artworks \$'000	Total plant, equipment and other assets \$'000	Work in Progress \$'000
At fair value 1 July 2020	14,704	9,617	4,870	1,959	31,150	5,435
Accumulated depreciation at 1 July 2020	(6,978)	(8,492)	(3,398)	-	(18,868)	-
	7,726	1,125	1,472	1,959	12,282	5,435
Movements in fair value						
Acquisition of assets at fair value	797	135	86	-	1,018	2,708
Contributed assets	22	-	-	-	22	-
Revaluation increments/decrements	-	-	-	-	-	-
Fair value of assets disposed	(1,203)	-	-	-	(1,203)	-
Transfers	178	-	-	-	178	(3,748)
	(206)	135	86	-	15	(1,040)
Movements in accumulated depreciation						
Depreciation and amortisation	(1,244)	(274)	(402)	-	(1,920)	-
Accumulated depreciation of disposals	811	-	-	-	811	-
Revaluation increments/decrements	-	-	-	-	-	-
	(433)	(274)	(402)	-	(1,109)	-
At fair value 30 June 2021	14,498	9,752	4,956	1,959	31,165	4,395
Accumulated depreciation at 30 June 2021	(7,411)	(8,766)	(3,800)	-	(19,977)	-
	7,087	986	1,156	1,959	11,188	4,395

FINANCIAL REPORT

Note 6 Assets we manage (cont.)

6.1 Property, infrastructure, plant, equipment and other fixed assets (cont.)

(c) Infrastructure	Roads \$'000	Bridges \$'000	Footpaths and cycleways \$'000	Off street car parks \$'000	Drainage \$'000	Recreational, leisure and community \$'000	Parks open spaces and streetscapes \$'000	Waste Management \$'000	Total Infrastructure \$'000	Work in Progress \$'000
At fair value 1 July 2020	426,258	25,065	129,678	19,602	413,913	26,856	37,829	5,415	1,084,616	5,100
Accumulated depreciation at 1 July 2020	(215,923)	(6,003)	(69,143)	(6,613)	(139,397)	(10,368)	(15,967)	(1,262)	(456,676)	-
	212,335	17,062	70,535	10,989	274,516	16,488	21,862	4,153	627,940	5,100
Movements in fair value										
Acquisition of assets at fair value	8,793	82	3,019	346	3,341	6,211	1,734	-	23,526	3,731
Contributed assets	391	-	175	-	1,390	-	-	-	1,956	-
Revaluation increments/decrements	(14,284)	(684)	(3,288)	(79)	(5,001)	-	-	-	(23,336)	-
Fair value of assets disposed	(250)	-	(210)	-	-	-	-	-	(460)	-
Impairment losses recognised in operating result	-	-	-	-	-	-	-	-	-	(29)
Transfers	357	-	477	-	136	2,049	1,102	-	4,121	(2,231)
	(4,993)	(602)	173	267	(134)	8,260	2,836	-	5,807	1,471
Movements in accumulated depreciation										
Depreciation and amortisation	(6,514)	(418)	(1,398)	(280)	(3,444)	(1,269)	(1,636)	(361)	(17,320)	-
Accumulated depreciation of disposals	150	-	126	-	-	-	-	-	276	-
Revaluation increments/decrements	13,116	324	152	155	26	-	-	-	13,773	-
	4,752	(94)	(1,120)	(125)	(3,418)	(1,269)	(1,636)	(361)	(3,271)	-
At fair value 30 June 2021	421,265	24,463	129,851	19,669	413,779	35,116	40,665	5,415	1,090,423	6,571
Accumulated depreciation at 30 June 2021	(209,171)	(6,097)	(60,263)	(6,738)	(142,815)	(11,637)	(17,603)	(1,623)	(459,947)	-
	212,094	16,366	69,588	11,131	270,964	23,479	23,062	3,792	630,476	6,571

Note 6 Assets we manage (cont.)**6.1 Property, infrastructure, plant, equipment and other fixed assets (cont.)***Acquisition*

The purchase method of accounting is used for all acquisitions of assets, being the fair value of assets provided as consideration at the date of acquisition plus any incidental costs attributable to the acquisition. Fair value is the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date.

Where assets are constructed by Council, cost includes all materials used in construction, direct labour, borrowing costs incurred during construction, and an appropriate share of directly attributable variable and fixed overheads.

In accordance with Council's policy, the threshold limits have applied when recognising assets within an applicable asset class and unless otherwise stated are consistent with the prior year.

Asset recognition thresholds and depreciation periods

Asset class	Depreciation Period	Threshold limit \$'000
Property		
Land	Infinite life	0
Land under roads	Infinite life	0
Buildings	75 - 100 years	5
Buildings on leased land	Term of lease or 75 years	
Plant, equipment and other assets		
Plant, machinery and equipment	5 - 25 years	1
Fixtures, fittings and furniture	4 - 20 years	1
Computers and telecommunications	4 - 10 years	1
Artworks	Infinite life	1
Infrastructure		
Road - pavement	30 years	10
Road - sub-pavement	120 years	10
Bridges	60 - 100 years	10
Footpaths and cycleways	60 - 100 years	10
Carparks	60 - 100 years	10
Drainage	120 years	10
Recreational, leisure and community facilities	20 years	10
Parks, open space and streetscapes	20 years	10
Waste garbage bins	20 years	0
Intangible assets		
Software	5 years	1

Land under roads

Land under roads acquired after 30 June 2008 is brought to account at cost adjusted for englobo characteristics, access rights and private interests of other parties and entitlements of infrastructure assets and services. Council does not recognise land under roads that it controlled prior to that period in its financial report.

Depreciation and amortisation

Buildings, infrastructure, plant, equipment, intangible assets, and other assets having limited useful lives are systematically depreciated over their useful lives to the Council in a manner which reflects consumption of the service potential embodied in those assets. Estimates of remaining useful lives and residual values are made on a regular basis with major asset classes reassessed annually. Depreciation rates and methods are reviewed annually.

Where assets have separate identifiable components that are subject to regular replacement, these components are assigned distinct useful lives and residual values and a separate depreciation rate is determined for each component.

Straight line depreciation is charged based on the residual useful life as determined each year.

Depreciation periods used are listed above and are consistent with the prior year unless otherwise stated.

FINANCIAL REPORT

Note 6 Assets we manage (cont.)

6.1 Property, infrastructure, plant, equipment and other fixed assets (cont.)

Repairs and maintenance

Routine maintenance, repair costs, and minor renewal costs are expensed as incurred. Where the repair relates to the replacement of a component of an asset and the cost exceeds the capitalisation threshold the cost is capitalised and depreciated. The carrying value of the replaced asset is expensed.

Artworks

Artworks are not depreciated.

Valuation of land and buildings

Valuations were completed as at 30 June 2021 for Council. Valuations for 30 June 2021 are at fair value.

Non-specialised land and non-specialised buildings

Non-specialised land and non-specialised buildings are valued using the market based direct comparison method. Under this valuation method, the assets are compared to recent comparable sales or sales of comparable assets which are considered to have nominal or no added improvement value.

For non-specialised land and non-specialised buildings, a valuation was performed by Council's Manager Property Services, Mr Graham Brewer FAPI, Certified Practising Valuer (Registration Number 61916) to determine the fair value using the market based direct comparison method. Valuation of the assets was determined by analysing comparable sales and allowing for share, size, topography, location and other relevant factors specific to the asset being valued. From the sales analysed, an appropriate rate per square metre has been applied to the subject asset. The effective date of the valuation is 30 June 2021.

To the extent that non-specialised land and non-specialised buildings do not contain significant, unobservable adjustments, these assets are classified as Level 2 under the market based direct comparison approach.

Specialised land and specialised buildings

The market based direct comparison method is also used for specialised land but adjusted to reflect the specialised nature of the assets being valued. For Council specialised buildings, the depreciated replacement cost method is used, adjusting for the associated depreciation. Specialised assets contain significant, unobservable adjustments, therefore these assets are classified as Level 3 fair value measurements.

An adjustment is made to reflect a restriction on the sale or use of an asset by Council. The adjustment is an allowance made to reflect the difference in value between unrestricted assets and those held by the Council which are impacted by external restraints on their use.

The valuation of Council's specialised land and specialised buildings was performed by Council's Manager Property Services, Mr Graham Brewer FAPI, Certified Practising Valuer (Registration Number 61916). The valuation was performed using either the market based direct comparison method or depreciated replacement cost, adjusted for restrictions in use. The effective date of the valuation is 30 June 2021.

Details of the Council's land and buildings and information about the fair value hierarchy as at 30 June 2021 are as follows:

	<i>Level 1</i>	<i>Level 2</i>	<i>Level 3</i>	<i>Date of Valuation</i>
	<i>\$'000</i>	<i>\$'000</i>	<i>\$'000</i>	
Land	-	8,683	1,302,608	Jun 2021
Land under roads	-	-	10,129	-
Buildings	-	1,422	216,462	Jun 2021
Total	-	10,105	1,529,199	

	<i>2021</i>	<i>2020</i>
	<i>\$'000</i>	<i>\$'000</i>
Reconciliation of specialised land		
Land under roads	10,129	6,110
Parks, reserves and other	1,302,608	1,189,278
Total specialised land	1,312,737	1,195,388

Note 6 Assets we manage (cont.)**6.1 Property, infrastructure, plant, equipment and other fixed assets (cont.)****Valuation of infrastructure assets**

Infrastructure assets (roads, bridges, footpaths and cycleways, off street car parks and drainage) are valued using the written down replacement cost of each asset. The written down replacement cost is calculated based on the remaining life of the asset, which in turn is determined based on the condition of the asset.

Infrastructure assets contain significant unobservable adjustments, therefore these assets are classified as Level 3.

Infrastructure assets are valued based on the depreciated replacement cost. Significant unobservable inputs include the current replacement cost and remaining useful lives of infrastructure. The remaining useful lives of infrastructure assets are determined on the basis of the current condition of the asset and vary from 20 years to 120 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of infrastructure are sensitive to changes in use, expectations or requirements that could either shorten or extend the useful lives of infrastructure assets.

A valuation of Council's infrastructure assets was performed by Council's Manager, Infrastructure Services, Mr James Paterson *B.Eng (Civil)*. The valuation was performed based on the depreciated replacement cost of the assets. The effective date of the valuation is 30 June 2021.

There were no changes in valuation techniques throughout the period to 30 June 2021.

For all assets measured at fair value, the current use is considered the highest and best use.

Details of the Council's infrastructure information about the fair value hierarchy as at 30 June 2021 are as follows:

	<i>Level 1</i>	<i>Level 2</i>	<i>Level 3</i>	<i>Date of Valuation</i>
	<i>\$'000</i>	<i>\$'000</i>	<i>\$'000</i>	
Roads	-	-	212,094	Jun 2021
Bridges	-	-	16,366	Jun 2021
Footpaths and cycleways	-	-	69,588	Jun 2021
Off street car parks	-	-	11,131	Jun 2021
Drainage	-	-	270,964	Jun 2021
Total	-	-	580,143	

FINANCIAL REPORT

	2021 \$'000	2020 \$'000
Note 6 Assets we manage (cont.)		
6.2 Investments in associates		
Whitehorse-Manningham Regional Library Corporation		
<i>Background</i>		
Manningham City Council has a 33.7% equity interest in the Whitehorse Manningham Regional Library Corporation (WMRLC) that was incorporated on 21 December 1995. Council has reported its interest in the WMRLC on the basis of equity accounting principles. Manningham City Council's share of the movement in net assets as at 30 June 2021, per draft WMRLC financial statements, has been taken up as profit of \$299,950 during the year ended 30 June 2021 (profit of \$221,324 in 2019/20). As neither council has a controlling interest, the participating councils show their contributions towards the operating expenditure of the library as an expense.		
Current assets		
Cash and cash equivalents	2,799	2,872
Trade and other receivables	45	48
Other assets	117	87
	<u>2,961</u>	<u>3,007</u>
Non-current assets		
Property & equipment	7,882	7,311
	<u>7,882</u>	<u>7,311</u>
Total assets	10,843	10,318
Current liabilities		
Payables	693	946
Provisions	1,578	1,446
	<u>2,271</u>	<u>2,392</u>
Non-current liabilities		
Provisions	188	181
	<u>188</u>	<u>181</u>
Total liabilities	2,459	2,573
Net assets	8,384	7,745
<i>Movement in carrying value of investment</i>		
Carrying value of investment at start of year	2,526	2,305
Share of surplus/(deficit) for year	300	221
Carrying value of investment at end of year	<u>2,826</u>	<u>2,526</u>

Associates are all entities over which Council has significant influence but not control or joint control. Council's investment in an associate is accounted for by the equity method as the Council has the ability to influence rather than control the operations of the entity. The investment is initially recorded at the cost of acquisition and adjusted thereafter for post-acquisition changes in the Council's share of the net assets of the entity. The Council's share of the financial result of the entity is recognised in the Comprehensive Income Statement.

Note 7: People and relationships

Note 7 People and relationships

7.1 Council and key management remuneration

(a) Related party

Subsidiaries and Associates

Interest in associate - Whitehorse Manningham Regional Library Corporation (WMRLC) (Ref Note 6.2)

(b) Key Management Personnel

Details of persons holding the position of Councillor or other members of key management personnel at any time during the year are:

Councillors

Anna Chen	Councillor	(1 July 2020 - 24 October 2020)
	Councillor	(10 November 2020 - 30 June 2021)
Andrew Conlon	Councillor	(1 July 2020 - 24 October 2020)
	Mayor	(10 November 2020 - 30 June 2021)
Deirdre Diamante	Councillor	(10 November 2020 - 30 June 2021)
Sophy Galbally	Councillor	(1 July 2020 - 24 October 2020)
Geoff Gough	Councillor	(1 July 2020 - 24 October 2020)
	Councillor	(10 November 2020 - 30 June 2021)
Michelle Kleinert	Councillor	(1 July 2020 - 24 October 2020)
	Councillor	(10 November 2020 - 30 June 2021)
Carli Lange	Councillor	(10 November 2020 - 30 June 2021)
Tomas Lightbody	Councillor	(10 November 2020 - 30 June 2021)
Laura Mayne	Councillor	(10 November 2020 - 30 June 2021)
Stephen Mayne	Councillor	(10 November 2020 - 30 June 2021)
Paul McLeish	Mayor	(1 July 2020 - 24 October 2020)
Paula Piccinini	Councillor	(1 July 2020 - 24 October 2020)
Mike Zafropoulos AM	Councillor	(1 July 2020 - 24 October 2020)
Dot Haynes	Councillor	(1 July 2020 - 24 October 2020)

Chief Executive Officer

Andrew Day	Chief Executive Officer	(1 July 2020 - 30 June 2021)
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Other Key Management Personnel

Rachelle Quattrocchi	Director City Services	(1 July 2020 - 30 June 2021)
Angelo Kourambas	Director City Planning and Community	(1 July 2020 - 30 June 2021)
Philip Lee	Director Shared Services	(1 July 2020 - 30 June 2021)
Andrew McMaster	Corporate Counsel and Group Manager Governance and Risk	(1 July 2020 - 30 June 2021)
Kerryn Paterson	Group Manager People and Communications	(1 July 2020 - 30 June 2021)
Lee Robson	Manager Community Resilience	(1 July 2020 - 31 December 2020)

	2021	2020
	No.	No.
Total number of Councillors	14	9
Chief Executive Officer and other Key Management Personnel	7	8
Total Key Management Personnel	21	17

(c) Remuneration of Key Management Personnel

Total remuneration of key management personnel was as follows:

	2021	2020
	\$'000	\$'000
Short-term benefits	1,884	1,790
Long-term benefits	39	31
Post employment benefits	147	136
Total	2,070	1,957

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Note 7 People and relationships (cont.)**7.1 Council and key management remuneration (cont.)****(c) Remuneration of Key Management Personnel (cont.)**

The numbers of key management personnel whose total remuneration from Council and any related entities, fall within the following bands:	2021 No.	2020 No.
Less than \$10,000 *	4	1
\$20,000 - \$29,999	9	7
\$40,000 - \$49,999	-	1
\$60,000 - \$69,999	-	1
\$70,000 - \$79,999	1	1
\$110,000 - \$119,999	1	-
\$220,000 - \$229,999	2	2
\$230,000 - \$239,999	-	1
\$270,000 - \$279,999	1	-
\$280,000 - \$289,999	1	1
\$290,000 - \$299,999	1	1
\$330,000 - \$339,999	1	1
	<u>21</u>	<u>17</u>

* Relates to exiting Councillors in FY 2020-21 and higher duties payment for acting arrangement in FY 2019-20

(d) Senior Officer Remuneration

A Senior Officer is an officer of Council, other than Key Management Personnel, who:
a) has management responsibilities and reports directly to the Chief Executive; or
b) whose total annual remuneration exceeds \$151,000.

The number of Senior Officers other than Key Management Personnel, are shown below in their relevant income bands and includes Senior Officers who commenced or retired during the year.

Income Range:	2021 No.	2020 No.
less than \$151,000	2	5
\$151,000 - \$159,999	3	6
\$160,000 - \$169,999	1	3
\$170,000 - \$179,999	7	4
\$180,000 - \$189,999	6	5
\$190,000 - \$199,999	4	2
\$200,000 - \$209,999	3	3
\$210,000 - \$219,999	2	2
	<u>28</u>	<u>30</u>
	\$'000	\$'000
Total Remuneration, excluding resignation benefits, for the reporting year for Senior Officers	4,804	4,939

7.2 Related party disclosure**(a) Transactions with related parties**

During the year Manningham City Council provided contributions to Whitehorse Manningham Regional Library Corporation (WMRLC) with the total value of \$3.89m towards running costs as per the agreement. Council also provides accommodation to house libraries within Manningham.

No transactions other than remuneration payments, or the reimbursement of expenses as approved by Council were made with Related Parties during the reporting year (2019/20, nil).

(b) Outstanding balances with related parties

No balances are outstanding at the end of the reporting period in relation to transactions with related parties (2019/20, nil).

(c) Loans to/from related parties

There were no aggregate amount of loans in existence at balance date that have been made, guaranteed or secured by the Council to a responsible person of the Council, or a related party of a responsible person (2019/20, nil).

(d) Commitments to/from related parties

No commitments have been made by the Council to Related Parties during the reporting year 2020/21 (2019/20, nil).

Note 8: Managing uncertainties

Note 8 Managing uncertainties

8.1 Contingent assets and liabilities

Contingent assets and contingent liabilities are not recognised in the Balance Sheet, but are disclosed and if quantifiable, are measured at nominal value. Contingent assets and liabilities are presented inclusive of GST receivable or payable, respectively.

(a) Contingent assets

Developer contributed assets

Developer contributions to be received in respect of future subdivisions total \$1.718m (2019/20, \$2.179m).

Operating lease receivables

At the reporting date, Council had the following operating leases for the lease of Council owned land and buildings:

These properties held under operating lease have remaining non cancellable lease term of between 1 and 35 years annual rental reviews, either by fixed percentage or CPI annually.

Future minimum rentals receivable under non-cancellable operating lease as the end of year are as follow

	2021 \$'000	2020 \$'000
Not later than one year	1,664	1,433
Later than one year and not later than five years	5,681	6,877
Later than five years	7,921	7,629
	15,266	15,939

(b) Contingent liabilities

General

Council controls large areas of public open space, provides general and personal services to residents, visitors and ratepayers, has responsibilities and regulatory authorities including the issue of permits and approvals, and controls significant buildings and infrastructure assets. Council is involved from time to time in various claims incidental to the ordinary course of business including claims for damages relating to its services.

Council's Risk Management Plan includes securing insurance to cover insurable risks to limit exposure to liabilities arising from actions of the Council or its Officers where it is appropriate to do so.

Bank guarantees issues

Council is responsible for the following bank guarantee:

Department of Primary Industries for \$150,000 in connection with Extractive Industry Licence No. 54-1.

Building cladding

The impact on Council for building cladding rectification has been evaluated. Council is currently planning to undertake cladding rectification work on Council buildings where required.

Liability mutual insurance

Council is a participant of the MAV Liability Mutual Insurance (LMI) Scheme. The LMI scheme provides public liability and professional indemnity insurance cover. The LMI's Deed of Establishment allows for a call on each member should there be an insufficiency of capital for an insurance year which has an overall financial deficit. The deficit amount can be collected through this call and each member's liability for the amount is in direct proportion to their contribution for that year against the overall contribution pool. At reporting date Council had not been advised of call.

Superannuation contribution

Council has obligations under a defined benefit superannuation scheme, matters relating to this potential obligation are outlined in Note 9.3. As a result of the volatility in financial markets, the likelihood of making such contributions in future periods exists. At this point in time, it is not known if additional contributions will be required, their timing or potential amount.

Parking infringements review - private car parks

A potential issue has arisen in that some infringements may have been issued by Council officers in private car parks outside of the authorised hours in the terms of agreements with private land owners. Council may have a liability to refund monies. Council officers are working to determine the number of invalid infringements, quantum and timing of any refunds and as such this is yet to be finalised at the time of reporting. Council is also undertaking a review of the administration of the traffic management function related to private car parks including a review of the private agreements.

FINANCIAL REPORT

Note 8 Managing uncertainties (cont.)**8.2 Change in accounting standards**

Certain new Australian Accounting Standards and interpretations have been published that are not mandatory for the 30 June 2021 reporting period. Council assesses the impact of these new standards. As at 30 June 2021 there were no new accounting standards or interpretations issued by the AASB which are applicable for the year ending 30 June 2022 that are expected to impact Council.

8.3 Financial instruments**(a) Objectives and policies**

Council's principal financial instruments comprise cash assets, term deposits, receivables (excluding statutory receivables), payables (excluding statutory payables) and bank borrowings. Details of the significant accounting policies and methods adopted, including the criteria for recognition, the basis of measurement and the basis on which income and expenses are recognised, in respect of each class of financial asset, financial liability and equity instrument is disclosed in the notes of the financial statements. Risk management is carried out by senior management under policies approved by the Council. These policies include identification and analysis of the risk exposure to Council and appropriate procedures, controls and risk minimisation.

(b) Market risk

Market risk is the risk that the fair value or future cash flows of our financial instruments will fluctuate because of changes in market prices. The Council's exposures to market risk is primarily through interest rate risk with insignificant exposure to other price risks and no exposure to foreign currency risk.

Interest rate risk

Interest rate risk refers to the risk that the value of a financial instrument or cash flows associated with the instrument will fluctuate due to changes in market interest rates. Interest rate risk arises from interest bearing financial assets and liabilities. Interest bearing assets are predominantly short term liquid assets. As at 30 June 2021 Council had no long term loans or borrowings and is therefore not exposed to interest rate risk on these classes of financial liabilities.

Interest rate risk on financial assets are managed through Council's investment policy which requires the investment of surplus funds only with financial institutions approved under the section 143 of the Local Government Act 1989. The Council's investment policy provides for investment restrictions such as investment placement with authorised deposit taking institutions (ADIs), placement according to Standard and Poor's credit ratings for investment institutions, staging of investment duration, and for the regular monitoring of investment performance and investment institution credit ratings.

There has been no significant change in the Council's exposure, or its objectives, policies and processes for managing interest rate risk or the methods used to measure this risk from the previous reporting period.

Interest rate movements have not been sufficiently significant during the year to have an impact on the Council's year end result.

(c) Credit risk

Credit risk is the risk that a contracting entity will not complete its obligations under a financial instrument and cause Council to make a financial loss. Council has exposure to credit risk on all financial assets included in the balance sheet. The maximum exposure to credit risk at balance date in relation to each class of recognised financial asset is represented by the carrying amount of that financial asset.

Council manages credit risk exposure through the application of debtor management policies that include arrangement for the timely collection of debts, escalation of recovery actions, and monitoring of debt collection performance. Council also managed credit risk exposure through the application of security bonds and provisions of the Local Government Act 1989 that permit the classification of certain debts as charges against property.

Receivables consist of a large number of customers, spread across the ratepayer, business and government sectors. Credit risk associated with the council's financial assets is minimal because the main debtor is secured by a charge over the rateable property.

There are no material financial assets which are individually determined to be impaired.

Council may also be subject to credit risk for transactions which are not included in the balance sheet, such as when council provide a guarantee for another party. Details of our contingent liabilities are disclosed in Note 8.1(b).

The maximum exposure to credit risk at the reporting date to recognised financial assets is the carrying amount, net of any provisions for impairment of those assets, as disclosed in the balance sheet and notes to the financial statements. Council does not hold any collateral.

Note 8 Managing uncertainties (cont.)**8.3 Financial instruments (cont.)****(d) Liquidity risk**

Liquidity risk includes the risk that, as a result of council's operational liquidity requirements it will not have sufficient funds to settle a transaction when required or will be forced to sell a financial asset at below value or may be unable to settle or recover a financial asset.

To mitigate liquidity risk the entity has developed long term financial management strategies containing liquidity and cash flow targets, and regularly monitors budget performance and cash flows against forecasts. The entity has established access to overdraft facilities.

Council's maximum exposure to liquidity risk is the carrying amounts of financial liabilities as disclosed on the face of the balance sheet and the amounts related to any financial guarantees disclosed in Note 8.1(b), and is deemed insignificant based on prior periods' data and current assessment of risk.

There has been no significant change in Council's exposure, or its objectives, policies and processes for managing liquidity risk or the methods used to measure this risk from the previous reporting period.

Unless otherwise stated, the carrying amounts of financial instruments reflect their fair value.

Council's exposure to liquidity risk is deemed insignificant based on prior periods' data, cash flow and liquidity forecasts, and current assessment of risk.

(e) Sensitivity disclosure analysis

Taking into account past performance, future expectations, economic forecasts, and management's knowledge and experience of the financial markets, Council believes a parallel shift of +0.25% and -0.10% in market interest rates from year-end rates of 0.10% are 'reasonably possible' over the next 12 months.

These movements will not have a material impact on the valuation of Council's financial assets and liabilities, nor will they have a material impact on the results of Council's operations.

8.4 Fair value measurement*Fair value hierarchy*

Council's financial assets and liabilities are not valued in accordance with the fair value hierarchy, Council's financial assets and liabilities are measured at amortised cost.

Council measures certain assets and liabilities at fair value where required or permitted by Australian Accounting Standards. AASB 13 Fair value measurement, aims to improve consistency and reduce complexity by providing a definition of fair value and a single source of fair value measurement and disclosure requirements for use across Australian Accounting Standards.

AASB 13 defines fair value as the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. Fair value under AASB 13 is an exit price regardless of whether that price is directly observable or estimated using another valuation technique.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within the fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

Level 1 — Quoted (unadjusted) market prices in active markets for identical assets or liabilities.

Level 2 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable; and

Level 3 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

For the purpose of fair value disclosures, Council has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as explained above.

In addition, Council determines whether transfers have occurred between levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

FINANCIAL REPORT

Note 8 Managing uncertainties (cont.)**8.4 Fair value measurement (cont.)***Revaluation*

Subsequent to the initial recognition of assets, non-current physical assets, other than plant and equipment, are measured at their fair value, being the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date. At balance date, the Council reviewed the carrying value of the individual classes of assets measured at fair value to ensure that each asset materially approximated its fair value. Where the carrying value materially differed from the fair value at balance date, the class of asset was revalued.

Fair value valuations are determined in accordance with a valuation hierarchy. Changes to the valuation hierarchy will only occur if an external change in the restrictions or limitations of use on an asset result in changes to the permissible or practical highest and best use of the asset. Further details regarding the fair value hierarchy are disclosed at Note 6.1, Property, infrastructure, plant, equipment and other fixed assets.

In addition, Council undertakes a formal revaluation of land, buildings, and infrastructure assets on a regular basis ranging from 1 to 3 years. The valuation is performed either by experienced Council officers or independent experts.

Where the assets are revalued, the revaluation increments are credited directly to the asset revaluation reserve except to the extent that an increment reverses a prior year decrement for that class of asset that had been recognised as an expense in which case the increment is recognised as revenue up to the amount of the expense. Revaluation decrements are recognised as an expense except where prior increments are included in the asset revaluation reserve for that class of asset in which case the decrement is taken to the reserve to the extent of the remaining increments. Within the same class of assets, revaluation increments and decrements within the year are offset.

Impairment of assets

At each reporting date, the Council reviews the carrying value of its assets to determine whether there is any indication that these assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs to sell and value in use, is compared to the asset's carrying value. Value in use is the depreciated replacement cost. Any excess of the assets carrying value over its recoverable amount is expensed to the comprehensive income statement, unless the asset is carried at the revalued amount in which case, the impairment loss is recognised directly against the revaluation surplus in respect of the same class of asset to the extent that the impairment loss does not exceed the amount in the revaluation surplus for that same class of asset.

8.5 Events occurring after balance date

The COVID-19 pandemic has created unprecedented economic uncertainty. Actual economic events and conditions in the future may be materially different from those estimated by Manningham City Council at the reporting date. As responses by government continue to evolve, management recognises that it is difficult to reliably estimate with any degree of certainty the potential impact of the pandemic after the reporting date on Manningham City Council, its operations, its future results and financial position. Council continues to closely monitor and review the financial impacts of COVID-19 on Council's operating budget.

No other matters or circumstances have arisen since the end of the financial year which have significantly affected or may affect the operations of Manningham City Council, the results of the operations or the state of affairs of Manningham City Council in future financial years.

Note 9: Other matters

Note 9 Other matters

9.1 Reserves

(a) Asset revaluation reserves

2021	Balance at beginning of reporting year \$'000	Increment/ (decrement) \$'000	Realised Revaluation Reserve \$'000	Balance at end of reporting year \$'000
Property				
Land	986,807	108,479	7	1,095,293
Buildings	47,071	(8,222)	-	38,849
	1,033,878	100,257	7	1,134,142
Plant, equipment and other fixed assets				
Plant, machinery and equipment	19	-	-	19
Fixtures, fittings and furniture	1,006	-	-	1,006
Computers and telecommunications	75	-	-	75
Artworks	887	-	-	887
	1,987	-	-	1,987
Infrastructure				
Roads	116,115	(1,168)	-	114,947
Bridges	5,439	(360)	-	5,079
Footpaths and cycleways	28,843	(3,136)	-	25,707
Off street car parks	5,854	76	-	5,930
Drainage	168,941	(4,975)	-	163,966
Parks, open space and streetscapes	205	-	-	205
	325,397	(9,563)	-	315,834
Total	1,361,262	90,694	7	1,451,963

2020	Balance at beginning of reporting year \$'000	Increment/ (decrement) \$'000	Realised Revaluation Reserve \$'000	Balance at end of reporting year \$'000
Property				
Land	1,052,469	(65,702)	40	986,807
Buildings	52,847	(5,440)	(336)	47,071
	1,105,316	(71,142)	(296)	1,033,878
Plant, equipment and other fixed assets				
Plant, machinery and equipment	19	-	-	19
Fixtures, fittings and furniture	1,006	-	-	1,006
Computers and telecommunications	75	-	-	75
Artworks	887	-	-	887
	1,987	-	-	1,987
Infrastructure				
Roads	110,473	5,642	-	116,115
Bridges	3,419	2,020	-	5,439
Footpaths and cycleways	28,728	115	-	28,843
Off street car parks	6,312	(458)	-	5,854
Drainage	166,039	2,902	-	168,941
Parks, open space and streetscapes	205	-	-	205
	315,176	10,221	-	325,397
Total	1,422,479	(60,921)	(296)	1,361,262

The asset revaluation reserve is used to record the increased (net) value of Council's assets over time.

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Note 9 Other matters (cont.)

9.1 Reserves (cont.)

(b) Other reserves

	Balance at beginning of reporting year \$'000	Transfer from accumulated surplus \$'000	Transfer to accumulated surplus \$'000	Balance at end of reporting year \$'000
2021				
Open Space (resort and recreation) Reserve (a)	13,489	(8,636)	6,915	11,768
Doncaster Hill activity centre DCP Reserve (b)	797	-	633	1,430
Total	14,286	(8,636)	7,548	13,198
	Balance at beginning of reporting year \$'000	Transfer from accumulated surplus \$'000	Transfer to accumulated surplus \$'000	Balance at end of reporting year \$'000
2020				
Open Space (resort and recreation) Reserve (a)	9,227	(4,353)	8,615	13,489
Doncaster Hill activity centre DCP Reserve (b)	-	(158)	955	797
Total	9,227	(4,511)	9,570	14,286

(a) The Open Space (resort and recreation) Reserve was established to control contributions received from developers that will, upon completion of developments be utilised to acquire and create open space, and develop recreation and other facilities for residents in the respective development areas.

(b) The Doncaster Hill activity centre DCP Reserve was established to control contributions levied on developers under the Doncaster Hill Development Contributions Plan Overlay (DCPO) and funds will be utilised to develop social and community infrastructure in accordance with the conditions contained in the DCPO.

	2021 \$'000	2020 \$'000
Note 9 Other matters (cont.)		
9.2 Reconciliation of cash flows from operating activities to surplus/(deficit)		
Surplus/(deficit) for the year	28,962	26,328
Depreciation/amortisation	26,028	23,946
Net gain/(loss) on disposal of property, plant and equipment, infrastructure	(26)	1,595
Contributed assets	(10,670)	(8,324)
Share of gain from associate	(300)	(221)
Adjustment for work in progress write-off to other expenses	29	5
Change in assets and liabilities:		
(Increase)/decrease in trade and other receivables	(2,966)	(2,279)
(Increase)/decrease in other assets	(465)	2,194
Increase/(decrease) in income received in advance	7,158	1,403
Increase/(decrease) in trade and other payables	(12,450)	832
(Decrease)/increase in other assets and liabilities	57	182
(Increase)/decrease in provisions	826	741
Adjustment for grant received in prior year spent in current year	-	(228)
Net cash provided by operating activities	36,183	46,174

9.3 Superannuation

Manningham City Council makes the majority of its employer superannuation contributions in respect of its employees to the Local Authorities Superannuation Fund (the Fund). This Fund has two categories of membership, accumulation and defined benefit, each of which is funded differently. Obligations for contributions to the Fund are recognised as an expense in Comprehensive Income Statement when they are made or due.

Accumulation

The Fund's accumulation categories, Vision MySuper/Vision Super Saver, receives both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings (for the year ended 30 June 2021 this was 9.5% as required under Superannuation Guarantee legislation) (SG).

Defined Benefit

Manningham City Council does not use defined benefit accounting for its defined benefit obligations under the Fund's Defined Benefit category. This is because the Fund's Defined Benefit category is a pooled multi-employer sponsored plan.

There is no proportional split of the defined benefit liabilities, assets or costs between the participating employers as the defined benefit obligation is a floating obligation between the participating employers and the only time that the aggregate obligation is allocated to specific employers is when a call is made. As a result, the level of participation of Manningham City Council in the Fund cannot be measured as a percentage compared with other participating employers. Therefore, the Actuary is unable to allocate benefit liabilities, assets and costs between employers for the purposes of AASB 119 Employee Benefits.

Funding arrangements

Manningham City Council makes employer contributions to the Defined Benefit category of the Fund at rates determined by the Trustee on the advice of the Fund Actuary.

A triennial actuarial review for the Defined Benefit category as at 30 June 2020 was conducted and completed by the due date of 31 December 2020. The vested benefit index (VBI) of the Defined Benefit category of which Council is a contributing employer was 104.6%. The financial assumptions used to calculate the VBI were:

Net investment returns	5.6% pa
Salary information	2.5% pa for two years and 2.75% pa thereafter
Price inflation (CPI)	2.0% pa

As at 30 June 2021, an interim actuarial investigation is underway as the Fund provides lifetime pensions in the Defined Benefit category.

Vision Super has advised that the estimated VBI as at 30 June 2021 was 109.7%. The financial assumptions used to calculate this VBI were:

Net investment returns	4.8% pa
Salary information	2.75% pa
Price inflation (CPI)	2.25% pa

The VBI is used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2020 actuarial investigation determined the Defined Benefit category was in a satisfactory financial position and that no change was necessary to the Defined Benefit category's funding arrangements from prior years.

FINANCIAL REPORT

Note 9 Other matters (cont.)

9.3 Superannuation (cont.)

Employer contributions

Regular contributions

On the basis of the results of the 2020 triennial actuarial investigation conducted by the Fund Actuary, Council makes employer contributions to the Fund's Defined Benefit category at rates determined by the Fund's Trustee. For the year ended 30 June 2021, this rate was 9.5% of members' salaries (9.5% in 2019/2020). This rate is expected to increase in line with any increases in the SG contribution rate and was reviewed as part of the 30 June 2020 triennial valuation.

In addition, Manningham City Council reimburses the Fund to cover the excess of the benefits paid as a consequence of retrenchment above the funded resignation or retirement benefit.

Funding calls

If the Defined Benefit category is in an unsatisfactory financial position at an actuarial investigation or the Defined Benefit category's VBI is below its shortfall limit at any time other than the date of the actuarial investigation, the Defined Benefit category has a shortfall for the purposes of SPS 160 and the Fund is required to put a plan in place so that the shortfall is fully funded within three years of the shortfall occurring. The Fund monitors its VBI on a quarterly basis and the Fund has set its shortfall limit at 97%.

In the event that the Fund Actuary determines that there is a shortfall based on the above requirement, the Fund's participating employers (including Manningham City Council) are required to make an employer contribution to cover the shortfall.

Using the agreed methodology, the shortfall amount is apportioned between the participating employers based on the pre-1 July 1993 and post-30 June 1993 service liabilities of the Fund's Defined Benefit category, together with the employer's payroll at 30 June 1993 and at the date the shortfall has been calculated.

Due to the nature of the contractual obligations between the participating employers and the Fund, and that the Fund includes lifetime pensioners and their reversionary beneficiaries, it is unlikely that the Fund will be wound up.

If there is a surplus in the Fund, the surplus cannot be returned to the participating employers.

In the event that a participating employer is wound-up, the defined benefit obligations of that employer will be transferred to that employer's successor.

The 2020 interim actuarial investigation surplus amounts

An actuarial investigation is conducted annually for the Defined Benefit category of which Council is a contributing employer. Generally, a full actuarial investigation is conducted every three years and interim actuarial investigations are conducted for each intervening year. A full investigation was conducted as at 30 June 2020.

The Fund's actuarial investigation identified the following for the Defined Benefit category of which Manningham City Council is a contributing employer:

	2020 (Triennial)	2019 (Interim)
	\$m	\$m
• A VBI surplus	100.0	151.3
• A total service liability surplus	200.0	233.4
• A discounted accrued benefits surplus	217.8	256.7

The VBI surplus means that the market value of the fund's assets supporting the defined benefit obligations exceed the vested benefits that the defined benefit members would have been entitled to if they had all exited on 30 June 2020.

The total service liability surplus means that the current value of the assets in the Fund's Defined Benefit category plus expected future contributions exceeds the value of expected future benefits and expenses as at 30 June 2020.

The discounted accrued benefit surplus means that the current value of the assets in the Fund's Defined Benefit category exceeds the value of benefits payable in the future but accrued in respect of service to 30 June 2020.

Manningham City Council was notified of the 30 June 2020 VBI during August 2020 (2019: August 2019).

Note 9 Other matters (cont.)**9.3 Superannuation (cont.)****The 2021 interim actuarial investigation**

A interim actuarial investigation is being conducted for the Fund's position as at 30 June 2021 as the Fund provides lifetime pensions in the Defined Benefit category. It is anticipated that this actuarial investigation will be completed by October 2021. Manningham City Council was notified of the 30 June 2021 VBI during August 2021 (2020: August 2020).

Superannuation contributions

Contributions by Council (excluding any unfunded liability payments) to the above superannuation plans for the financial year ended 30 June 2021 are detailed below.

Scheme	Type of Scheme	Rate	2021 \$'000	2020 \$'000
Vision super	Defined benefit	9.50%	229	279
Vision super	Accumulation fund	9.50%	2,229	2,265
Other Funds	Accumulation fund	9.50%	1,963	1,628

In addition to the above contributions, Manningham City Council has paid unfunded liability payments to Vision Super totalling \$0 during the 2020/21 year (2019/20 \$0).

There were no contributions outstanding and no loans issued from or to the above schemes as at 30 June 2021.

The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2022 is \$238,000.

FINANCIAL REPORT

Note 10: Change in accounting policy

Note 9 Other matters (cont.)

9.3 Superannuation (cont.)

The 2021 interim actuarial investigation

A interim actuarial investigation is being conducted for the Fund's position as at 30 June 2021 as the Fund provides lifetime pensions in the Defined Benefit category. It is anticipated that this actuarial investigation will be completed by October 2021. Manningham City Council was notified of the 30 June 2021 VBI during August 2021 (2020: August 2020).

Superannuation contributions

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There were no contributions outstanding and no loans issued from or to the above schemes as at 30 June 2021.

The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2022 is \$238,000.

Note 10 Change in accounting policy

a) AASB 1059 Service Concession Arrangements: Grantors (AASB 1059) (applies 2020/21 for LG Sector)

AASB 1059 addresses the accounting for a service concession arrangement by a grantor that is a public sector entity by prescribing the accounting for the arrangement from the grantor's perspective.

Based on the Council's current assessment, there is expected to be no impact on the transactions and balances recognised in the financial statements as Council is not a grantor in a service concession arrangement.

b) AASB 2018-7 Amendments to Australian Accounting Standards - Definition of Material (applies 2020/21 for LG Sector)

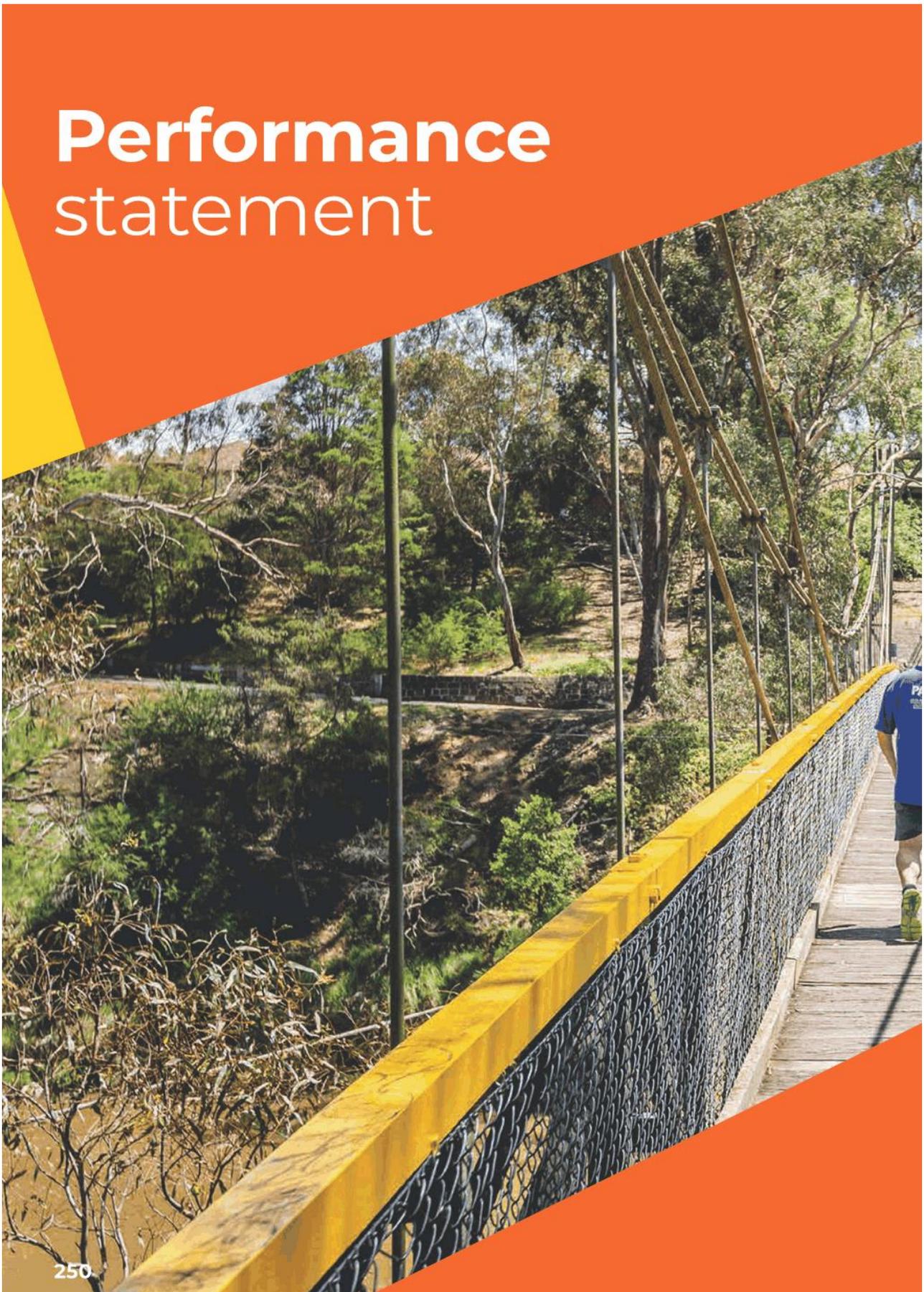
The Standard principally amends AASB 101 *Presentation of Financial Statements* and AASB 108 *Accounting Policies, Changes in Accounting Estimates and Errors*. The amendments refine the definition of material in AASB 101. The amendments clarify the definition of material and its application by improving the wording and aligning the definition across AASB Standards and other publications. The impacts on the local government sector are expected to be minimal.

c) AASB 2019-1 Amendments to Australian Accounting Standards - References to the Conceptual Framework (applies 2020/21 for LG Sector)

This Standard sets out amendments to Australian Accounting Standards, Interpretations and other pronouncements to reflect the issuance of the Conceptual Framework for Financial Reporting (Conceptual Framework) by the AASB. The impacts on the local government sector are expected to be minimal.



Performance statement



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Manningham Council Performance Statement

For the year ended 30 June 2021

Manningham City Council is located in Melbourne's north-eastern suburbs, commencing with its western boundary in Bulleen, 12 kilometres from the Melbourne CBD and extending to Wonga Park at its eastern extremity, 32 kilometres from the CBD. The City is bounded by the Yarra River, Banyule City and Nillumbik Shire in the north, Yarra Ranges Shire in the east, Koonung Creek, Maroondah City and the Cities of Whitehorse and Boroondara in the south and Banyule City and the Yarra River in the west.

The City encompasses a total land area of 114 square kilometres, including a substantial 17% green open spaces. The nonurban areas include a large tract of the Green Wedge, and are used mainly for rural residential living, conservation and small scale agriculture.

As at 30 June 2021, our estimated population was 128,929 people across the City, including the suburbs of Bulleen, Doncaster, Doncaster East, Donvale, Nunawading (part), Park Orchards, Ringwood North (part), Templestowe, Templestowe Lower, Warrandyte, Warrandyte South and Wonga Park (part).

Certification of the Performance Statement

In my opinion, the accompanying performance statement has been prepared in accordance with the Local Government Act 1989 and the Local Government (Planning and Reporting) Regulations 2014 (as per the transitional provisions of the Local Government Act 2020).



Jon Gorst (BCom, CPA)
Principal Accounting Officer
14 September 2021
Doncaster

In our opinion, the accompanying performance statement of the Manningham City Council for the year ended 30 June 2021 presents fairly the results of council's performance in accordance with the Local Government Act 1989 and the Local Government (Planning and Reporting) Regulations 2014 (as per the transitional provisions of the Local Government Act 2020).

The performance statement contains the relevant performance indicators, measures and results in relation to service performance, financial performance and sustainable capacity.

At the date of signing, we are not aware of any circumstances that would render any particulars in the performance statement to be misleading or inaccurate.

We have been authorised by the Council and by the *Local Government (Planning and Reporting) Regulations 2014* to certify this performance statement in its final form.



Andrew Conlon
Mayor
14 September 2021
Doncaster



Anna Chen
Deputy Mayor
14 September 2021
Doncaster



Andrew Day
Chief Executive Officer
14 September 2021
Doncaster

PERFORMANCE STATEMENT

Auditor General's report



Independent Auditor's Report

To the Councillors of Manningham City Council

Opinion	<p>I have audited the accompanying performance statement of Manningham City Council (the council) which comprises the:</p> <ul style="list-style-type: none"> • description of municipality for the year ended 30 June 2021 • sustainable capacity indicators for the year ended 30 June 2021 • service performance indicators for the year ended 30 June 2021 • financial performance indicators for the year ended 30 June 2021 • other information and • certification of the performance statement. <p>In my opinion, the performance statement presents fairly, in all material respects, the performance of the council for the year ended 30 June 2021 in accordance with the performance reporting requirements of Part 6 of the <i>Local Government Act 1989</i>.</p>
Basis for Opinion	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Standards on Assurance Engagements. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the performance statement</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. I and my staff are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the performance statement in Victoria and have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
Councillors' responsibilities for the performance statement	<p>The Councillors are responsible for the preparation and fair presentation of the performance statement in accordance with the performance reporting requirements of the <i>Local Government Act 1989</i> and for such internal control as the Councillors determines is necessary to enable the preparation and fair presentation of the statement of performance that is free from material misstatement, whether due to fraud or error.</p>
Auditor's responsibilities for the audit of the performance statement	<p>As required by the <i>Audit Act 1994</i>, my responsibility is to express an opinion on the performance statement based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the performance statement as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion.</p> <p>Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Standards on Assurance Engagements will always detect a material misstatement when it exists.</p>

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of users taken on the basis of this performance statement.

As part of an audit in accordance with the Australian Standards on Assurance Engagements, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of performance statement, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control
- evaluate the overall presentation, structure and content of the performance statement, including the disclosures, and whether performance statement represents the underlying events and results in a manner that achieves fair presentation.

I communicate with the Councillors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

MELBOURNE
21 September 2021



Sanchu Chummar

as delegate for the Auditor-General of Victoria

PERFORMANCE STATEMENT

Other information

For the year ended 30 June 2021

1. Basis of preparation

Council is required to prepare and include a performance statement within its annual report. The performance statement includes the results of the prescribed sustainable capacity, service performance and financial performance indicators and measures together with a description of the municipal district and an explanation of material variations in the results. This statement has been prepared to meet the requirements of the Local Government Act 1989 and Local Government (Planning and Reporting) Regulations 2014 (as per the transitional provisions of the Local Government Act 2020).

Where applicable the results in the performance statement have been prepared on accounting bases consistent with those reported in the financial statements. The other results are based on information drawn from Council information systems or from third parties (e.g. Australian Bureau of Statistics).

The performance statement presents the actual results for the current year and for the prescribed financial performance indicators and measures, the results forecast by the council's strategic resource plan. The Local Government (Planning and Reporting) Regulations 2014 requires explanation of any material variations in the results contained in the performance statement. Council has adopted materiality thresholds relevant to each indicator and measure and explanations have not been provided for variations below the materiality thresholds unless the variance is considered to be material because of its nature.

The forecast figures included in the performance statement are those adopted by council in its 2021/22 Budget on 29 June 2021 and which forms part of the Council Plan. The 2021/22 Budget includes estimates based on key assumptions about the future that were relevant at the time of adoption and aimed at achieving sustainability over the long term. Detailed information on the actual financial results is contained in the General Purpose Financial Statements. The 2021/22 Budget can be obtained by contacting council.

2. Impact of COVID-19 on Council operations

On 30 January 2020, COVID-19 was declared to be a global pandemic by the World Health Organisation. Since then, various measures have been implemented by all three levels of Government in Australia to reduce the spread of COVID-19. This crisis and measures taken to mitigate it has impacted council operations in a number of areas during the financial year ended 30 June 2021.

In response to a decrease in demand and government directives amidst the COVID-19 outbreak, a number of Council services were reduced or closed including our recreation, leisure and community facilities including Aquarena, stadiums, pavilions, libraries, community centres, the function centre, the Civic Centre and MC2. These closures resulted in a decrease in Council revenue and other unbudgeted costs.

During 2020/21 Council also provided a range of COVID-19 community financial relief measures including:

- The continued ability for rate payers to apply for special rate repayment arrangements for those qualifying on financial hardship grounds.
- A COVID-19 Community Relief Fund to provide funding to sectors of the community in need.
- Rent and lease relief, and utility subsidies, for sporting clubs, community groups and commercial tenants who use Council facilities.

Council continues to closely monitor the impact of the COVID-19 pandemic and work with the community through these challenging times. Refer to the Annual Financial Report for further information.

Sustainable Capacity Indicators

For the year ended 30 June 2021

Indicator / measure [formula]	Results				Comments - Material Variations
	2018	2019	2020	2021	
Population					
C1 Expenses per head of municipal population [Total expenses / Municipal population]	\$913.67	\$951.72	\$996.46	\$1,000.25	Over the period, Council manages to deliver high-quality services within a responsible budget at an average of \$1,000 per head of municipal population. This demonstrates that Council is committed to provide core services and community facilities in a cost effective way.
C2 Infrastructure per head of municipal population [Value of infrastructure / Municipal population]	\$6,450.99	\$6,802.18	\$6,856.92	\$6,764.58	Manningham is committed to maintain, renew and upgrade infrastructure assets and each year allocates a minimum of 33% of rate revenue in addition to other funding sources to fund the capital works program.
C3 Population density per length of road [Municipal population / Kilometres of local roads]	205.81	205.83	209.14	210.46	Manningham has a lower population density per km of road than similar councils. The maintenance and upgrade of local road network is funded by an ongoing capital works program and maintenance funds.
Own-source revenue					
C4 Own-source revenue per head of municipal population [Own-source revenue / Municipal population]	\$910.10	\$954.57	\$948.91	\$944.73	The result reflects the importance of generating revenue from new and different sources to ensure ongoing financial sustainability.
Recurrent grants					
C5 Recurrent grants per head of municipal population [Recurrent grants / Municipal population]	\$109.33	\$106.30	\$101.69	\$96.33	Over the course of 4 years there is a decrease in average recurrent government grants per head of municipal population leaving Council to heavily rely on rates revenue to fund community services and infrastructure needs.
Disadvantage					
C6 Relative Socio-Economic Disadvantage [Index of Relative Socio-Economic Disadvantage by decile]	9.00	9.00	9.00	9.00	Manningham has a low level of socio-economic disadvantage relative to many councils. Data released from the most recent census (2016) indicates that the level of disadvantage has increased in a few areas leading to a reduction in this indicator by 1 decile compared to the last census publication.
Workforce turnover					
C7 Percentage of staff turnover [Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100	9.92%	9.62%	11.61%	9.32%	Workforce turnover of 9.32% is lower than previous years reflecting a stable workforce.

Definitions

"adjusted underlying revenue" means total income other than:

- (a) non-recurrent grants used to fund capital expenditure; and
- (b) non-monetary asset contributions; and

(c) contributions to fund capital expenditure from sources other than those referred to above "infrastructure" means non-current property, plant and equipment excluding land

"local road" means a sealed or unsealed road for which the council is the responsible road authority under the Road Management Act 2004

"population" means the resident population estimated by council

"own-source revenue" means adjusted underlying revenue other than revenue that is not under the control of council (including government grants)

"relative socio-economic disadvantage", in relation to a municipality, means the relative socio-economic disadvantage, expressed as a decile for the relevant financial year, of the area in which the municipality is located according to the Index of Relative Socio-Economic Disadvantage (Catalogue Number 2033.0.55.001) of SEIFA "SEIFA" means the Socio-Economic Indexes for Areas published from time to time by the Australian Bureau of Statistics on its internet website "unrestricted cash" means all cash and cash equivalents other than restricted cash.

PERFORMANCE STATEMENT

Service Performance indicators

For the year ended 30 June 2021

Service/ indicator/ measure	2018	2019	2020	2021	Comments
Aquatic Facilities					
Utilisation					
AF6 Utilisation of aquatic facilities [Number of visits to aquatic facilities / Municipal population]	5.68	5.27	3.97	1.66	We uphold community safety at our aquatic facility <i>Aquarena</i> and only opened when safe to do so under the Victorian Government's Covid-19 restrictions. We have seen visits fall significantly, impacted by a number of closures, patron caps and density quotients. The facility was fully closed for 100 days, open with limited density and caps for 202 days, and 63 days where the outdoor 50m pool was the only area of the facility open. <i>Aquarena</i> provides great value with a variety of programs and activities and work continues to encourage participation when it is safe to do so.
Animal Management					
Health and safety					
AM7 Animal management prosecutions [Number of successful animal management prosecutions]	New in 2020	New in 2020	100%	100%	We work to ensure responsible pet ownership and community safety with prosecution as a last resort. Across the year we were 100% successful in animal management prosecutions.
Food Safety					
Health and safety					
FS4 Critical and major non-compliance outcome notifications [Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] x100	99.03%	98.40%	97.48%	93.38%	We prioritise the health and wellbeing of the community and respond to critical and major non-compliance notifications. We have seen a slight decline in the result compared to last year as not all follow up inspections were able to be performed as the premises was closed as a result of Covid-19 restrictions.
Governance					
Satisfaction					
G5 Satisfaction with council decisions [Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]	57	57	57	58	Our Council continues to work to improve community satisfaction with council decisions. We have seen a positive increase in the result for this year from the annual Community Satisfaction Survey. This survey is conducted by an independent research company on behalf of the Victorian Government.
Libraries					
Participation					
LB4 Active library borrowers in municipality [Number of active library borrowers in the last three years / The sum of the population for the last three years] x100	14.89%	14.74%	14.30%	12.32%	We operated our libraries under the Victorian Government's Covid-19 restrictions to keep the community safe. As a result of closures and restrictions which were in place for the majority of the year, we have seen a significant decrease in library participation compared to the previous years. We are working to resume and adapt our services as it is safe to do so.
Maternal and Child Health (MCH)					
Participation					
MC4 Participation in the MCH service [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100	74.36%	79.67%	76.42%	77.44%	We have seen a slight increase in participation rates this year in our highly valued Maternal Child Health service, despite the significant challenges for attending families and nurses, as the service operated under with the Victorian Government's Covid-19 restrictions to protect community safety.
MC5 Participation in the MCH service by Aboriginal children [Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100	85.11%	70.97%	82.14%	73.53%	We have seen a small increase in the number of Aboriginal and Torres Strait Islander children participate in our Maternal Child Health service. However as the total number of children enrolled in the service was slightly greater at 17 from 14 in 2019/20, this has resulted in an decrease in the overall result compared to last year. The year also saw significant challenges for attending families and nurses, as the service operated in-line with the Victorian Government's Covid-19 restrictions to protect community safety.

2020/21 Performance Statement

Service/indicator/measure	2018	2019	2020	2021	Comments
Roads					
Satisfaction					
R5 Satisfaction with sealed local roads [Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]	64	66	66	64	We continue to work to improve the community's satisfaction with local roads. We have seen a slight decline of 2 this year from the annual Community Satisfaction Survey. This survey is conducted by an independent research company on behalf of the Victorian Government.
Statutory Planning					
Decision making					
SP4 Council planning decisions upheld at VCAT [Number of VCAT decisions that did not set aside council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100	64.71%	52.46%	51.35%	63.33%	We have seen an increase in the overall percentage of decisions upheld at the tribunal from 51% in 2019/20 to 63% in 2020/21. In 2020/21, 5 of 11 decisions set aside were successfully negotiated at compulsory conference or through outside negotiations with the permit applicant.
Waste Collection					
Waste diversion					
WC5 Kerbside collection waste diverted from landfill [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100	54.12%	53.24%	56.40%	55.21%	We continue work to delivery a high quality waste service. This year we have seen a 2.11% decrease in tonnages diverted from landfill compared to last year. Contributing factors include significant weather events increasing the garden waste and an increase in garbage with families at home during Covid-19 lockdown.

Definitions

"Aboriginal child" means a child who is an Aboriginal person
 "Aboriginal person" has the same meaning as in the Aboriginal Heritage Act 2006
 "active library borrower" means a member of a library who has borrowed a book from the library
 "annual report" means an annual report prepared by a council under sections 131, 132 and 133 of the Act
 "CALD" means culturally and linguistically diverse and refers to persons born outside Australia in a country whose national language is not English
 "class 1 food premises" means food premises, within the meaning of the Food Act 1984, that have been declared as class 1 food premises under section 19C of that Act
 "class 2 food premises" means food premises, within the meaning of the Food Act 1984, that have been declared as class 2 food premises under section 19C of that Act
 "critical non-compliance outcome notification" means a notification received by council under section 19N(3) or (4) of the Food Act 1984, or advice given to council by an authorized officer under that Act, of a deficiency that poses an immediate serious threat to public health
 "local road" means a sealed or unsealed road for which the council is the responsible road authority under the Road Management Act 2004
 "major non-compliance outcome notification" means a notification received by a council under section 19N(3) or (4) of the Food Act 1984, or advice given to council by an authorized officer under that Act, of a deficiency that does not pose an immediate serious threat to public health but may do so if no remedial action is taken
 "MCH" means the Maternal and Child Health Service provided by a council to support the health and development of children within the municipality from birth until school age
 "population" means the resident population estimated by council
 "WorkSafe reportable aquatic facility safety incident" means an incident relating to a council aquatic facility that is required to be notified to the Victorian WorkCover Authority under Part 5 of the Occupational Health and Safety Act 2004

PERFORMANCE STATEMENT

Financial Performance Indicators

For the year ended 30 June 2021

Dimension/indicator/measure	Results					Forecast			Material Variations
	2018	2019	2020	2021	2022	2023	2024	2025	
Efficiency									
E2 Expenditure level Expenses per property assessment [Total expenses / Number of property assessments]	\$2,308.23	\$2,372.49	\$2,479.25	\$2,464.10	\$2,543.34	\$2,607.22	\$2,661.27	\$2,728.14	Manningham is continuing to deliver quality services in accordance with its long term plan. The focus continues to be on responsible budgeting while providing cost-effective services and delivering infrastructure projects to meet the needs of our community.
E4 Revenue level Average rate per property assessment [General rates and Municipal charges / Number of property assessments]	New in 2020	New in 2020	\$ 1,787.81	\$1,813.82	\$1,860.23	\$1,888.15	\$1,922.81	\$1,968.03	Manningham's average general rate increase was 2.0 per cent in 2020/21 in line with the Victorian Government's rate cap. Council's forecast future average general rate increases are in line with forecast CPI / rate caps. Rate revenue is a source of funding for a range of Council services and assists in providing funding to maintain and renew over \$2 billion of community assets such as local roads, community buildings, drains, footpaths, playgrounds and sporting facilities.
Liquidity									
L1 Working capital Current assets compared to current liabilities [Current assets / Current liabilities] x100	215.24%	223.02%	198.35%	174.72%	151.61%	146.98%	137.78%	128.13%	Manningham can comfortably meet all short term financial commitments as and when they arise and is in a sound financial position. The forward year forecasts also indicate that Manningham is expecting to maintain a strong working capital ratio.
L2 Unrestricted cash Unrestricted cash compared to current liabilities [Unrestricted cash / Current liabilities] x100	63.67%	37.57%	36.87%	-13.10%	33.45%	33.39%	18.76%	11.72%	The reduction in the unrestricted cash ratio is mainly due to Manningham investing in term deposits with a maturity of greater than 90 days to improve interest revenue. Only term deposits with a maturity of 90 days or less are included in the calculation of cash for this ratio.
Obligations									
O2 Loans and borrowings Loans and borrowings compared to rates [Interest bearing loans and borrowings / Rate revenue] x100	7.53%	7.14%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	Manningham is debt free. No future loan borrowings are proposed in the forecast period.

Dimension/indicator/measure	2018	2019	2020	2021	2022	2023	2024	2025	Material Variations
O3 Loans and borrowings repayments compared to rates (Interest and principal repayments on interest bearing loans and borrowings / Rate revenue) x100	0.32%	0.30%	6.97%	0.00%	0.00%	0.00%	0.00%	0.00%	Manningham is debt free. No future loan borrowings are proposed in the forecast period.
O4 Indebtedness Non-current liabilities compared to own source revenue (Non-current liabilities / Own source revenue) x100	7.19%	1.13%	3.04%	2.84%	2.41%	2.09%	1.89%	1.70%	Manningham continues to have a low level of non-current liabilities compared to revenue.
O5 Asset renewal and upgrade Asset renewal and upgrade compared to depreciation (Asset renewal and asset upgrade expense / Asset depreciation) x100	New in 2020	New in 2020	161.28%	118.17%	144.01%	123.61%	122.37%	111.54%	The 2020/21 result and budget from 2021/22 onwards demonstrates Manningham's ongoing commitment to invest in the renewal and upgrade of its existing community infrastructure.
Operating position Adjusted underlying result OP1 A adjusted underlying surplus (or deficit) (Adjusted underlying surplus (deficit) / Adjusted underlying revenue) x100	10.49%	10.62%	5.69%	5.79%	5.56%	5.53%	5.37%	5.37%	The 2020/21 result is a strong result despite the financial impact on Council of the COVID-19 pandemic. The surplus assists in funding the annual capital works program, which brings major community benefit.
Stability Rates concentration Rates compared to adjusted underlying revenue (Rate revenue / Adjusted underlying revenue) x100	76.06%	76.30%	78.61%	80.12%	80.76%	80.77%	80.88%	80.81%	Manningham receives a relatively low level of grants allocation and hence heavily relies on rate revenue for the delivery of high-quality services and infrastructure to the community.
Rates effort Rates compared to property values (Rate revenue / Capital improved value of rateable properties in the municipality) x100	0.20%	0.17%	0.20%	0.19%	0.20%	0.21%	0.21%	0.22%	The ratio highlights Manningham's relative low rate burden on its community when compared to property value.

PERFORMANCE STATEMENT

Retired measures	2018	2019	2020	2021	Comments
Dimension/indicator/measure					
Animal Management					
Health and safety					
AM4 Animal management prosecutions [Number of successful animal management prosecutions]	6	7	Retired in 2020		This measure was replaced by AM7 from 1 July 2019.
Efficiency					
Revenue level					
E1 Average residential rate per residential property assessment [Residential rate revenue / Number of residential property assessments]	\$1,911	\$1,961	Retired in 2020		This measure was replaced by E4 from 1 July 2019.
Obligations					
Asset renewal					
O1 Asset renewal compared to depreciation [(Asset renewal expense / Asset depreciation) x100]	96.53%	87.46%	Retired in 2020		This measure was replaced by O5 from 1 July 2019.

Definitions

"adjusted underlying revenue" means total income other than:

- (a) non-recurrent grants used to fund capital expenditure; and
- (b) non-monetary asset contributions; and
- (c) contributions to fund capital expenditure from sources other than those referred to above

"infrastructure" means non-current property, plant and equipment excluding land

"local road" means a sealed or unsealed road for which the council is the responsible road authority under the *Road Management Act 2004*

"population" means the resident population estimated by council

"own-source revenue" means adjusted underlying revenue other than revenue that is not under the control of council (including government grants)

"relative socio-economic disadvantage", in relation to a municipality, means the relative socio-economic disadvantage, expressed as a decile for the relevant financial year, of the area in which the municipality is located according to the Index of Relative Socio-Economic Disadvantage (Catalogue Number 2033.0.55.001) of SEIFA "SEIFA" means the Socio-Economic Indexes for Areas published from time to time by the Australian Bureau of Statistics on its Internet website "unrestricted cash" means all cash and cash equivalents other than restricted cash.

"Aboriginal person" has the same meaning as in the *Aboriginal Heritage Act 2006*

"active library member" means a member of a library who has borrowed a book from the library

"annual report" means an annual report prepared by a council under sections 131, 132 and 133 of the Act

"CALD" means culturally and linguistically diverse and refers to persons born outside Australia in a country whose national language is not English

"class 1 food premises" means food premises, within the meaning of the *Food Act 1984*, that have been declared as class 1 food premises under section 19C of that Act

"class 2 food premises" means food premises, within the meaning of the *Food Act 1984*, that have been declared as class 2 food premises under section 19C of that Act

"Community Care Common Standards" means the Community Care Common Standards for the delivery of HACC services, published from time to time by the Commonwealth

"critical non-compliance outcome notification" means a notification received by council under section 19N(3) or (4) of the *Food Act 1984*, or advice given to council by an authorized officer under that Act, of a deficiency that poses an immediate serious threat to public health

"food premises" has the same meaning as in the *Food Act 1984*

"HACC program" means the Home and Community Care program established under the Agreement entered into for the purpose of the *Home and Community Care Act 1985* of the Commonwealth

PERFORMANCE STATEMENT

"HACC service" means home help, personal care or community respite provided under the HACC program

"local road" means a sealed or unsealed road for which the council is the responsible road authority under the *Road Management Act 2004*

"major non-compliance outcome notification" means a notification received by a council under section 19N(3) or (4) of the *Food Act 1984*, or advice given to council by an authorized officer under that Act, of a deficiency that does not pose an immediate serious threat to public health but may do so if no remedial action is taken

"MCH" means the Maternal and Child Health Service provided by a council to support the health and development of children within the municipality from birth until school age

"population" means the resident population estimated by council

"target population" has the same meaning as in the Agreement entered into for the purposes of the *Home and Community Care Act 1985* of the Commonwealth

"WorkSafe reportable aquatic facility safety incident" means an incident relating to a council aquatic facility that is required to be notified to the Victorian WorkCover Authority under Part 5 of the *Occupational Health and Safety Act 2004*

"adjusted underlying revenue" means total income other than:

(a) non-recurrent grants used to fund capital expenditure; and

(b) non-monetary asset contributions; and

(c) contributions to fund capital expenditure from sources other than those referred to above "adjusted underlying surplus (or deficit)" means adjusted underlying revenue less total expenditure

"asset renewal expenditure" means expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability

"current assets" has the same meaning as in the AAS "current liabilities" has the same meaning as in the AAS

"non-current assets" means all assets other than current assets

"non-current liabilities" means all liabilities other than current liabilities

"non-recurrent grant" means a grant obtained on the condition that it be expended in a specified manner and is not expected to be received again during the period covered by a council's Strategic Resource Plan

Glossary and abbreviations

Glossary

Advisory committee	A committee that assists council with the decision-making process and has a Councillor representative to assist with the consultation process
Advocacy	Publicly supporting or recommending programs or services on behalf of our community to other tiers of government or service providers for community benefit
Annual Report	An report prepared by a Council annually under sections 98, 99 and 100 of the <i>Local Government Act 2020</i> .
Asset expansion expenditure	Expenditure that extends the capacity of an existing asset to provide benefits to new users at the same standard as is provided to existing beneficiaries
Asset expenditure type	These types of asset expenditure: <ul style="list-style-type: none"> • asset renewal expenditure • new asset expenditure • asset upgrade expenditure • asset expansion expenditure
Asset renewal expenditure	Expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability
Asset upgrade expenditure	Expenditure that: <ul style="list-style-type: none"> • enhances an existing asset to provide a higher level of service; or • increases the life of the asset beyond its original life
Best value	State legislation that requires Council to review services to ensure community expectations and value for money
Budget	Council's originally published budget detailing the projected income, expenditure and financial position of council
Capital expenditure	The expenditure on items which are expected to produce future economic benefits for Council with a useful life in excess of 12 months
Capital improved value	The market value of the property at the date of valuation including the value of the land and all improvements built on the land
Capital Works Program	Program of scheduled infrastructure works generally encompassing capital works for road, drainage and building assets
Capitalisation	The process whereby expenditure is charged to an account in the statement of financial position rather than to an expense account
Council Plan	The four-year plan for how we will deliver our nine strategic objectives

MANNINGHAM ANNUAL REPORT 2020/21

Community grants	Council allocates a sum of money for our Community Development Community Grants program as part of the annual budget process. The funding supports not for profit community organisations in Manningham
Community Satisfaction Survey	The survey the state government requires Councils to conduct once a year to gauge the level of community satisfaction with our services
Cultural diversity	Celebrating our community's many different cultures expressed through language, tradition, religion, dress, arts, dance and lifestyle
COVID-19	Coronavirus disease (COVID-19) is an infectious disease caused by a newly discovered coronavirus.
Community Care Program	Home and Community Care (HACC) and the Commonwealth Home Support programs established under Agreements entered into with the Australian and State Governments support people who are frail, have a disability and their families
Community care service	Provides a range of services including domestic assistance, personal care, community respite and delivered meals which assists clients to maximise their independence in the community
Governance	Council's responsibility for the economic and ethical performance of the municipality
Infrastructure	The stock of fixed capital equipment, including roads, public buildings, footpaths, etc.
Key performance indicator	A significant measure used on its own or in combination with other key performance indicators to monitor how well a business is achieving its quantifiable objectives
Liquidity	The ratio of current assets to current liabilities as a percentage that shows how much cash we have on hand
Local Government Model Financial Report	he Local Government Model Financial Report published by Local Government Victoria each year including on localgovernment.vic.gov.au
Local law	The laws adopted by Council that prohibit, regulate and control activities, events, practices and behaviours within Manningham
Local roads	The municipal road network which is maintained by Manningham Council
Manningham Matters	The Council newsletter we deliver to all Manningham homes and businesses that provides residents with information about local activities.
Manningham Planning Scheme	Outlines state and local planning policies including zones, overlays and other provisions
Material variations	Significant changes to a development application, such as those that impact neighbouring properties, alter the description of the development or would affect objections to the original proposal.

Maternal and Child Health (MCH) Service	Service provided by a Council to support the health and development of children within the municipality from birth until school age
Municipal Association of Victoria (MAV)	The lobbying body for Victoria's 79 councils
New asset expenditure	Expenditure that creates a new asset that provides a service that does not currently exist
Non-current assets	All assets other than current assets
Non-recurrent grant	A grant obtained on the condition that it be expended in a specified manner and is not expected to be received again during the period covered by a Council's Strategic Resource Plan
North East Link Project (NELP)	The largest road project in the state's history, which will involve seven years of planning, design and construction. It is the biggest infrastructure project to affect Manningham's municipality.
Performance indicator	A statistic identifying the extent of activity in meeting a specific objective
Performance statement	The performance statement prepared by a Council under section 98 and 99 of the <i>Local Government Act 2020</i> .
Placemaking	Activities and initiatives that strengthen the connection between people and the places they share to help build community resilience and make our neighbourhood centres and villages more vibrant.
Principal Accounting Officer	The person designated by a Council to be responsible for the financial management of the Council.
Recurrent grant	A grant other than a non-recurrent grant.
Report of operations	The report outlining details of Council operations prepared under section 98 of the <i>Local Government Act 2020</i> .
Reserves	Monies set aside in the statement of financial position for specific purposes in accordance with statutory and discretionary principles
Revised budget	The revised budget prepared by a Council under section 98 of the <i>Local Government Act 2020</i> .
Risk management	A policy and process for identifying business risks and controlling the likelihood and/or impact of a risk event occurring.
Strategy	A plan of action intended to accomplish specific objectives.
Statement of Capital Works	A statement of capital works prepared in accordance with the Local Government Model Financial Report.

Statement of Human Resources	A statement that shows all Council staff expenditure and the number of full time equivalent Council staff
Sustainable	How we meet present-day needs without compromising future generations' ability to meet their needs
Themes	The overarching strategic objectives or focus areas of Council, as outlined in the Council Plan
Triple bottom line	Measures community well-being by assessing the economic, social and environmental considerations
Vision	A description of the future we aim to achieve for our city and community
Ward	The delineation of a district within a municipality for the purposes of administration and representation
Wellbeing	A general term to encompass health, happiness, welfare, security, comfort, quality of life and a sense of belonging

Abbreviations

AAS	Australian Accounting Standard
ABS	Australian Bureau of Statistics
AMS	Asset Management Strategy
CALD	Culturally and Linguistically Diverse
CEO	Chief Executive Officer
Cr	Councillor
EBA	Enterprise Bargaining Agreement
EMT	Executive Management Team
EO	Equal Opportunity
HACC	Home and Community Care
LGPRF	Local Government Performance Reporting Framework
MAV	Municipal Association of Victoria
MCH	Maternal Child Health
NDIS	National Disability Insurance Scheme
NELP	North East Link Project
OHS	Occupational Health and Safety
SBS	Strategic Briefing Session
UNHCR	United Nations High Commission for Refugees
VEC	Victorian Electoral Commission

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Thank you

Thank you for reading Manningham Council's Annual Report 2020/21. We hope that this report has given you a good understanding of our achievements and performance between 1 July 2020 and 30 June 2021. We value your feedback. You can provide this to us by contacting us.

Annual Report 2020/21

This report is a comprehensive account of our achievements, challenges, aspirations for the future and commitments to our customers.

In it, we report on our performance against the strategic themes and goals outlined in the Council Plan 2017–2021 and give an analysis of our financial performance. The report also illustrates the breadth and depth of the services we are proud to deliver to the Manningham community.

Why we have an Annual Report

Our Annual Report is a critical tool to inform Manningham's residents, businesses, employees and potential employees, Victorian and Australian Governments, peak bodies, and community groups and organisations about our activities, performance and future direction.

Manningham is required under the *Local Government Act 2020* to present an Annual Report to the Minister for Local Government each year.

Further reading

We encourage you to visit our website manningham.vic.gov.au where you can find information about our services, programs, events, major initiatives, major publications and more. On our website, you will find our *Manningham Matters* publication, which highlights the important work we do in the community.

Manningham Council acknowledges the Wurundjeri people as the traditional custodians of the land now known as Manningham. We pay our respects to Wurundjeri Elders past and present, and value their ongoing contribution to our heritage and our community.

Contact Information

View this Annual Report online at
manningham.vic.gov.au/annual-report

Get in touch

Connect online

-  [twitter/manninghamcc](https://twitter.com/manninghamcc)
-  [facebook/manninghamCouncil](https://facebook.com/manninghamCouncil)
-  Instagram/CityofManningham
-  manningham.vic.gov.au
-  yoursaymanningham.com.au

Email us

-  manningham@manningham.vic.gov.au

Call us

-  03 9840 9333

Meet us

-  **Manningham Civic Centre**
699 Doncaster Road, Doncaster
Corner Blackburn and Warrandyte
Roads Doncaster East

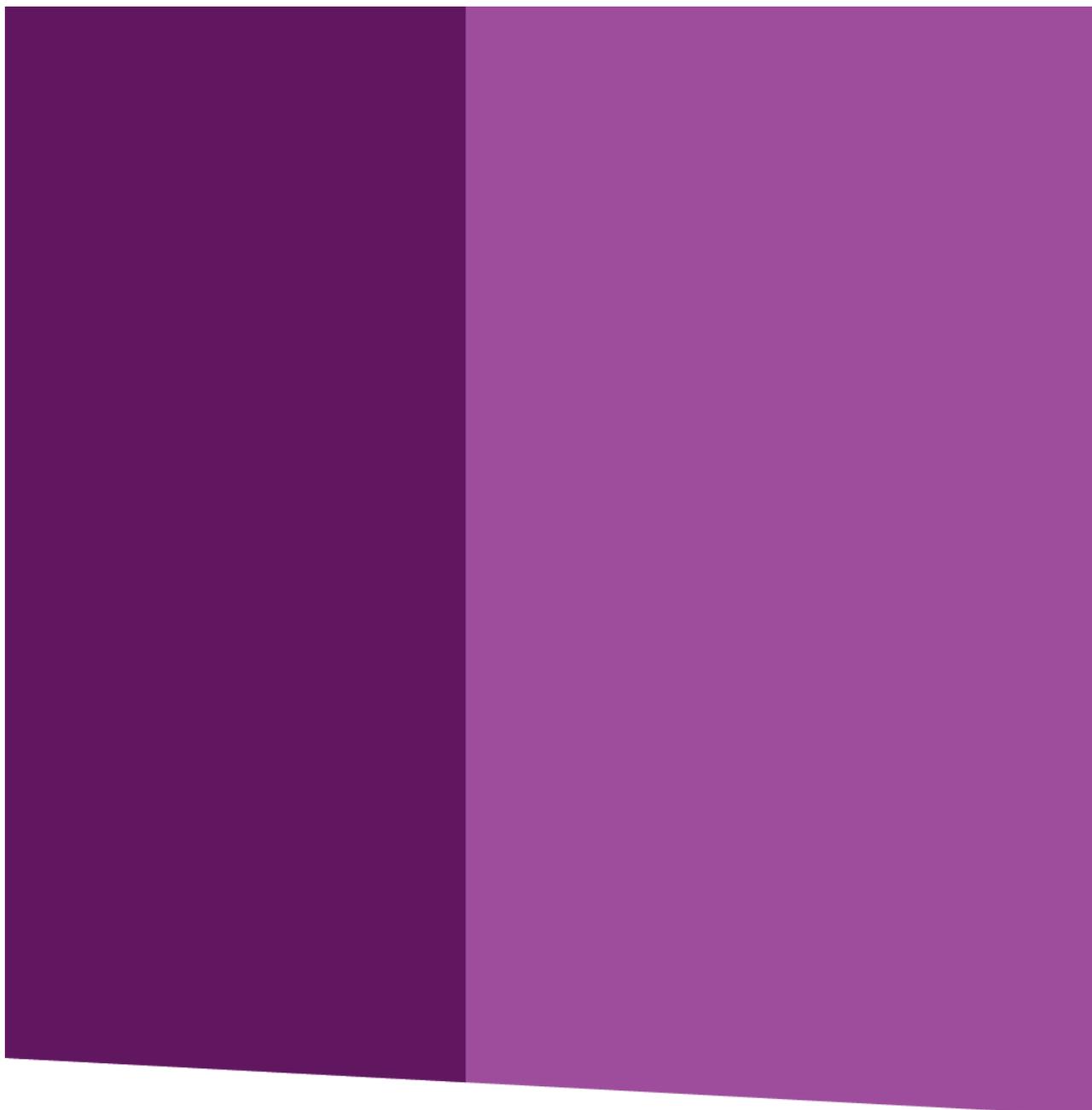
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13.2 Draft Chief Executive Officer Employment and Remuneration Policy

File Number: IN21/696
Responsible Director: Chief Executive Officer
Attachments: 1 Draft CEO Employment and Remuneration Policy [↓](#)

1. EXECUTIVE SUMMARY

Council is required to adopt a Chief Executive Officer Employment and Remuneration Policy under section 45 of the Local Government Act 2020 (the Act).

The policy outlines the requirements for the recruitment and appointment, contract of employment provisions, performance monitoring, and annual review of the Chief Executive Officer.

In accordance with the implementation of the Act, this policy must be adopted by Council by the 31 December 2021.

2. RECOMMENDATION

That Council approve the Chief Executive Officer Employment and Remuneration Policy shown at Attachment 1.

3. BACKGROUND

Council is required to adopt a Chief Executive Officer Employment and Remuneration Policy under section 45 of the *Local Government Act 2020* (the Act). The Act requires:

- The policy to provide for the recruitment and appointment process, provisions to be included in the contract of employment, performance monitoring, an annual review, and any matters prescribed by regulation.
- The policy to provide for Council to obtain independent professional advice in relation to the matters dealt with in the policy.
- A Council to have regard for any statement of policy issued by the Government of Victoria which is in force with respect to its wages policy (or equivalent) or any determination that is in effect under section 21 of the *Victorian Independent Remuneration Tribunal and Improving Parliamentary Standards Act 2019* in relation to remuneration bands for executives employed in public service bodies.
- Council to adopt a policy within six months of this provision coming into effect, being the 31 December 2021.

As Manningham does not currently have a policy in place that governs the employment and remuneration of the CEO, a new policy has been developed to meet the obligations of the Act.

4. DISCUSSION / ISSUE

As far as practical, the CEO Employment and Remuneration Policy has been drafted to align with Manningham Council's existing practices. The draft policy was trialled during the CEO's 2021 annual performance and remuneration review process.

A CEO Performance Review Committee is currently in place to oversee the CEO's annual performance review. This committee comprise all nine Councillors and is chaired by the Mayor. This has been repurposed into the CEO Employment and Remuneration Committee.

The existing practice of engaging an Executive Search Consultant to run the recruitment process for the CEO is a requirement of the policy. As is the current practice of requiring the CEO to report against the KPIs on an annual basis.

A standard clause has been added to the policy to provide the organisation with the ability to make administrative changes that do not materially change the intent of the policy. This may include department name changes or minor amendments to legislation.

5. IMPACTS AND IMPLICATIONS

The policy ensures compliance with our legislative requirements and does not pose any additional cost or resource implications on the recruitment and employment of the CEO.

6. IMPLEMENTATION**6.1 Finance / Resource Implications**

Nil.

6.2 Communication and Engagement

The policy will be made available to the community via our website.

6.3 Timelines

The policy will come into effect following adoption at the November Council meeting.

7. DECLARATIONS OF CONFLICT OF INTEREST

No officers involved in the preparation of this report have any general or material conflict of interest in this matter.

Chief Executive Officer Employment and Remuneration Policy



TRIM FILE NUMBER:	POL/NEW
VERSION NO:	1
RESPONSIBLE OFFICER:	Group Manager People and Communications
APPROVED BY:	
NEXT SCHEDULED REVIEW DATE:	2025
RELATED DOCUMENTS:	<i>Advisory Committee Policy</i> <i>Procurement Policy</i> <i>Employee Code of Conduct</i>
RELATED LEGISLATION:	<i>Local Government Act 2020</i>

1. PURPOSE

The purpose of the Chief Executive Officer Employment and Remuneration Policy (the Policy) is to outline the requirements for:

- the recruitment and appointment of the Chief Executive Officer;
- approving the Contract of Employment entered into between Council and the Chief Executive Officer;
- the appointment of an Acting Chief Executive Officer;
- the provision of independent professional advice in relation to the matters dealt with in the Policy;
- the monitoring of the Chief Executive Officer's performance;
- an annual review of the Chief Executive Officer's performance; and
- determining the Chief Executive Officer's remuneration.

The Policy is made in accordance with section 45 of the *Local Government Act 2020* (the Act).

2. APPLICATION

This Policy applies to the employment and remuneration of the Chief Executive Officer (CEO). This Policy applies subject to any inconsistent obligations in the Act or relevant regulations.

The Policy does not apply to the employment of any other worker, including an employee, Councillor, third party worker, or consultant.



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Chief Executive Officer Employment and Remuneration Policy



3. DEFINITIONS

For the purpose of the Policy the following definitions apply.

Contract of Employment means the contract of employment between Council and the CEO, including any schedules.

Executive Search Consultant means a consultant with specialist expertise in sourcing and evaluating candidates for senior executive roles.

Independent Advisor means the consultant appointed by Council from time to time to provide independent advice on matters dealt with in this Policy, as provided under section 45(2)(a) of the Act.

KPIs means the key performance indicators or performance criteria of the CEO, however described.

Remuneration Package means the total gross remuneration packaged paid to the CEO pursuant to the Contract of Employment.

4. CEO EMPLOYMENT AND REMUNERATION COMMITTEE

The CEO Employment and Remuneration Committee (the Committee) is an advisory committee established by Council in accordance with the *Advisory Committee Policy*.

The purpose of the Committee is to consider, and make recommendations to Council with respect to, the:

- recruitment and appointment of a CEO, if required;
- provisions to be included in the Contract of Employment from time to time;
- selection and appointment of the Independent Advisor;
- independent advice received from time to time from the Independent Advisor;
- performance monitoring of the CEO, including with respect to achievement of the KPI's;
- annual review of the CEO's performance, including against the KPIs;
- CEO's remuneration; and
- implementation of this Policy

The Committee will comprise of all nine Councillors. The Committee is to be chaired by the Mayor. If the Mayor is absent, the meeting will be chaired by the Deputy Mayor, or a member of the Committee who is present, and appointed by the members of the Committee who are also present.

The Committee will meet at least once per year and may convene as often is necessary to:

- prepare documentation relative to the CEO's employment and remuneration, including Council reports and contractual documents, for the approval of Council;



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Chief Executive Officer Employment and Remuneration Policy



- conduct and maintain appropriate records regarding performance reviews of the CEO; and
- review the Remuneration Package and conditions of employment of the CEO.

5. RECRUITMENT AND APPOINTMENT

5.1. Recruitment

The Committee will establish and manage the process to recruit the CEO. The process will be designed to ensure that Council can select the best available candidate from a short list of preferred candidates.

An Executive Search Consultant will be engaged to run the recruitment process. Assistance with procuring an Executive Search Consultant, in accordance with the *Procurement Policy*, can be obtained from an appropriate officer, such as the Group Manager People and Communications.

When considering the recruitment of the position of CEO, the Committee must:

- Ensure the recruitment decision is based on merit;
- Support transparency in the recruitment processes and the public advertising of the position; and
- Ensure that regard is had to gender equity, diversity and inclusion.

5.2. Appointment

At the conclusion of the Committee's role in the recruitment process, a report will be provided to Council, and Council will proceed to decide on a preferred candidate. The report will make recommendation to Council on the provisions to be contained in the proposed Contract of Employment.

The appointment of the CEO must be made by a resolution of Council.

5.3. Reappointment of the CEO

Within six months prior to the expiry of the current CEO's Contract of Employment, the Committee will provide a recommendation to Council on:

- whether the CEO should be reappointed under a new Contract of Employment; and
- if the recommendation is to reappoint the CEO, the proposed provisions of the further Contract of Employment.

Any reappointment of the current CEO must be made by a resolution of Council.

5.4. Acting CEO

Council must appoint an Acting CEO when there is a vacancy in the office of the CEO or the CEO is unable to perform their duties of the office of the Chief Executive Officer.

The appointment of the Acting CEO must be made by a resolution of Council unless the Acting CEO is appointed for a period not exceeding 28 days, in which case the CEO may appoint an Acting CEO under delegation from Council pursuant to section 11(3) of the Act.



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Chief Executive Officer Employment and Remuneration Policy



6. CEO EMPLOYMENT CONTRACT AND REMUNERATION

6.1. Contract of Employment

The Contract of Employment is to be read in conjunction with this Policy (but the terms of the Policy are not incorporated into the Contract of Employment).

The Contract of Employment will, at minimum, outline the following:

- the employment term, which must not exceed five years in accordance with section 44(2) of the Act;
- the responsibilities and duties of the position, including compliance with the Act and the *Employee Code of Conduct*;
- the conflict of interest management requirements;
- the CEO's Remuneration Package and other entitlements;
- any legislative and contractual obligations, including those during and continuing after appointment;
- the CEO's leave entitlements;
- dispute resolution procedures;
- processes for managing unsatisfactory performance;
- process for early termination, including notice of termination provisions with notice of termination by Council being restricted to a maximum of six months; and
- any other matters required to be contained in the Contract of Employment by regulation.

The Contract of Employment may only be varied by a resolution of Council and accepted by CEO, recorded in a deed of variation.

6.2. Remuneration and Expenses

The Remuneration Package provided to the CEO will from part of the Committee's annual review, having regard to (in accordance with section 45(3) of the Act):

- any statement of policy issued by the Government of Victoria which is in force with respect to its wages policy (or equivalent); and
- any Public Wages Determination.

The Remuneration Package will be reviewed on an annual basis, in accordance with the CEO's Performance Plan and contractual requirements.

Council will meet expenses incurred by the CEO as outlined in the Contract of Employment or in relation to:

- membership and subscription fees payable to professional associations which are reasonably necessary in order to carry out duties;
- reasonable costs incurred where attending conferences, seminars or other networking functions; and
- reasonable costs incurred in performance of required duties.



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Chief Executive Officer Employment and Remuneration Policy



7. MONITORING AND REVIEW

7.1. Performance Monitoring

Council will adopt an annual performance plan for the CEO, which will include KPIs. The performance plan must be developed collaboratively between the CEO and the Committee.

The CEO is to provide progress reports against the performance plan to the Committee on an annual basis.

The Committee may meet with the CEO following each progress report to discuss the matters contained in the progress report.

Nothing in this Policy prevents the Committee and/or Council from monitoring the CEO's performance on an ongoing basis or the CEO providing more frequent updates to the Mayor, Committee and/or Council.

7.2. Annual review

In preparation for Council's review, the Committee is required to submit an annual review report to Council which includes recommendations on the following:

- whether, and to what extent, the CEO has met the KPI's under the performance plan;
- whether any KPIs or other criteria ought to be varied under the performance plan;
- whether the Remuneration Package ought to be varied; and
- any other necessary matters.

The Committee will submit the annual review report to Council only after meeting with the CEO to discuss the Committee's proposed recommendations.

Council shall, after receipt of the annual review report, review the recommendations, and advise the CEO of the outcomes of the review process.

8. INDEPENDENT ADVICE

The Independent Advisor is responsible for providing independent professional advice in relation to the matters dealt with under this Policy in accordance with section 45(2)(a) of the Act.

The Independent Advisor will be appointed on the recommendation of the Committee following a process to seek experienced and suitably qualified persons but must not be the Executive Search Consultant appointed to assist in the recruitment process.

Council will determine the:

- term of the appointment of the Independent Advisor; and
- remuneration of the Independent Advisor.



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Chief Executive Officer Employment and Remuneration Policy



Council, or the Committee with the approval of a Council resolution, can, on an as needed basis, obtain additional independent professional advice in relation to the matters dealt with under this Policy.

Assistance with procuring the Independent Advisor, in accordance with the *Procurement Policy*, can be obtained from an appropriate officer, such as the Group Manager People and Communications.

9. DELEGATIONS

Council must not delegate the power to appoint the CEO, whether on a permanent or acting basis, however, it may delegate to the CEO the power to appoint an Acting CEO for a period not exceeding 28 days (sections 11(2)(d) and 11(3) of the Act).

Council must not delegate the power to make any decision in relation to the employment, dismissal or removal of the CEO (section 11(2)(e) of the Act).

10. CONFIDENTIALITY

Council is not required to disclose any personal information, being information which if released would result in the unreasonable disclosure of information about any person or their personal affairs.

11. ADMINISTRATIVE UPDATES

From time to time, circumstances may change leading to the need for minor administrative changes to this policy. Where an update does not materially alter this policy, such a change may be made administratively. Examples of minor administrative changes include changes to names of Manningham Council departments or a minor amendment to legislation that does not have material impact. Where any change or update may materially change the intent of this policy, it must be considered by Council.



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13.3 Councillor Committee and Chairperson Appointments 2022

File Number: IN21/691
Responsible Director: Chief Executive Officer
Attachments: 1 Councillor Committee and Chairperson Appointments 2022 [↓](#)

EXECUTIVE SUMMARY

This report proposes Councillor and Chairperson appointments to various committees and external bodies for the 2022 calendar year.

1. RECOMMENDATION

That Council endorse the Councillor and Chairperson committee appointments for 2022 in accordance with the schedules contained in Attachment 1.

2. BACKGROUND

2.1 Council has established and operates a variety of committees many of which provide for Councillor membership. In addition, Council is a member of or associated with a variety of external bodies which also provide for Councillor membership.

2.2 Council formally considers on an annual basis Councillor representation on these various committees and external bodies.

3. DISCUSSION / ISSUE

3.1 Following consultation with Councillors, the proposed Councillor and Chairperson appointments for the 2022 calendar year are shown in Attachment 1.

4. DECLARATIONS OF CONFLICT OF INTEREST

No officers involved in the preparation of this report have any general or material conflict of interest in this matter.

Manningham City Council Councillor Committee Appointments 2022

Committee	Description	Meeting Commitments	Composition	Appointee(s) for 2022	Chairperson Appointee for 2022
Audit & Risk Committee	The Audit and Risk Committee is an advisory committee of Council established pursuant to Section 53 of the Local Government Act 2020. The purpose of the Committee is to assist Council to discharge its oversight and corporate governance responsibilities.	At least five times a year and convene additional meetings as required	Two Councillors and three independent members	<i>Cr Chen Cr L Mayne Cr Diamante</i>	<i>Independent Chairperson</i>
CEO Employment and Remuneration Committee	The CEO Employment and Remuneration Committee considers and makes recommendations in relation to the recruitment, performance, and employment of the CEO in accordance with the CEO Employment and Remuneration Policy.	Annually and as required	Comprised of all nine Councillors.	<i>All 9 Councillors</i>	<i>Mayor</i>
Disability Advisory Committee	The Manningham Disability Advisory Committee provides advice to Council on how to understand and respond to the needs of people with disability. The Committee will strengthen the voice of people with disability, build their capacity, and support the community to be accessible and inclusive for all Manningham residents.	Meetings will be held four times each year.	One Councillor to be appointed. Councillor is Chairperson.	<i>Cr Kleinert</i>	<i>Appointed Councillor</i>
Health and Wellbeing Advisory Committee	The Health and Wellbeing Advisory Committee will provide advice on the development, implementation and evaluation of the Health and Wellbeing Strategy and Action Plan. The Committee will advise on matters relating to compliance requirements under the Health and Wellbeing Act (Vic) s26.	Quarterly – Wednesdays	Mayor to be appointed. Mayor is Chairperson.	<i>Mayor</i>	<i>Mayor</i>
Heritage Advisory Committee	Provides advice to Council on the conservation, promotion of, and education about heritage and heritage places within the municipality.	Quarterly – Wednesdays	One Councillor to be appointed. Councillor is Chairperson.	<i>Cr Diamante</i>	<i>Appointed Councillor</i>

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Manningham City Council Councillor Committee Appointments 2022

Committee	Description	Meeting Commitments	Composition	Appointee(s) for 2022	Chairperson Appointee for 2022
Liveability Innovation and Technology Committee	Improving liveability and public value in Manningham by connecting people, place and assets through innovation and technology.	Minimum Quarterly	Three Councillors A Councillor is appointed annually as Chairperson.	<i>Cr Diamante</i> <i>Cr Conlon</i> <i>Cr Lightbody</i>	<i>Cr Diamante</i>
Manningham Community Fund Grants Panel	The biennial Manningham Community Fund was formally established in 2008 between Council and the Lord Mayor's Charitable Foundation for the benefit of eligible community organisations in Manningham.	As necessary on dates and times as determined by the Council.	Mayor and one Councillor to be appointed. Mayor is Chairperson.	<i>Mayor</i> <i>Cr Lange</i>	<i>Mayor</i>
Manningham Youth Advisory Committee (MYAC)	The MYAC will provide the opportunity for young people aged 16 to 25 Years to give their ideas and opinions relating to the development of Council's plans and policies. This will strengthen the voice of young people and to allow their thoughts and advice to be reflected in key strategic documents and directions.	5 meetings per year. Additional meetings as required.	Three Councillors appointed annually. Young person to Chair, nominated by the Committee, assisted by one Councillor.	<i>Cr Chen</i> <i>Cr L Mayne</i> <i>Cr Lange</i>	<i>Nominated committee Chairperson assisted by Cr L Mayne</i>
Municipal Emergency Management Planning Committee (MEMPC)	MEMPC is a multi-agency collaboration group whose members bring organisation, industry or personal expertise to the task of developing a comprehensive emergency management plan for the municipality. The MEMPC, under the <i>Emergency Management Act 2013</i> operates strategically to ensure comprehensive and collaborative planning occurs at municipal level. With a focus on preparedness and resilience, municipal planning applies risk-based analysis to mitigate or reduce the consequences of emergencies on the built, economic, social and natural environments and improve community outcomes.	Quarterly at 10-12pm on the 1 st Friday of February, May, August and November.	One Councillor to be appointed to act as a Core Voting Member on behalf of the community.	<i>Cr Lange</i>	<i>Director City Services or Delegate</i>

Manningham City Council Councillor Committee Appointments 2022

Committee	Description	Meeting Commitments	Composition	Appointee(s) for 2022	Chairperson Appointee for 2022
Municipal Fire management Planning Committee (MFMPC)	The purpose of the Municipal Fire Management Planning Committee is to coordinate, develop and implement through its membership plans to reduce the likelihood and impact of fire, establish plans and actions to respond and recover from fire and assist planning for the usage of fire for environmental and public safety benefits across the municipality.	Quarterly at 8-10am on the 1st Friday of February, May, August and November.	One Councillor to be appointed to act as non-core, non-voting member.	Cr Lange	Commander Community Safety and Engagement, Eastern District. Fire Rescue Victoria (FRV)
Open Space and Streetscape Design Advisory Committee	To capitalise on the knowledge, experience and skill available in the community to provide Council with advice in relation to Manningham's public open spaces and streetscapes.	Quarterly last Monday of the month	Three Councillors A Councillor is appointed annually as Chairperson.	<i>Cr Lange</i> <i>Cr Lightbody</i> <i>Cr Gough</i>	<i>Cr Lange</i>

Manningham City Council

Councillor Committee Appointments 2022

Body / Organisation	Description	Meeting Commitments	Composition	Appointee(s) For 2020/21
Australian Local Government Women's Association - Victoria (ALGWA-Vic)	ALGWA seeks to strengthen networking, mentoring and innovative opportunities that encourage and support women in local government.	Annual General Meeting and Special General Meetings as required	One Councillor to be appointed.	<i>Cr L Mayne</i>
Eastern Affordable Housing Alliance (EAHA)	EAHA was established in 2010 to ensure the most disadvantaged people in the Eastern Metropolitan Region (EMR) can access safe, secure, affordable housing to enable better health outcomes and higher quality of life for all. It aims to contribute to increasing the numbers of social and affordable housing dwellings in the EMR.	4 meetings per year Thursdays @ 6pm Rotated around Knox, Manningham & Whitehorse	One Councillor to be appointed.	<i>Cr L Mayne</i>
Eastern Region Group of Councils (ERG)	ERG is a representative regional body whose membership comprises five local government authorities in eastern metropolitan Melbourne; Knox, Maroondah, Monash, Whitehorse and Yarra Ranges. The ERG works collaboratively on issues of common significance, importance and priority through advocacy, protection, research and integrated planning on behalf of the communities of the eastern metropolitan region.	6 meetings per year Thursdays @ 6pm Rotated around Knox, Manningham, Maroondah, Monash & Whitehorse	Mayor and one Councillor	<i>Mayor Cr Diamante</i>
Eastern Transport Coalition (ETC)	ETC will advocate for accessible and integrated transport in the eastern region of Melbourne to improve liveability and reduce car dependency.	Monthly, 2nd Thursday of the month @ 6.30pm Rotates around the Eastern Region	One Councillor to be appointed.	<i>Cr Chen</i>

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Manningham City Council

Councillor Committee Appointments 2022

Body / Organisation	Description	Meeting Commitments	Composition	Appointee(s) For 2020/21
Metropolitan Transport Forum (MTF)	MTF aims to promote and work for sustainable, equitable and efficient transport options across metropolitan Melbourne.	First Wednesday of every month @ 6pm Melbourne Town Hall.	One Councillor and one Officer to be appointed.	<i>Cr Chen</i>
Metropolitan Waste and Resource Recovery Group (MWRRG) – Local Government Waste Forum	MWRRG is a Victorian Government statutory body responsible for coordinating and facilitating the delivery of waste management and resource recovery across metropolitan Melbourne.	Every 2 months on the 2nd Thursday @ 5.30pm Melbourne Convention & Exhibition Centre.	One Councillor and one Officer to be appointed.	<i>Cr Kleinert</i>
Municipal Association of Victoria (MAV)	The MAV is a Victoria wide group, constituted by an Act of Parliament and is the peak association representing Victorian Councils. Councillor representatives have an opportunity to be elected on to the Board which coordinates the activities of the MAV through its Chief Executive Officer. Various committees and special interest groups meet on an irregular basis depending on the issues of the day.	Attendance at MAV State Council in May & October. Attendance at Quarterly Metro East Region meeting.	One Councillor to be appointed as Council representative and one Councillor to be appointed as substitute Council representative.	<i>Cr S Mayne</i> <i>Substitute</i> <i>Cr Conlon</i>
Northern Alliance for Greenhouse Action (NAGA) Executive Committee	NAGA's members are the Cities of Banyule, Darebin, Hume, Manningham, Melbourne, Moreland, Whittlesea, Yarra and Nillumbik Shire Council. NAGA's goal is to substantially contribute to the transition to a low-carbon future by sharing information, delivering effective programs and leveraging local government, community and business action.	Quarterly, with at least three meetings held each year.	One Councillor to be appointed.	<i>Cr Lightbody</i>

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Manningham City Council Councillor Committee Appointments 2022

Body / Organisation	Description	Meeting Commitments	Composition	Appointee(s) For 2020/21
Victorian Local Governance Association (VLGA)	The VLGA is an independent organisation supporting councils and councillors in good governance. They provide opportunities for councillor networking, professional development and information exchange. The VLGA also actively engages with key policymakers and broader stakeholders to inform, influence and lead the conversations that determine the priorities for the local government sector in Victoria.	As determined by the VLGA	All Councillors of a member Council	<i>All 9 Councillors</i>
Whitehorse Manningham Regional Library Corporation (WMRLC)	The WMRLC provides resources and programs aimed at meeting the information, recreational, educational and cultural needs of the diverse communities of Manningham and Whitehorse in an equitable, effective, efficient, responsive and forward looking manner.	Fourth Wednesday of every 3rd month @ 5pm Whitehorse	Two Councillors to be appointed.	<i>Cr Kleinert Cr S Mayne</i>

13.4 Manningham Quarterly Report, Quarter 1 (July - September) 2021

File Number:	IN21/715
Responsible Director:	Chief Executive Officer
Attachments:	1 Manningham Quarterly Report, Quarter 1 (Jul - Sept) 2021 ↓

EXECUTIVE SUMMARY

The Manningham Quarterly Report (the Report) provides an overview of the key reporting requirements for finance, capital works and corporate performance. This Report offers a combination of legislative requirements, transparency and insight into Council's focus areas for the period of Quarter 1 (July – September) 2021.

In preparation for the new financial year and reporting on our new Council Plan, a review of the format and the content of the Report has been completed to support Council's commitment to transparency and accountability and align with legislative, Council and community expectations.

The findings of the review have informed the revised Report, with a new look and additional information on financial performance, customer, community engagement and governance. It is anticipated that the Report's content will continue to slightly evolve as we undertake further work to improve our performance reporting.

RECOMMENDATION

That Council note the Manningham Quarterly Report for Quarter 1, 2021/22 shown at Attachment 1.

1. BACKGROUND

- 1.1 The Manningham Quarterly Report (the Report) is designed to cover mandatory reporting requirements, key focus areas and a strong commitment to good governance in an easy to read and accessible format.
- 1.2 The recent review of the report, alongside local, state and federal benchmarking across a number of sectors and Councillor's feedback has resulted in changes to the format and content of the Report. We will continuously work to improve the Report to build alignment with legislative, council and community expectations.
- 1.3 The revised Report includes:
 - 1.3.1 additional financial information on Council investments and Developer contributions as well as balance sheet and income statement
 - 1.3.2 performance reporting on customer, community engagement and governance
 - 1.3.3 preparation for additional capital works information for Quarter 2.

2. DISCUSSION / ISSUE

Financial Status

- 2.1 This section has been expanded to deliver on the recent Notice of Motion and now includes a quarterly income statement, investment overview and balance sheet.
- 2.2 At the end of September 2021, Council was \$2.28 million or 2.7% favourable compared to the year-to-date (YTD) adopted budget.
- 2.3 The key favourable variances include:
 - 2.3.1 \$1.86m favourable Capital Grants income ahead of schedule primarily related to a Department of Infrastructure grant
 - 2.3.2 \$240k favourable Employee costs due to a number of vacancies across the organisation
 - 2.3.3 \$931k favourable Materials and Contracts due to timing differences as a result of delays in activities due to lockdowns
 - 2.3.4 \$351k favourable Other Income mainly due to \$273K unbudgeted Quarry Royalty income as the quarry continues to operate into this financial year
 - 2.3.5 \$209k favourable Operating Grants income mainly from School Crossing Supervision grants received ahead of schedule.
- 2.4 Expenses are partly offset by:
 - 2.4.1 \$674k unfavourable Fees and User Charges due to Leases & Licences commercial rental timing pending a decision by Council on rent/lease relief and lower than budgeted income from Community Venues and Arts & Culture due to ongoing lockdowns
 - 2.4.2 \$449k unfavourable Other Expenses, with Memberships for Legal, Governance & Risk being paid ahead of schedule and also early payment of library funding.
 - 2.4.3 \$200k unfavourable Statutory Charges, Fees & Fines mainly due to Parking Infringement activity being lower than budgeted due to ongoing lockdowns.

Capital Works Status

- 2.5 The adopted 2021/22 capital budget of \$54.37 million in new funding plus \$3.92 million in carry forwards has been supplemented by \$0.5 million in additional grants and user contributions increasing the overall budget to \$58.8 million. This is a significant increase from previous years.
- 2.6 Total capital expenditure as at the end of September 2021 was \$5 million which equates to 8.5% of the total budget. Work on 75 of the 161 projects planned for

2021/22 commenced during the first quarter. A further 82 projects have yet to be started.

- 2.7 COVID-19 is impacting the execution of the capital works program in a number of ways. Most projects have been slowed by a combination of the recent enforced construction industry shutdown, long material procurement lead times, increasing material costs, low contractor and material availability and external approver bottlenecks all attributable to COVID-19. To date four significant projects including the recladding of MC² have been severely impacted and are unlikely to be completed this financial year as planned. Other projects are at some risk and will need to be monitored closely.
- 2.8 Every effort is being made to pivot to projects less affected by COVID-19 where possible.

Council Plan 2021-2025

- 2.9 The Council Plan 2021-2025 was adopted during the quarter on the 24 August. Effective from the 1 July, there are 19 Major Initiatives and Initiatives as key pieces of work to progress the 11 Council Plan goals. For this first quarter all remain on track.

- 2.10 Performance highlights include:

- 2.10.1 Improving youth mental health with the attraction of additional one day per week headspace service and one day per week Youth Engagement & Treatment Team Initiative (YETTI) service into Manningham Youth Services.
- 2.10.2 Strengthening responsible planning with the 2040 Liveable City Strategy being readied for public comment.
- 2.10.3 Advocating for improved transport by providing feedback to the Victorian Suburban Rail Loop Bill 2021 to be debated in State Parliament as well as forwarding a Bus Review paper to the Minister for Transport for consideration.
- 2.10.4 Supporting local business and achieving sustainable procurement outcomes with the launch of a Local Business.
- 2.10.5 Improving local recreation opportunities with a new Sportsground Allocations Policy to support improvements to the management of allocations of open space sportsgrounds and recreation facilities to be community aware and broad in its application, where possible.

CEO and Councillor Expenses

- 2.11 All Councillors are in within their allowance detailed in the Councillor Expense Policy for the period.

Community Engagement

- 2.12 There were 10 live engagement on Your Say Manningham for the quarter. We also saw the culmination of our deliberative engagement activities to develop the Council Plan 2021-2025 and key strategies adopted by Council this quarter.

- 2.13 Traditional Owners were engaged in the naming of wonguim wilam, the playspace and picnic area along the riverbank in Warrandyte (known locally formally as Lions Park), and the development of a new Acknowledgement of Country for Council.

Governance (Well Governed)

- 2.14 Statutory Planning has continued to process a high percentage of all applications within statutory time frames (92%).
- 2.15 There were 2 out of 60 decisions or resolutions made closed to the public at council meetings during the quarter.

Customer

- 2.16 36,513 calls were made to the Customer Service team and 21,000 new customer requests were lodged during the period. The top requests related to rates, hard waste, tree maintenance, animals and pool and spa barriers.
- 2.17 We are working on three major projects to improve customer experience at Manningham, with work started on improving our overall customer experience - work has commenced on developing a Customer Experience Action Plan for 2022-2024.

3. COUNCIL PLAN / STRATEGY

- 3.1 This item contributes to the Major Initiative to look at ways to improve our performance reporting as well as meeting our promise to be more accountable and transparent.

4. IMPLEMENTATION

4.1 Communication and Engagement

The Report will be made available to the community via our website. In addition key stories and updates will be reported through a range of channels.

4.2 Timelines

The Report will be noted at Council on a quarterly basis.

5. DECLARATIONS OF CONFLICT OF INTEREST

No officers involved in the preparation of this report have any general or material conflict of interest in this matter.

Quarter 1
1 July to 30 September 2021

Manningham Quarterly Report

Key information on our performance and governance

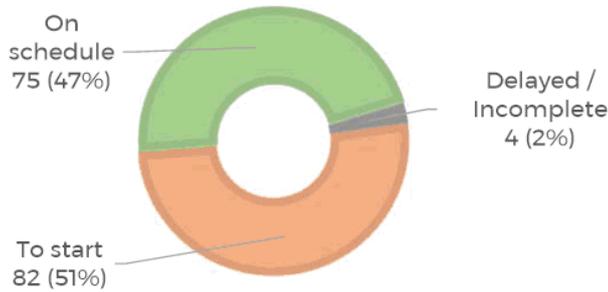


Community Panel representatives with Council



1. Capital Works

Capital Works Projects (total 161)



Adopted Budget	\$58.3m
Additional Funding	+\$0.5m
Updated Forecast	\$58.8m

Program Complete	Projects Complete	Value of Capital Works	Capital Income & Grants
8.50%	0%	\$5m	7.01%

Overall Program September 2021



Capital Spotlight

- The adopted 2021/22 capital budget of \$54.37 million in new funding plus \$3.92 million in carry forwards, has been supplemented by \$0.5 million in additional grants and user contributions, increasing the overall budget to \$58.8 million. This is a significant increase from previous years.
- Total capital expenditure as at the end of September 2021 was \$5 million, which equates to 8.5% of the total budget. Work on 75 of the 161 projects planned for 2021/22 has commenced during the first quarter. The other 82 projects are yet to start.
- COVID-19 is impacting the execution of the capital works program in several ways. Most projects have slowed due to a combination of the recent construction industry shutdown, long material procurement lead times, increasing material costs, low contractor and material availability and external approver bottlenecks, all attributable to COVID-19. To date, four significant projects including the re-cladding of MC² have been severely impacted and are unlikely to be completed this financial year as planned. Other projects are at some risk and will need to be monitored closely.
- Every effort is being made to pivot to projects less affected by COVID-19 where possible.

2. Financial Status

Income Statement

Account Group	YTD Current Budget \$'000	YTD Actuals \$'000	YTD Variance \$'000	YTD Variance %	Annual Adopted Budget \$'000	Annual Forecast \$'000	Annual Forecast Variance (v Adopted Budget) \$'000
1. Income							
Rates - General	112,965	112,910	(55)	(0.0%)	113,818	113,888	70
Statutory Charges, Fees & Fines	964	764	(200)	(20.8%)	4,163	3,765	(397)
User Charges	2,311	1,637	(674)	(29.2%)	9,049	8,241	(808)
Interest Received	94	91	(3)	(3.1%)	375	375	
Grants & Subsidies	2,601	2,810	209	8.0%	11,730	12,442	712
Capital Grants & Contributions	233	2,097	1,864	800.8%	7,160	7,160	
Other Income	1,676	2,027	351	20.9%	7,655	8,219	564
Net gain/(loss) on disposal of Property, Infrastructure, Plant and Equipment					133	133	
Total Income	120,844	122,336	1,492	1.2%	154,083	154,223	140
2. Expenditure							
Employee Costs	14,435	14,195	240	1.7%	56,259	56,681	(422)
Materials & Contracts	6,826	5,896	931	13.6%	29,799	31,882	(2,083)
Interest	9	3	6	67.1%	48	48	
Utilities	472	268	204	43.2%	2,135	2,135	
Other	6,840	7,289	(449)	(6.6%)	16,571	16,674	(103)
Depreciation	7,073	7,213	(140)	(2.0%)	28,292	28,292	
Total Expenditure	35,655	34,863	792	2.2%	133,104	135,711	(2,608)
Operating Surplus / (Deficit)	85,189	87,473	2,284	2.7%	20,979	18,512	(2,467)

Executive Summary

At the end of September 2021, Council was \$2.28 million or 2.7% favourable compared to the year-to-date (YTD) adopted budget.

The key favourable variances include:

- \$1.86m favourable Capital Grants income ahead of schedule primarily related to a Department of Infrastructure grant
- \$240k favourable Employee costs due to a number of vacancies across the organisation
- \$931k favourable Materials and Contracts due to timing differences as a result of delays in activities due to lockdowns
- \$351k favourable Other Income mainly due to \$273K unbudgeted Quarry Royalty income as the quarry continues to operate into this financial year
- \$209k favourable Operating Grants income mainly from School Crossing Supervision grants received ahead of schedule.

These are partly offset by:

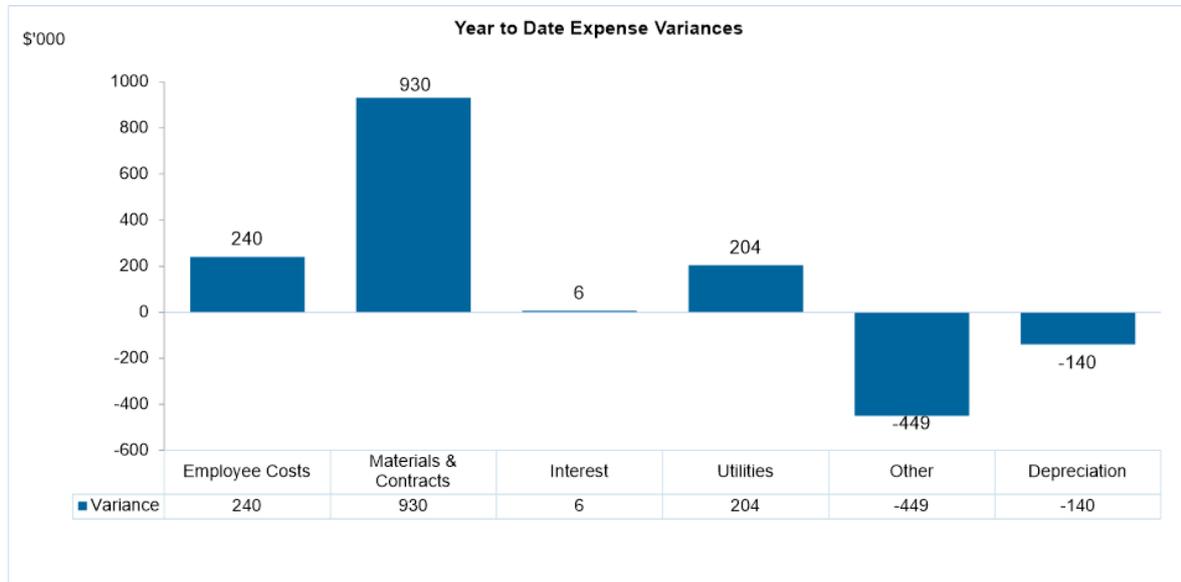
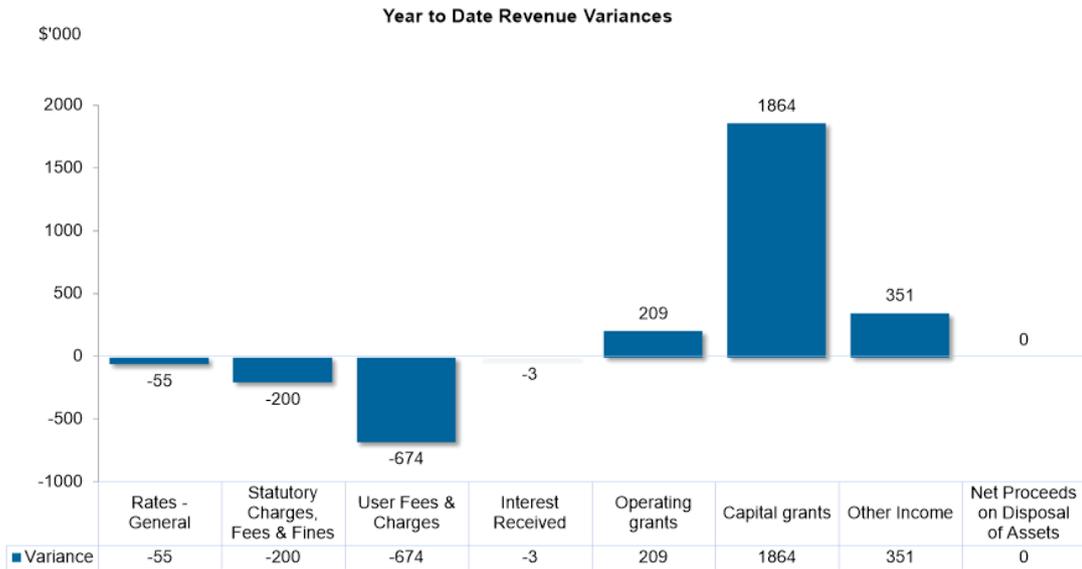
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- \$449k unfavourable Other Expenses, with Memberships for Legal, Governance & Risk being paid ahead of schedule and also early payment of library funding.
- \$200k unfavourable Statutory Charges, Fees & Fines mainly due to Parking Infringement activity being lower than budgeted due to ongoing lockdowns.

Impact of State Government restrictions associated with COVID-19

With the State Government continuing a State of Emergency and the ongoing restrictions, the ongoing financial impact on Council is being closely monitored. Any additional financial impacts on Council services, and/or any additional community financial relief measures beyond the assumptions adopted in the 2021/22 budget are being/will be reflected in the Annual Full Year Forecast

2. Financial Status

Year to Date Income and Expenditure Variances by Category



2. Financial Status

Cash and investments

Council's cash and cash investments balance as at September 2021 is \$93.90 million.

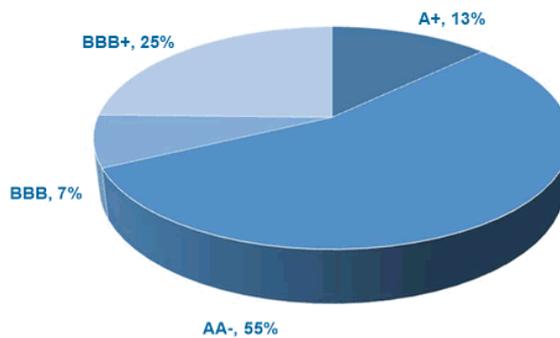
Council has a portfolio of \$88.50 million in term deposits. Investment options are regularly assessed for more profitable returns.

Summary of Council's investments

Average Weighted interest rate	0.45%
Average monthly interest	30,276
Maximum interest rate earned	0.95%

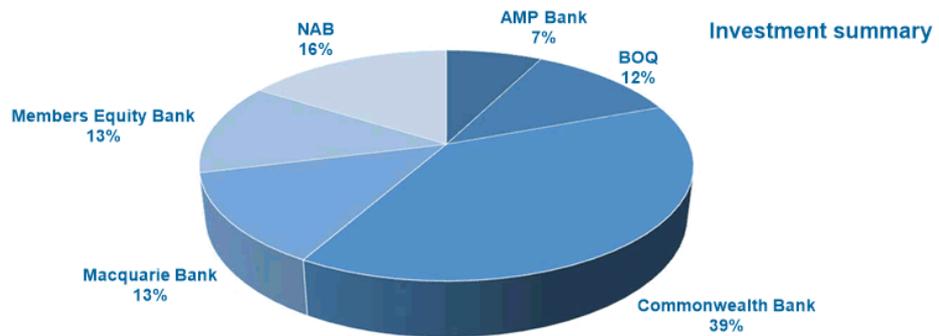
An S&P credit rating is a letter grade. The best is "AAA." This rating means it is highly likely that the borrower will repay its debt. The worst is "D," which means the issuer has already defaulted.

Investments by risk (S & P Long Term Credit Rating)



Standard & Poor's uses multiple letters (sometimes accompanied by pluses or minuses) to indicate strength. In total, there are 17 ratings, even though Standard & Poor's only uses four different letters. This is achieved by doubling or tripling letters—the more the better. Ratings can also include a plus sign (which is better than standalone letters) or a minus sign (which is worse than standalone letters).

Letter Grade	Grade	Capacity to Repay
AAA	Investment	Extremely strong
AA+, AA, AA-	Investment	Very strong
A+, A, A-	Investment	Strong
BBB+, BBB, BBB-	Investment	Adequate



2. Financial Status

Open Space Reserve and Doncaster Hill Development Contributions Plan (DCP) Reserve Summary

	Opening Balance at 1 July 2021	YTD Actual Income at 30 Sep 2021	Forecast Expenditure for 2021/22	Projected Reserve Balance (accounting for Forecast expenditure)
Open Space Reserve	11,768	1,578	6,380	6,966
Doncaster Hill DCP Reserve	1,430	0	0	1,430

The **Open Space (resort and recreation) Reserve** was established to control contributions received from developers that will, upon completion of developments be utilised to acquire and create open space, and develop recreation and other facilities for residents in the respective development areas.

The **Doncaster Hill activity centre DCP Reserve** was established to control contributions levied on developers under the Doncaster Hill Development Contributions Plan Overlay (DCPO) and funds will be utilised to develop social and community infrastructure in accordance with the conditions contained in the DCPO.

Open Space Reserve Contributions - Year to Date

Property	Amount
Malcolm Crescent, DONCASTER	51,000
Montgomery Place, BULLEEN	29,400
Manningham Road, TEMPLESTOWE LOWER	78,400
Manningham Road, BULLEEN	120,000
Mitcham Road, DONVALE	89,600
Boyd Street, DONCASTER	70,000
Manningham Road, DONCASTER	264,000
Boronia Grove, DONCASTER EAST	69,500
Wilson's Road, DONCASTER	55,000
Chippewa Avenue, DONVALE	56,000
Elgar Road, DONCASTER	104,000
Ireland Avenue, DONCASTER EAST	69,000
Parker Street, TEMPLESTOWE	104,000
Old Warrandyte Road, DONVALE	175,000
Thompsons Road, BULLEEN	88,000
Valentine Street, BULLEEN	79,000
Nauru Court, DONCASTER	76,500
Total Year to Date	1,578,400

2. Financial Status

Balance Sheet

	September 2021 (\$)	June 2021 (\$)	Movement (\$)
Assets			
Current Assets			
Trade and Other Receivables	91,566,673	15,908,770	75,657,903
Accrued Income	865,818	548,754	317,064
Cash and Cash Equivalents	5,400,507	2,805,106	2,595,401
Other Financial Assets	82,500,020	74,086,656	8,413,364
Prepayments	52,265	1,275,030	(1,222,765)
Trade and Other Receivables	10,646,825	169,853	10,476,972
	191,032,108	94,794,169	96,237,939
Non-Current Assets			
Other Financial Assets - Non current	5,999,473	11,030,002	(5,030,529)
Investments in associates	2,826,117	2,826,117	0
Sundry Debtors - Non Current	609,519	616,286	(6,767)
Equipment	2,195,847,791	2,203,285,841	(7,438,050)
	2,205,282,900	2,217,758,246	(12,475,346)
TOTAL ASSETS	2,396,315,008	2,312,552,415	83,762,593
LIABILITIES			
Current Liabilities			
Trade and Other Payables	27,896,608	26,779,839	(1,116,769)
Provisions	14,227,778	14,149,304	(78,474)
Trust Funds and Deposits	13,436,962	13,444,291	7,329
	55,561,348	54,373,434	(1,187,914)
Non-Current Liabilities			
Provisions - Non Current	3,462,022	3,462,022	0
	3,462,022	3,462,022	0
TOTAL LIABILITIES	59,023,370	57,835,456	(1,187,914)
NET ASSETS	2,337,291,638	2,254,716,958	82,574,680
EQUITY			
Reserves	1,465,161,419	1,465,161,419	0
TOTAL EQUITY	2,337,291,638	2,254,716,958	82,574,680

Reason for YTD variances

Current Assets:

Current assets include cash and cash equivalents (cash held in bank accounts and term deposits or other highly liquid investments with terms of three months or less), other financial assets (term deposits with terms between three and twelve months) and monies owed to Council by ratepayers and others.

As at 30 September 2021, total current assets (trade and other receivables) have increased compared to 30 June 2021 due to the 2021/22 annual rates and charges being raised during July 2021.

Non Current Assets

Property, infrastructure, plant & equipment and intangible assets represents 99.9 per cent of Council's non-current assets.

As at 30 September 2021, the total non-current assets decreased compared to 30 June 2021 relates to the classification of non-current investments as current in the new financial year.

Current Liabilities

As at 30 September 2021, the total current liabilities have increased compared to 30 June 2021 primarily due to the timing of payments made to creditors (trade and other payables).

Non Current Liabilities: As at 30 September 2021, the total non current liabilities are in line with 30 June 2021

Equity (Accumulated Surplus and Reserves)

Equity includes Accumulated Surplus and Reserves. Reserves include Asset Revaluation reserves and other cash reserves which Council wishes to separately identify as being set aside to meet a specific purpose in the future and to which there is no existing liability. This component includes Reserves such as the Open Space Reserve and the Doncaster Hill Development Contributions Plan Reserve. These amounts are transferred to or from the accumulated surplus of Council and are separately disclosed.

As at 30 September 2021, the increase in Equity compared to 30 June 2021 is essentially related to the Year to Date Surplus in 2021/22.

3. Council Plan 2021-2025

Our Council Plan 2021-2025 has five themes:

- Healthy Community
- Liveable Places and Spaces
- Resilient Environment
- Vibrant and Prosperous Economy
- Well Governed Council



Goals for each theme were developed in consultation with our local community, partners, Councillors and staff. We progress the Council Plan goals through actions and major initiatives each year.

Major Initiatives are significant pieces of work. There are 19 major initiatives and initiatives to progress our 2021-25 Council Plan. At the end of Quarter 1, 25% completion is expected. Full details of previous years progress can be found in our Manningham Annual Report available on the Manningham website.

Action we have taken to progress the goals of our Council Plan

Progress

	Goals:	
	Healthy Community	<ul style="list-style-type: none"> ■ Healthy, Safe and Reliant ■ Inclusive and Connected
	1 Improve the range of accessible support and services available to young people in Manningham,	
Action	<ul style="list-style-type: none"> ■ exploring a youth hub, advocating for improved mental health resources and working collaboratively with youth agencies. ■ Liaison with Access Health & Community about additional mental health resources. ■ Completion of research document into funding models, benchmarking with headspace services in Melbourne's East ■ Attraction of additional one day per week headspace service and one day per week Youth Engagement & Treatment Team Initiative (YETTI) service into Manningham Youth Services. 	
	2 Investigate extended use of community facilities, including libraries through a new Community Infrastructure Plan.	
Action	<p>information that will inform the Community Infrastructure Plan, due for completion in December 2021:</p> <ul style="list-style-type: none"> ■ Part one of the Library Review and Strategy has been submitted to the Library Board. ■ Part two, the financial modelling is currently underway with a delivery date of December 2021. 	
	3 Work to connect service providers, community groups, local organisations and networks to improve and profile community outcomes through forums and connections.	
Action	<ul style="list-style-type: none"> ■ We connected with the above groups to finalise our new Health and Wellbeing Strategy 2021-2025. The Strategy pursues 8 areas: social and emotional wellbeing, healthy eating, active lifestyle, adaptation to the health impacts from climate change, injury and harm and prevention of all forms of family violence. ■ The Health and Wellbeing Action Plan is now being developed with key partners. 	
	4 Support and educate to connect inclusive and healthy communities (inclusive of our First Nations and culturally diverse communities) through:	
Action	<ul style="list-style-type: none"> ■ Implementing recommendations in Reconciliation Action Plan (RAP) to enhance recognition of First Nation Peoples ■ Resources and information that link our community to the understanding of and responses to family violence. ■ The draft RAP is awaiting endorsement from the Wurundjeri Woi wurrung Corporation. ■ Traditional Owners involved with NAIDOC week celebration, new Council signage with "Wurundjeri Woi-wurrung Country" inclusive language guide and Acknowledgement of Country. ■ Family violence is a priority in the new Health and Wellbeing Strategy. ■ Further consultation offered to family if disclosure or concern about family violence during Maternal Child Health visits ■ Wellbeing Support Cards were translated into Persian and Chinese languages. 	
	<p>Acknowledgment of Country (updated) Manningham Council acknowledges the Wurundjeri Woi-wurrung people as the Traditional Owners of the land and waterways that is now known as Manningham. Council pays respect to Elders past, present and emerging, and values the ongoing contribution to enrich and appreciate the cultural heritage of Manningham. Council acknowledges and respects Australia's First People's as Traditional Owners of lands and waterways across Country, and encourages reconciliation between all.</p>	

3. Council Plan 2021-2025

Action we have taken to progress the goals of our Council Plan Progress

	<h4>Liveable Places and Spaces</h4>	<p>Goals:</p> <ul style="list-style-type: none"> ■ Inviting places and spaces ■ Enhanced parks, open space and streetscapes ■ Well connected, safe and accessible travel ■ Well utilised and maintained community infrastructure
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Strengthen our principles to guide responsible planning for new developments by:

5 ■ Adoption of Liveable City Strategy by Dec. 2021 and Environmental Strategy by 30 June 2022
 ■ Review the Manningham Planning Scheme by 30 June 2022
 ■ Investigate enhanced planning controls to enhance the protection of our environment.

Action ■ Draft 2040 Liveable City Strategy is being readied for public comment. The draft includes a range of planning actions, which will assist to identify any recommendations to relevant planning controls in the 2022 Manningham Planning Scheme review.

Provide ways for people to connect by:

6 ■ Prioritising grant funding to support community inclusion and connections.
 ■ Delivered actions in our Transport Action Plan and Bus Network Review 2017 including contributing to the planning of the Suburban Rail Loop, Doncaster Busway, Bus Rapid Transits, bus network and service improvements and enhancing our walking and cycling network.

Action ■ Provided feedback to the *Victorian Suburban Rail Loop Bill 2021* to be debated in State Parliament.
 ■ Advocated for Bus Rapid Transit along Doncaster Road corridor through the Eastern Transport Coalition.
 ■ Forwarded a Bus Review Paper to Minister for Transport for consideration.
 ■ New draft Transport Action Plan has been prepared and circulated for internal review.

7 **Deliver upgrades to our parks and recreation facilities (as scheduled):** including Petty's Reserve Sporting Development (Stage 2), Rieschiecks Reserve Pavilion Redevelopment and Deep Creek Reserve

Action ■ Petty's Reserve: Sportsfield practically complete with only commissioning works to be undertaken. Change rooms complete. Social area and ar park construction underway, landscaping works planned for September/October. Planning work for play space in progress.
 ■ Rieschiecks: modular fabrication offsite has commenced and modular delivered to site and currently being fitted out.
 ■ Deep Creek: design underway. We are working through approval with Melbourne Water. Construction delayed until December 2021 to allow for funding opportunities and social area increase and we are liaising with sport clubs to identify timing and any funding constraints.

8 **Implement our Parks Improvement Program** including creating a new open space on Hepburn Road, Ruffey Lake Landscape Masterplan, Waldau Precinct Plan and naming of Warrandyte Riverside Park

Action ■ Adopted Wonguim wilam: as the new name for Warrandyte Riverside Park, locally formally known as Lions Park.
 ■ Tender awarded for demolition of houses in Hepburn Rd, with works starting shortly and construction in the new year.
 ■ Planning is well underway on the Ruffey Lake Landscape Masterplan. Two exercise stations will be installed in December with landscape and safety improvements at the Boulevard to follow that will assist with new paths. Planning for signage, tree planting and prioritising path works/upgrades in the park. Scoping continues for the Ruffey Lake Park caf , looking for preferred site and delivery model.
 ■ Waldau Precinct Plan has started with scoping for the upgrade of the Victoria Street playspace. Concept design are to be developed for community consultation and engagement.

Wonguim wilam: new name for Warrandyte River Reserve



wonguim wilam

The upgraded park along the Yarra River in Warrandyte, locally known as Lions Park, has been given an official Woi-wurrung name to reflect the language, culture and heritage of the local Wurundjeri Woi-wurrung people. Wonguim wilam (pronounced WON-GOOM WIL-LUM), meaning boomerang place, has been officially endorsed by Council in September and submitted to Geographic Names Victoria.

Driven by our commitment to reconciliation, and consultation was undertaken with key stakeholders including the *Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation*, Lions Club of Warrandyte and the Masterplan Community Reference Group and the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation on the official name.

Further upgrades in the park will feature significant signage taking visitors on a journey through its history and the involvement of the Warrandyte Lions Club.

3. Council Plan 2021-2025

Action we have taken to progress the goals of our Council Plan

Progress



Liveable Places and Spaces

Goals:

- Well utilised and maintained community infrastructure

Investigate the current use of our facilities and identify opportunities to develop or repurpose facilities and the use of Council land for multi-use purposes and to meet changing community needs through:

- 9
- Finalising the Community Infrastructure Plan (CIP) by 31 December 2021 and implementing the 20 year Action Plan
 - Assessing and improving the way stadiums are used in conjunction with Stadium Managers
 - Improving community access to sport and recreation facilities and spaces for broad community use and benefit

Action

- The Community Infrastructure Plan is on track, managing delays to facility inspections due to COVID-19 restrictions and considering intersecting interests with related projects such as the Library Review and Strategy.
- Sportsground Allocations Policy updated and endorsed, which has enabled improvements to the management of allocations of open space sportsgrounds and recreation facilities to be community aware and broad in its application, where possible.



Resilient Environment

Goals:

- Protect and enhance our environment and biodiversity
- Reduce our environmental impact and adapt to climate change

Delivery of our Environmental Strategy to:

- 10
- Strengthen principles to protect the environment, biodiversity and wildlife
 - Advocate to government and business on environmental issues
 - Improve management practices of bushland maintenance, pest animal and environmental weed control and monitoring, evaluating and improvement mechanisms
 - Explore biodiversity improvement or environmental community engagement programs for local public areas with the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation, Melbourne Water and Parks Victoria
 - Explore protection measures in our Community Local Law by 30 June 2022

Action

- Draft Environmental Strategy is currently being prepared for community consultation in early 2022, alongside our Climate Action Plan.
- Bushland Management Strategy review has started to inform a mid-2022 tender to improve the approach to management of our bushland areas, incorporating pest management, monitoring and evaluation into the future.
- Draft Local Law is being considered through a gender equality lens and legal review, before being considered by Council for community comment in March 2022.

- 11
- Support and educate to connect inclusive and healthy communities (inclusive of our culturally diverse communities) through environment education and waste programs

Action

Waste and environmental education and awareness program delivery in place. Some delays incurred due to COVID-19 lockdown and restrictions on delivery of some programming.



Vibrant and Prosperous Economy

Goal:

- Grow our local business, tourism and economy

Support local businesses through:

- 12
- Demonstrating leadership to increase procurement with Social Enterprises, Aboriginal Enterprises and Australian Disability Enterprises (collectively known as Social Benefit Suppliers) and local businesses.
 - Capacity building and support through the Business Development Program.
 - Exploring local opportunities to support local businesses to collaborate via a hub or co-working space
 - Implementing the recommendations in the Doncaster Hill Strategy and Economic Development Strategy to encourage and support tourism and employment opportunities.

Action

- Launched a Local Business Database and guidelines to support local businesses and achieve sustainable procurement outcomes. Staff workshops held to raise awareness and a forum was held to connect and show case how to tender with Council.
- Business Development Program continued to support 31 local businesses (program slowed due to restrictions).
- Four one-on-one mentoring and Google My Business sessions held for key businesses, with nine participants.
- Worked with Flexible Work Australia and the Eastern Innovation Business Centre to provide vouchers for local businesses to use nearby co-working spaces. The program will run in November and December.

3. Council Plan 2021-2025

Action we have taken to progress the goals of our Council Plan		Progress
 Well Governed Council		Goals <ul style="list-style-type: none"> ■ A financially sustainable Council that manages resources effectively and efficiently ■ We value our customers and community in all that we do
13	Maximise public value through the systematic planning and review of our services and effective, early and broad engagement on our projects	
Action	<ul style="list-style-type: none"> ■ The Service Management Framework was finalised in April 2021, and our service plans are currently being implemented. The integration of the Framework with the 2022/23 Budget development process has commenced. ■ Investigation into embedding engagement into our project planning system, and engagement and capital teams working closely together to identify 'fit for purpose' engagement opportunities at early stages of projects. ■ Improvements to the use of Your Say Manningham to increase opportunities for the community to engage with us. 	
14	 Explore ways to enhance performance reporting across social, environment and economic outcomes against community need.	
Action	<ul style="list-style-type: none"> ■ 2021-2025 Council Plan was adopted on 24 August 2021. Since then, we have revised this report to reflect Council Plan priorities and embedded actions into business plans for delivery and regular monitoring. ■ We're developing a paper to explore the way we can enhance our reporting across our outcomes 	
15	Ensure our long term financial sustainability by preparing our Budget and 10-year Financial Plan incorporating key strategies to Council by 30 June 2022	
Action	<ul style="list-style-type: none"> ■ We have started planning for our 2022/23 Annual Budget and long term financial plan cycle including early engagement with Councillors which will commence in October 2021. 	
16	Improve our customer experience to better understand and meet their specific needs	
Action	<p>We are looking at a range of improvements (see page 12 of this report for details)</p>	
17	Explore different ways to improve community satisfaction with our communications on local community issues, services and activities	
Action	<ul style="list-style-type: none"> ■ Different engagement techniques were used on the Your Say Manningham engagement portal ■ Increased the cross-channel communication to make it easy to sign up to Your Say Manningham updates ■ Added more references to some open engagements in Manningham Matters. 	
18	Our commitment to gender equality We are committed to ensuring that all people in our community are treated with dignity, respect and fairness. We will consider the gender, equality and diversity of all people in our community as we develop our plans, strategies and services. We will uphold our requirements in the Victorian Government's Gender Equality Act 2020 and will continue to monitor and seek ways to improve all that we do to make Manningham a safe, respectful and inclusive community.	Commence gender equality impact assessments on significant Council policies, services and programs for equitable, inclusive and accessible improvements for prominent issues
Action	<p>Our commitment to gender equality is included in our Council Plan 2021-2025. As we develop our plans, strategies and services we are working to consider the gender, equality and diversity of all people in our community.</p>	
19	Continue to advocate, influence and respond to the North East Link Project (NELP) authority for improved mitigation measures and environmental outcomes, particularly around urban design and to reduce the construction impact of the project on the community.	
Action	<p>Continue to liaise with NELP on various aspects of the Link, including:</p> <ul style="list-style-type: none"> ■ We're preparing a response to Melbourne Water's concerns associated with the upgrade of Bulleen Park ■ Early work about the Yarra East Main Sewer along Bulleen Road, and the service relocations along the Eastern Freeway corridor and the Bulleen Park and Ride facility, including traffic, open space, walking cycling impacts, and amenity on residents. 	

4. Chief Executive expenses

The Chief Executive Officer (CEO) incurs expenses while carrying out the role. Expense categories related specifically to the CEO role are travel, conferences and seminars and miscellaneous. Gifts declared are also included in this report although not an expense to Council. The CEO is required to be transparent in the use of Council resources as per the Employee Code of Conduct.

	Travel	Food and beverage	Conferences and seminars	Gifts declared	Misc.	Total Qtr	Total Year
A. Day	\$238.94	\$0.00	\$0.00	\$0	\$0	\$238.94	\$238.94

Notes:

Expense categories

Travel

Costs associated with assisting the CEO in meeting transport costs incurred whilst attending meetings, functions and conferences. This includes taxi services, Uber services, car parking fees, airfares, accommodation costs etc.

Food and Beverage

Costs associated with food or beverages that directly relate to the CEO role within a professional context.

Conferences and seminars

Costs associated with registration fees from attendance by the CEO at conferences, functions and seminars. Meetings such as these are normally held by local government related organisations, professional bodies and institutions, educational institutions and private sector providers on areas and events which impact on the role of the CEO and the City in general. This category also includes memberships and subscriptions to bodies and organisations whose activities are relevant to role of the CEO.

Gifts declared

Any gifts that exceed the token gift threshold (\$50.00), that the CEO is required to declare as per the *Token Gift Policy*.

Miscellaneous

Any other costs associated with the CEO role that is not covered by the categories above.

5. Councillor Expenses

An allocation of \$13,091 for each Councillor and \$14,870 for the Mayor, is budgeted each financial year to reimburse Councillors for expenses incurred while carrying out their official roles.

Significant demands are placed on Councillors in carrying out their civic and statutory roles attending community meetings and events, capacity building and advocacy meetings in pursuit of the best outcomes for the municipality. The Mayor has a slightly higher allowance as they are required to carry out additional civic and ceremonial duties.

The *Council Expenses Policy* guides the reimbursement of Councillor expenses. This budget is all-inclusive and covers conferences and training, travel, child minding and information and communications technology expenses. As part of Council's commitment to remaining accountable and transparent, these expenses will be presented to the community each quarter.

Categories include: Travel (including accommodation, cab charges), Car Mileage, Childcare, Information and Communication Technology, Conferences and Training (including professional development, workshops), General Office Expenses (including meeting incidentals), Formal Attendances (including community events and functions) and Other (publications).

Councillor	Travel	Car Mileage	Childcare	Information Communication Technology	Conferences & Training	General Office Expenses	Formal Attendances	Other	Total Qtr	Year to Date	Allowance (Financial Year)
Cr A Chen (Deputy Mayor)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$13,091
Cr A Conlon (Mayor)	-\$213	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-\$213	-\$213	\$14,870
Cr D Diamante	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$13,091
Cr G Gough	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$13,091
Cr M Kleinert	\$0	\$0	\$0	\$105	\$0	\$0	\$0	\$0	\$105	\$105	\$13,091
Cr C Lange	\$0	\$0	\$0	\$273	\$0	\$0	\$0	\$0	\$273	\$273	\$13,091
Cr T Lightbody	\$0	\$48	\$0	\$0	\$0	\$0	\$0	\$11	\$59	\$59	\$13,091
Cr L Mayne	\$0	\$0	\$0	\$77	\$0	\$0	\$0	\$0	\$77	\$77	\$13,091
Cr S Mayne	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$13,091

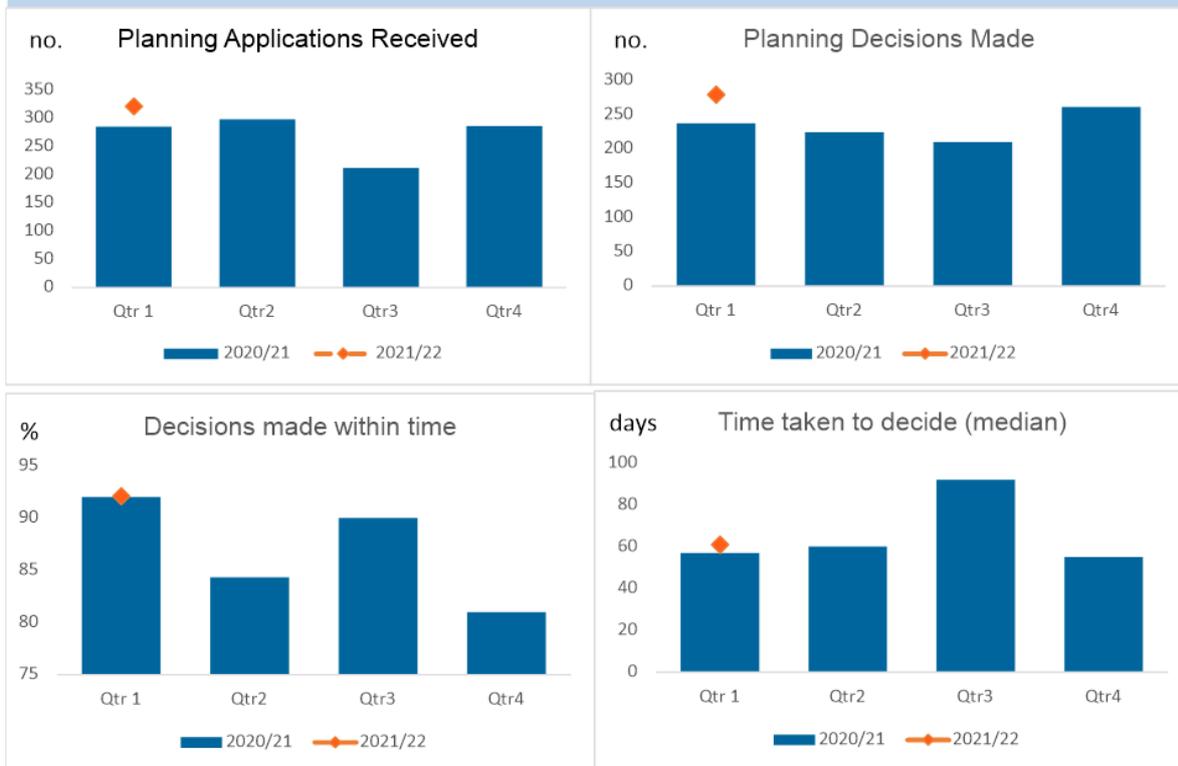
Notes:

- \$-213 is an adjustment to correct last quarter's figures

6. Well Governed Spotlight

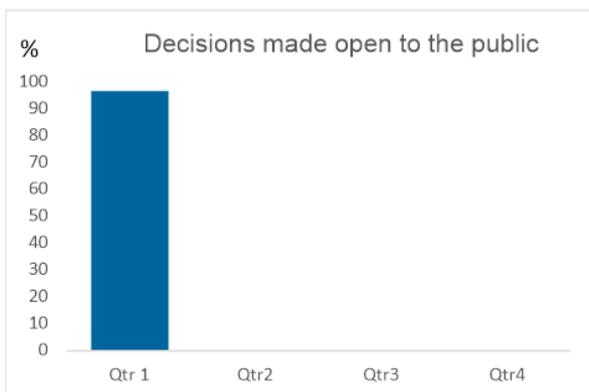
The indicators below are focus areas from the Local Government Performance Reporting Framework. Full data is available on the Know Your Council website.

Statutory Planning



Statutory Planning has continued to process a high percentage of all applications within statutory time frames (92%)

Decision Making



- 96.7% decisions or resolutions were made open to the public, with 2 out of 60 resolutions being confidential as they related to contractual matters.
- There was 100% attendance by Councillors at Council meetings this quarter

7. Community Engagement

Some of what we you told us:

<p>Swilk Reserve Upgrade</p>  <p>79% respondents support or strongly support</p>	 <p>Blackburn Dirt Jumps</p> <p>24 ideas</p>	<p>YOUR SAY </p>
<p>23% respondents travel to Aquarena from outside Manningham</p> 	<p>WANTED</p> <p>Top 3 outdoor activities @Aquarena</p> <p>yoga/mindfulness outdoor group training an adult playground.</p>	<p>Ideas for Anderson's Park</p> <p>bins, fencing, play areas and toilets.</p>

Progress on recent engagements:

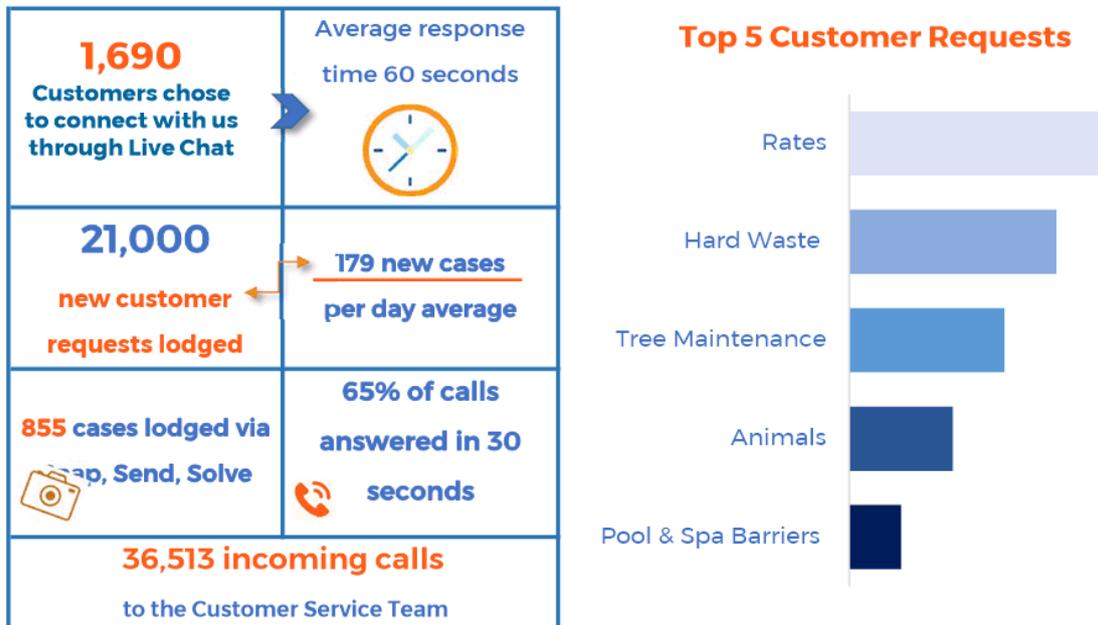
- Council Plan 2021-2025 endorsed by Council after extensive engagement with community
- Annual Budget 2021/22 and 10 Year Financial Plan adopted
- Wonguim Wilam endorsed as the new name of the playspace and picnic area along the riverbank in Warrandyte
- Jumping Creek Road concept plans finalised after feedback from Community Reference Panel
- Macedon Square upgrade endorsed by Council after concept plans were developed with traders
- Andersons Park feedback informs conversations with soccer club and others in preparing draft Masterplan

Live engagement projects for the period:

 <p>09 Sep 2021</p> <p>Road Management Plan</p> <p>The Road Management Plan guides how Manningham Council responds to and schedules inspections and maintenance work on our roads. It's now time to review the plan, to ensure our road infrastructure continues to...</p>	 <p>14 Sep 2021</p> <p>Draft Governance Rules</p> <p>Our Governance Rules are currently being reviewed. The Rules guide the conduct of our Council meetings and decision making. They also cover the form and availability or meeting records, how the Mayor and Deputy ...</p>	 <p>19 Jul 2021</p> <p>Placemaking at the Civic Precinct</p> <p>Spoonville at MC Square About Placemaking Placemaking helps us to re-imagine and reinvent our public spaces in Manningham. We want to hear about what you, our community, value about your local neighbourhoods and...</p>	 <p>01 Jul 2021</p> <p>Council Plan 2021-2025</p> <p>Thank you to all the contributors to our new Council Plan 2021-2025! We asked what you wanted us to focus on and you answered. Over 2,600 people from all over Manningham have contributed to developing the Council...</p>	 <p>29 Jul 2021</p> <p>Blackburn Dirt Jumps</p> <p>Mountain biking is hugely popular in Manningham. And we want to support places for trails and jumps that are safe, accessible and permanent. We're sorry we have to remove the Blackburn dirt jumps. Unfortunately...</p> <p>Bicycle Bike Open Space</p>
 <p>01 Jul 2021</p> <p>Proposed 10 Year Financial Plan</p> <p>We asked what you wanted the future of Manningham to look like and you answered. For the first time, 44 locals across various demographics, came together as a Community Panel to discuss what the future of Man...</p>	 <p>01 Jul 2021</p> <p>Proposed Closure of Arundel Road, Park Orchards</p> <p>Traffic safety on Arundel Road We want to update you on the outcome of our Council meeting held on Tuesday, 28 September 2021. Manningham Council resolved: That Council defer consideration of this item until ...</p>	 <p>08 Jul 2021</p> <p>Anderson Park Masterplan</p> <p>We know that Anderson Park is a much loved area for the local community, and that's why we are planning for its future. With significant use of its 2 full sized soccer fields (and 1 small sided soccer field...</p>	 <p>28 Jul 2021</p> <p>Health and Wellbeing Strategy 2021-2025</p> <p>The draft Health and Wellbeing Strategy 2021-2025 expands on the Council Plan 2021-2025, by focusing on improving the health outcomes of the community. Here are the changes we want to see by 2025. A healthy, safe</p>	<p>Your Say Manningham Improvements</p> <ul style="list-style-type: none"> ■ Acknowledgement of Country ■ Add your general feedback banner

Register to have your say on upcoming projects at yoursay.manningham.vic.gov.au

8. Customer Experience

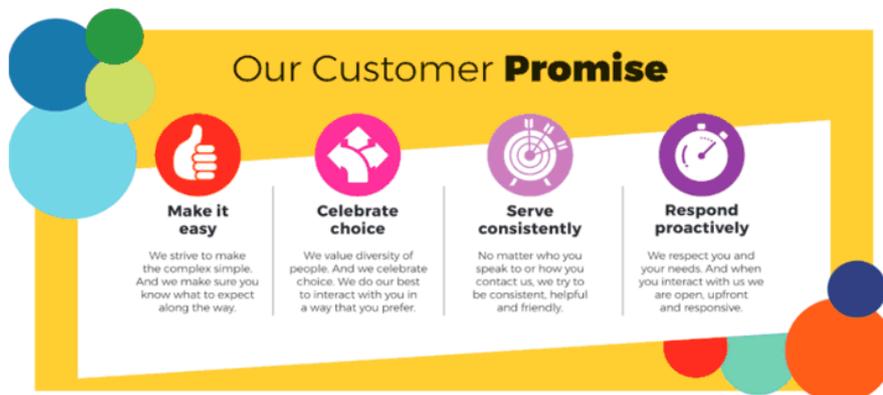


Our projects to improve our customer's experience

Improving our overall customer experience - work has commenced on developing a Customer Experience Action Plan for 2022-2024. This will outline specific initiatives that will focus Council's efforts on improving our customer's experience.

Voice of customer program - we are creating a consistent, ongoing customer feedback loop that will provide us with immediate customer feedback. This will guide Council's approach on where to focus our improvements to our customer's experience.

Single view of customer transactions - preparing to launch in early 2022 our Customer Service team will be able to see all of our customer's requests from one location. This will help Council staff to serve customers faster and better engage by understanding their particular needs.





Manningham Council

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13.5 Informal Meetings of Councillors

File Number:	IN21/726
Responsible Director:	Chief Executive Officer
Attachments:	<ol style="list-style-type: none">1 Councillor and CEO Only Time 12 October 2021 ↓2 Strategic Briefing Session 19 October 2021 ↓3 Affordable Housing 29 October 2021 ↓4 Municipal Fire Mitigation Planning Committee 5 November 2021 ↓5 Municipal Emergency Mitigation Planning Committee 5 November 2021 ↓6 Councillor and CEO Only Time 9 November 2021 ↓7 Strategic Briefing Session 9 November 2021 ↓

EXECUTIVE SUMMARY

Chapter 6, sub rule 1 of Manningham's Governance Rules requires a record of each meeting that constitutes an Informal Meeting of Councillors to be reported to Council and those records to be incorporated into the minutes of the Council Meeting.

RECOMMENDATION

That Council note the Informal Meetings of Councillors for the following meetings:

- **Councillor and CEO Only Time 12 October 2021**
- **Strategic Briefing Session 19 October 2021**
- **Affordable Housing 29 October 2021**
- **Municipal Fire Mitigation Planning Committee 5 November 2021**
- **Municipal Emergency Mitigation Planning Committee 5 November 2021**
- **Councillor and CEO Only Time 9 November 2021**
- **Strategic Briefing Session 9 November 2021**

1. BACKGROUND

- 1.1 Section 60 of the *Local Government Act 2020*, requires a Council to develop, adopt and keep in force Governance Rules (the Rules).
- 1.2 Chapter 6, sub rule 1 of Manningham's Governance Rules requires the Chief Executive Officer to ensure a summary of matters discussed at an informal meeting is tabled at the next convenient Council meeting and recorded in the minutes of that meeting.
- 1.3 An Informal Meeting of Councillors is a meeting that:
 - is a scheduled or planned meeting of all Councillors (irrespective of how many Councillors attend) with the Chief Executive Officer for the purpose of discussing the business of Council or briefing Councillors; or

- is a scheduled or planned meeting of all Councillors (irrespective of how many Councillors attend) with the Executive Management Team for the purpose of discussing the business of Council or briefing Councillors; or
- is a scheduled or planned advisory committee meeting attended by at least one Councillor and one member of Council staff; and
- is not a Council meeting, Delegated Committee meeting or Community Asset Committee meeting.

2. DISCUSSION / ISSUE

Summaries of the following informal meetings are attached to this report:

- Councillor and CEO Only Time 12 October 2021
- Strategic Briefing Session 19 October 2021
- Affordable Housing 29 October 2021
- Municipal Fire Mitigation Planning Committee 5 November 2021
- Municipal Emergency Mitigation Planning Committee 5 November 2021
- Councillor and CEO Only Time 9 November 2021
- Strategic Briefing Session 9 November 2021

3. DECLARATIONS OF CONFLICT OF INTEREST

No officers involved in the preparation of this report have any general or material conflict of interest in this matter.

Informal Meeting of Councillors

Chapter 6, Sub rule 1 of the Governance Rules 2020



MEETING DETAILS			
Meeting Name:	Councillor and CEO Only Time		
Date:	Tuesday, 12 October 2021	Time Opened:	06: 00 pm
		Time Closed:	07: 00 pm
Location:	Koonung Room		
Councillors Present:	Mayor Cr Conlon, Deputy Mayor Cr Chen, Cr Diamante, Cr Kleinert, Cr Lange, Cr Lightbody, Cr L Mayne and Cr S Mayne		
Officers Present:	CEO - Andrew Day		
Apologies:	Cr Gough		
Items considered:	<ol style="list-style-type: none"> 1. Australia Day 2. Climate Goals 3. Annual General Meetings 4. Property matters 		

CONFLICT OF INTEREST DISCLOSURES			
Were there any conflict of interest disclosures by Councillors?		No	
Councillor	Item	Left meeting for Item (Y/N)	Time Left / Time Returned

Informal Meeting of Councillors

Chapter 6, Sub rule 1 of the Governance Rules 2020



MEETING DETAILS

Meeting Name:	Strategic Briefing Session		
Date:	Tuesday, 19 October 2021	Time Opened:	7:00 pm
		Time Closed:	10:15 pm
Location:	Zoom		
Councillors Present:	Cr Andrew Conlon (Mayor), Cr Anna Chen (Deputy Mayor), Cr Deirdre Diamante, Cr Geoff Gough, Cr Carli Lange, Cr Tomas Lightbody and Cr Stephen Mayne		
Officers Present:	<p>Executive Officers Present</p> <p>Andrew Day, Chief Executive Officer Angelo Kourambas, Director City Planning & Community Rachelle Quattrocchi, Director City Services Andrew McMaster, Corporate Counsel and Group Manager Governance & Risk Kerryn Paterson, Group Manager People and Communications</p> <p>Other Officers in Attendance</p> <p>Jon Gorst, Chief Financial Officer Yuki Cheah, Coordinator Management Accountant (minute-taker) Georgina Snaddon, Senior Corporate Planning and Performance Advisor Wayne Eddy, Coordinator Asset Management and Capital Works Sheraz Akram, Coordinator Financial Accountant</p>		
Apologies:	Cr Michelle Kleinert and Cr Laura Mayne		
Items discussed:	<ol style="list-style-type: none"> 1. Financial Relief COVID-19 2. 2022/23 Budget Planning 3. CEO Performance Review 2020/21 (confidential) 4. Council Meeting Schedule for 2022 		

CONFLICT OF INTEREST DISCLOSURES

Were there any conflict of interest disclosures by Councillors?	No		
Councillor	Item	Left meeting for Item (Y/N)	Time Left / Time Returned

Informal Meeting of Councillors

Chapter 6, Sub rule 1 of the Governance Rules 2020



MEETING DETAILS			
Meeting Name:	Affordable Housing		
Date:	Friday, 29 October 2021	Time Opened:	4:00 pm
		Time Closed:	4:30 pm
Location:	Virtual / MS teams		
Councillors Present:	Cr Andrew Conlon		
Officers Present:	Angelo Kourambas		
Apologies:	Nil		
Items discussed:	<ol style="list-style-type: none"> 1. Affordable and Social Housing issues 2. Inclusionary Zoning 3. NDIS SDA housing and NDIA 4. St John of God Supported Accommodation 		

CONFLICT OF INTEREST DISCLOSURES			
Were there any conflict of interest disclosures by Councillors?		No	
Councillor	Item	Left meeting for Item (Y/N)	Time Left / Time Returned

Informal Meeting of Councillors

Chapter 6, Sub rule 1 of the Governance Rules 2020



MEETING DETAILS			
Meeting Name:	Municipal Fire Mitigation Planning Committee		
Date:	Friday, 5 November 2021	Time Opened:	08:15 am
		Time Closed:	09:45 am
Location:	Microsoft Teams		
Councillors Present:	Councillor Carli Lange		
Officers Present:	Ben Middleton, Amber Thorgersen, Dean Graham, Scott Morone, Michael Tregonning, Sarah Francis, Andrew Graydon		
Apologies/Not in attendance:	Helen Napier, John O'Brien, Kurt Pitts, Paul Bonnici, Samantha Bradley		
Items discussed:	<ol style="list-style-type: none"> 1. Current TOR – aligning with the MEMPC TOR update 2. Fire Mitigation Meeting Update 3. FARRS 2022-2023 4. Garden Waste Disposal Days 5. Planned Burn on Council Land – Update on Council Report 6. VFRR-B Review 7. EMRSFMPSC 6 October Meeting Update 8. City Compliance Update 9. Pound Bend Update 10. EM Engagement Update 11. Hot Spots Tour for Councillors, agencies and Council Staff 		

CONFLICT OF INTEREST DISCLOSURES			
Were there any conflict of interest disclosures by Councillors?		No	
Councillor	Item	Left meeting for Item (Y/N)	Time Left / Time Returned

Informal Meeting of Councillors

Chapter 6, Sub rule 1 of the Governance Rules 2020



MEETING DETAILS			
Meeting Name:	Municipal Emergency Mitigation Planning Committee		
Date:	Friday, 5 November 2021	Time Opened:	10:00 am
		Time Closed:	12:00pm
Location:	Microsoft Teams		
Councillors Present:	Councillor Carli Lange		
Officers Present:	Rachelle Quattrocchi, Helen Napier, Ben Middleton, Amber Thorgersen, Dean Graham, Scott Morone, Michael Tregonning, Sarah Francis, Amy Wu, Frank Vassilacos, Pam Dewhurst		
Apologies:	John O'Brien, Kurt Pitts, Travis Fitch		
Items discussed:	<ol style="list-style-type: none"> 1. REMPC Updates 2. Guest Speakers/Incident Overview 3. General Business 4. Change to Ambulance Victoria Representative 5. LGV Council and Emergencies Project – Capability & Capacity Programme 6. State Emergency Management Plan (SEMP) – Update 7. FRV Iftar Event – Manningham 8. MEMP Audit Discussion 9. Important Changes to Health & Human Services 10. Pound Bend Parking Issues & Season Preparation 11. CERA Update and Planning 12. Coronavirus Response, Relief & Recovery 13. Community Engagement 14. Reflection on the October 2021 Storm Event 15. Improve Collaboration Multi-agency collaboration in response to storm events in Manningham 16. Grants & Projects Update 17. Training and Exercise Update 18. Incidents 19. Items without notice 20. Sub Committee Reports 21. Agency Reports 		
CONFLICT OF INTEREST DISCLOSURES			
Were there any conflict of interest disclosures by Councillors?		No	
Councillor	Item	Left meeting for Item (Y/N)	Time Left / Time Returned

1

Informal Meeting of Councillors

Chapter 6, Sub rule 1 of the Governance Rules 2020



MEETING DETAILS			
Meeting Name:	Councillor and CEO Only Time		
Date:	Tuesday, 9 November 2021	Time Opened:	06: 00 pm
		Time Closed:	07: 00 pm
Location:	Koonung Room and Council Chamber		
Councillors Present:	Mayor Cr Kleinert, Deputy Mayor Cr Diamante, Cr Chen, Cr Conlon, Cr Gough, Cr Lange, Cr Lightbody, Cr L Mayne and Cr S Mayne.		
Officers Present:	CEO- Andrew Day		
Apologies:	Nil		
Items considered:	<ol style="list-style-type: none"> 1. Property Investment Portfolio Principles 2. Committees of Council 3. Organisational matters 		

CONFLICT OF INTEREST DISCLOSURES			
Were there any conflict of interest disclosures by Councillors?		No	
Councillor	Item	Left meeting for Item (Y/N)	Time Left / Time Returned

Informal Meeting of Councillors

Chapter 6, Sub rule 1 of the Governance Rules 2020



MEETING DETAILS			
Meeting Name:	Strategic Briefing Session		
Date:	Tuesday, 9 November 2021	Time Opened:	7:00 pm
		Time Closed:	10:10 pm
Location:	Council Chambers & Zoom		
Councillors Present:	Cr Michelle Kleinert (Mayor), Cr Deirdre Diamante (Deputy Mayor), Cr Anna Chen, Cr Andrew Conlon, Cr Geoff Gough, Cr Carli Lange, Cr Tomas Lightbody, Cr Laura Mayne and Cr Stephen Mayne		
Officers Present:	<p>Executive Officers Present</p> <p>Andrew Day, Chief Executive Officer Niall Sheehy, Acting Director City Planning & Community Rachelle Quattrocchi, Director City Services Andrew McMaster, Corporate Counsel and Group Manager Governance & Risk Kerryn Paterson, Group Manager People and Communications</p> <p>Other Officers in Attendance (virtually)</p> <p>Kim Tran, Governance Officer Robert Morton, Recreation Planner Heather Callahan Coordinator Recreation Helen Napier, Manager City Amenity James Paterson, Manager Infrastructure Services Kurt Pitts, Coordinator Roads and Infrastructure Georgina Snaddon, Senior Corporate Planning and Performance Advisor Jon Gorst, Chief Financial Officer Sheraz Akram, Coordinator Financial Accountant Yuki Cheah, Coordinator Management Accountant</p>		
Apologies:	Nil		
Items discussed:	<ol style="list-style-type: none"> 1. Anderson Park Master Plan 2. Road Management Plan Review and Adoption 3. Manningham Quarterly Report review 4. Alternative Revenue Sources 5. Draft Annual Report 2020/21 6. CEO Employment and Remuneration Policy - Draft 		
CONFLICT OF INTEREST DISCLOSURES			
Were there any conflict of interest disclosures by Councillors?		No	
Councillor	Item	Left meeting for Item (Y/N)	Time Left / Time Returned

14 URGENT BUSINESS

15 COUNCILLOR REPORTS AND QUESTION TIME

16 CONFIDENTIAL REPORTS

There are no Confidential reports.