

Mornington Peninsula Shire
Adopted
Budget
2011-12



Note: The financial information in this document is calculated in whole dollars and displayed as \$'000 but in some instances amounts are subject to "Excel" program rounding.

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Mayor's Introduction

This Shire's 2011/12 Annual Budget is a 'Livability Budget'. It is squarely focussed on:

- ***Preserving and enhancing the 'look, feel and function' of our local towns and villages;***
- ***Protecting the amenity of our highly valued Green Wedge areas and coastline;***
- ***Increasing opportunities for active and passive recreation, consistent with the Peninsula's relaxed, semi-rural lifestyle;***
- ***Providing services that respond to the needs of Peninsula families, our young people and our older residents.***

The Budget also continues the comprehensive ongoing flood management and fire prevention programs which have been significantly increased in recent years in light of the growing challenges we face from the impacts of climate change.

Council will triple its investment in new footpaths and shared paths which will result in almost 13 kilometres of new paths being created throughout the Shire in 2011/12. As with many Shire activities, this commitment will have a wide range of benefits for many in our community - footpaths and shared paths provide the opportunity for people to walk to shops, exercise or simply enjoy the environment, or to get out for a ride with the family and be less car-dependent.

Council's efforts to protect and enhance the Peninsula's relaxed lifestyle and highly valued coastal and rural amenity remains as strong as ever, with numerous local planning controls, including Development Design Overlays (DDOs) and mandatory height controls, being developed and implemented in close consultation with the community.

There is also increased funding to improve the presentation and beautification of our townships and streetscapes, as well as enhancements to a number of community and sporting facilities across the municipality.

Council continues to focus on the needs of families and young people, with a major commitment to early childhood programs and ongoing efforts to improve opportunities to study and work closer to home. Similarly, our older residents are well catered for with a range of programs and services to support independent living and health and wellbeing.

Council's financial position is strong and getting stronger. This budget will deliver our 11th straight surplus and reduce debt by \$3.75 million.

The preparation of this year's Shire budget involved Councillors in seven working sessions, including budget briefings, modelling of options, many, many 'what if' questions and, very importantly, a careful assessment of the community's needs and wants, and what was affordable.

This intense process over recent months builds on Council's ongoing, year round assessment of policies, strategies, master plans, service needs assessments etc, all of which feed into the budget process.

As a result, Council is confident that this budget reflects the priorities identified by our community – both at a 'whole of Peninsula' and local level - as well as providing ongoing service enhancements and infrastructure upgrades.

We are keen to hear from you. The budget is still in draft form, and there is a public process for the lodgement of submissions that the Council will then consider and decide upon before the budget is formally adopted. If you have a view, please take the opportunity to lodge a submission.

Cr Graham Pittock
Mayor

Chief Executive Officer's Summary

Any regular reader of the Shire budget will recall that as an introduction, I usually start by describing the tests of a 'good budget' as being that it:

- Reflects a thorough understanding of community needs, expectations and priorities.
- Delivers value to residents and ratepayers by ensuring that all services and infrastructure are provided as cost-effectively as possible.
- Is financially sustainable – that expenditure is undertaken within the Shire's financial capacity.
- Is affordable for the community – that rate levels are set having regard to ratepayers' capacity and preparedness to fund the level of services and infrastructure demanded.

The Shire's 2011/12 Annual Budget has been prepared according to these guiding principles.

Understanding what is needed is achieved by undertaking ongoing community consultation at both a 'whole of peninsula' and local level, in relation to Council's broad policy/strategy direction and priorities, and in relation to individual policies and strategies as they are developed under Council's guidance. Consultation can also be through regular processes such as follow up on Service Requests, or be issue-specific. We plan to review and improve on our Community Engagement approach and strategies in 2011/12, but more of that later.

Delivering value to residents is always on the agenda for Council throughout its budget deliberations. All participants – Councillors and staff – are very much aware that Council's 'customers' – the community – are 'captive', so that the responsibility to deliver the best possible outcome is that much more important. We take every opportunity to secure non-rate revenue (and we continue to have success in advocacy in this area), and we constantly review everything we do to reduce cost through innovation and process improvement. We must continue to do this as technologies and systems change.

Financial sustainability is not just 'balancing the books' (although we have consistently achieved that and the 2011/12 budget will see another small underlying surplus, as well as reduce our level of debt). It is critically important for Council to have a sustainable financial capacity to deliver the services and programs expected by the community, and to ensure that our \$1.4billion assets are maintained so that they do not become a burden for future ratepayers.

In terms of *affordability*, the Shire continues to maintain its status as a comparatively low rating municipality. On a 'per assessment' basis and a 'per residential assessment' basis, the Shire continues to be the lowest of the Interface Councils (by some margin) and in fact, was the sixth lowest Council in the State in 2010/11 on an 'average rates and charges per assessment' basis. However, to enhance and improve services and facilities over time (and it is worth noting that over the last four years, some \$4.2million of infrastructure maintenance service enhancements has been provided, including a planned \$925k in 2011/12) we need to continue to build revenue capacity over time, and we need to do this within the limits of affordability and still retain our low rating status.

THIS YEAR'S BUDGET

As the Mayor has stated in his introduction, the 2011/12 budget continues to pursue and deliver on the range of strategic priorities which when summed together, can be described as a '*Livability Budget*'.

Among our many Strategic Planning activities, advocacy and planning for a '*Livable Peninsula*' will involve a major engagement with the State Government to create a new Mornington Peninsula Planning Statement. The decision by the State Government to put a new Planning Scheme in place is welcomed by the Council and the Peninsula community, and Council looks forward to engaging with the State Government and our community in its preparation.

In recent years, Council has significantly increased its investment in '**Public Places and Spaces**' and '**Improving Community Facilities**', focusing on streetscape improvements, the provision of footpaths and shared paths, and the upgrading and renewal of community facilities. That focus continues in 2011/12 with a tripling of the footpath budget (to \$1.5million), an increased emphasis on streetscape beautification and a range of improvements to sporting facilities.

Specifically in relation to service enhancements, the budget provides for an additional \$400k for building maintenance, an additional \$200k for crushed rock for unmade roads, \$100k for footpath cleaning, \$50k for beach cleaning and \$50k for an annual inspection of trees under electrical lines.

In Infrastructure, our total capital expenditure (not including maintenance) in 2011/12 is \$36.816m (including \$11.661m carried forward from 2010/11) plus \$5.956m (including \$1.157m carried forward from 2010/11) for Priority Works.

'Leading Change on Climate Change' remains a priority, and we will continue to be vigilant and innovative in reducing our carbon footprint, resource usage and waste across the Shire. Our continued response to drainage and flood management (\$30million over 10 years), fire management (\$2.2million p.a) and reducing car dependency has been supplemented by additional funding to respond to more frequent and damaging storms. Council will establish a \$400k Municipal Emergency Response reserve fund, to allow us to respond quickly and pro-actively in the event of major storm damage.

We have increased the fire prevention budget by \$67k this year, building on the program which was significantly enhanced in recent years. Our community continues to expect a high level response to fire prevention, particularly at the interface between private property and Shire bushland reserves. A particularly important new initiative is the creation of a Municipal Emergency Planning Officer with funding from the State Government.

With more than 190km of coastline (10% of Victoria's total) '**Enhancing the Coastal Experience**' is a very significant focus of Council's activities each year. Increased foreshore maintenance, the ongoing upgrading of furniture and equipment and the development and implementation of Coastal Action Plans are just some of the activities planned for the coming 12 months. As always, our focus is to protect and enhance the coastal experience for both for residents and visitors, ensuring that we plan well for the coast and provide quality facilities and access to this 'jewel'.

In terms of '**Healthy, Safe and Connected Communities**', the promotion of a culture of community harmony, well being and a sense of safety and belonging is of paramount concern. Our community is not universally affluent, or indeed always capable of advocating for their needs. It is critical that the budget provides for the health and wellbeing of all people, and focuses on safety.

Our Young People, for example, face challenges in the early years, where literacy levels and school retention rates are below the State average. Whilst the Shire does not 'own' every issue confronting our 'youngies', we can and do play a major role in supporting programs such as *Communities That Care* and *Literacy Villages* to give our young people the best possible head start in life.

At the other end of the age spectrum, Council continues to provide a range of services to assist our older residents to 'age well'. Whilst there are basic needs to address (and we manage and contribute significant financial resources to possibly the largest Home Care service in the State), the opportunity for life-long learning and positive ageing remains a top priority.

'Supporting a Sustainable Economy' and improving our residents' access to employment in the changing economic climate is a major challenge for Council, and one that it cannot address on its own. Our advocacy to State and Federal Governments, and our ongoing partnership with local industry sectors, is part of a broader strategy to provide more opportunities for our residents to work (and study) closer to home.

The Shire's *Economic Sustainability Strategy* will continue to be implemented, as will a number of programs and services that support and nurture local businesses. Council is also looking closely at the likely impacts of the opening of Peninsula Link in 2013 and a future development of the Port of Hastings, and the opportunities and challenges these projects present.

In terms of '**Innovative, Responsive and Value for Money Service Delivery**', Mornington Peninsula Shire rate levels are low in comparison to other municipalities (and will continue to be so into the future), and Council is committed to ensuring rate increases are within the limits of affordability. We strive to 'make best use of every dollar' through ongoing review processes which focus on efficiency, effectiveness and innovation across everything we do. Even though this is already a very tight budget, Council is committed to delivering \$400k in savings through efficiency gains and innovation over the next 12 months.

To fund the 2011/12 budget, Council's rate in the dollar will increase for 2011/12 by 6.8% and the Municipal Charge will increase by \$10. Council has also chosen to introduce a differential rate for vacant residential, commercial and industrial land. The differential (an additional 20% on general rate) will generate some \$826k more which will be directed to improvements to Council facilities and services. It is Council's view that vacant land should make a more equitable contribution to Council facilities and services; a range of Council services are clearly relevant to all property, improved or unimproved. This is true for some services that are not immediately obvious, for example you cannot tell the street sweeper driver to ignore the kerb and channel abutting vacant land parcels. Further, whilst there is no occupant, the road outside a parcel of vacant land must still be maintained, for current users and future users. There is also an issue of equity; where Council improves or adds facilities and services in an area, it is arguable that the area becomes 'more attractive' to buyers, thus providing a capital gain to the vacant land owner.

This budget has been developed through a rigorous process of consultation and review and builds on the financially responsible approach past Councils have endorsed for creating a 'Sustainable Peninsula'.

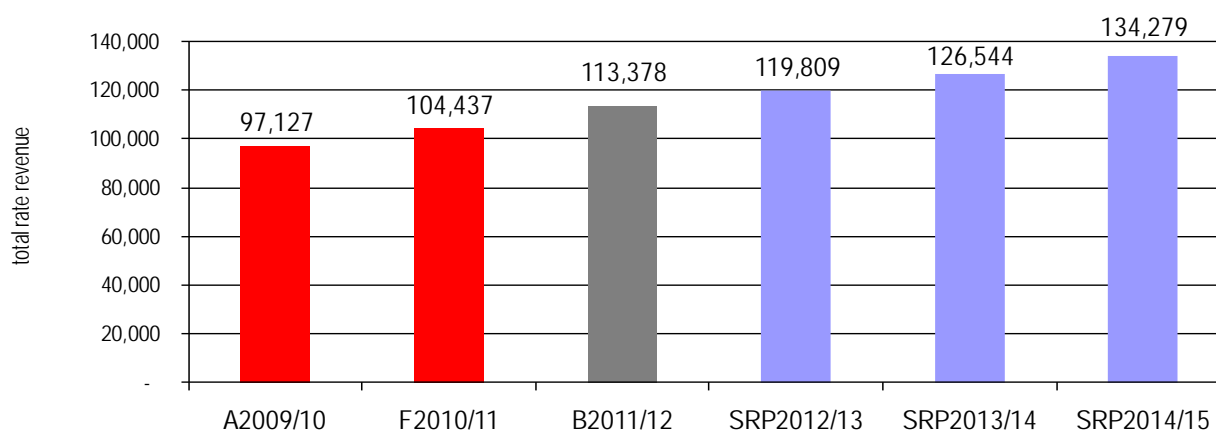
The immediately following pages set out how the Annual Budget links to the Shire's Strategic Plan, which guides Council in identifying community needs and aspirations over the longer term.

Detailed unit budgets, priority and capital works, priority projects, employee costs and fees and charges are included in the appendices.

This introduction provides a summary of what is a large and detailed budget. Please consider it in full to gain a complete understanding of Council's initiatives for 2011/12.

Dr Michael Kennedy OAM
Chief Executive Officer

1. Rates

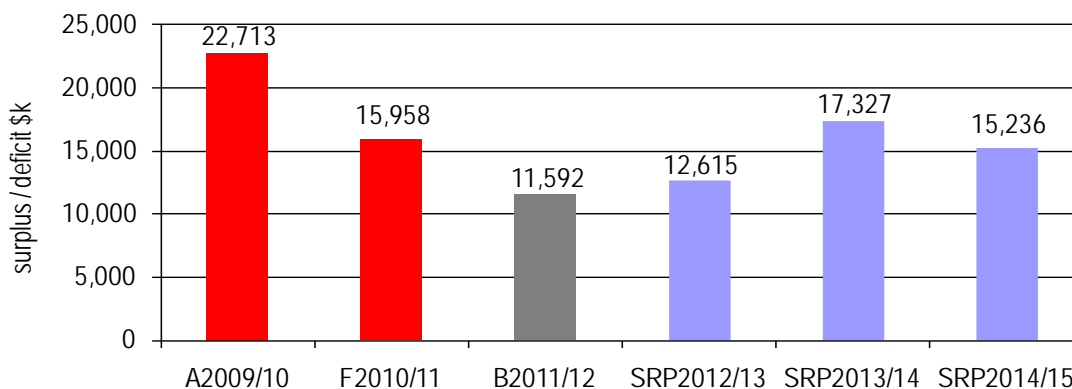


A = Actual F = Forecast B = Budget SRP = Strategic Resource Plan estimates

Council's rate increase for 2011/12 will average 6.8%. All rateable property will also pay \$150 Municipal charge, an increase of \$10.

This will raise rates and charges of \$113.378 million, including \$0.600 million generated from supplementary rates and \$0.872 million growth in the rate base from the previous years supplementary rates.

2. Operating Result

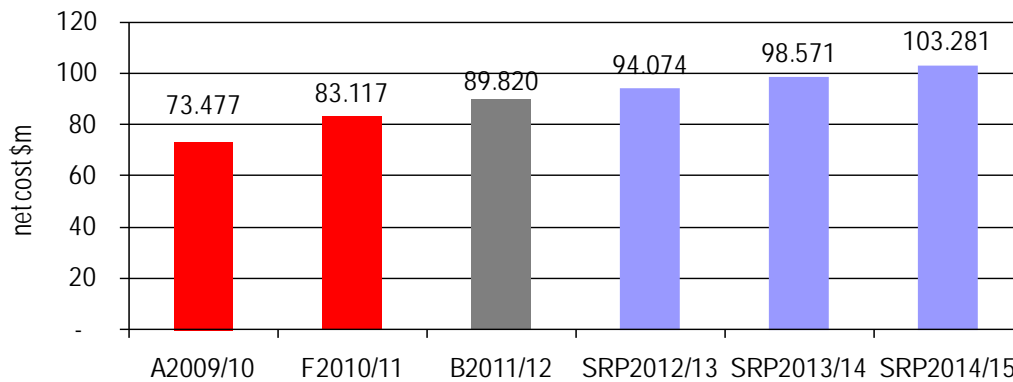


A = Actual F = Forecast B = Budget SRP = Strategic Resource Plan estimates

The expected operating result for the 2011/12 year is a surplus of \$11.592 million, which is a decrease of \$4.366 million over 2010/11 forecast and a decrease of \$4.595 million over 2010/11 budget.

The reduction in the operating surplus from forecast and budget is due to a decrease in capital grants, contributions and user charges and increases in employee costs, depreciation and other operating expenses.

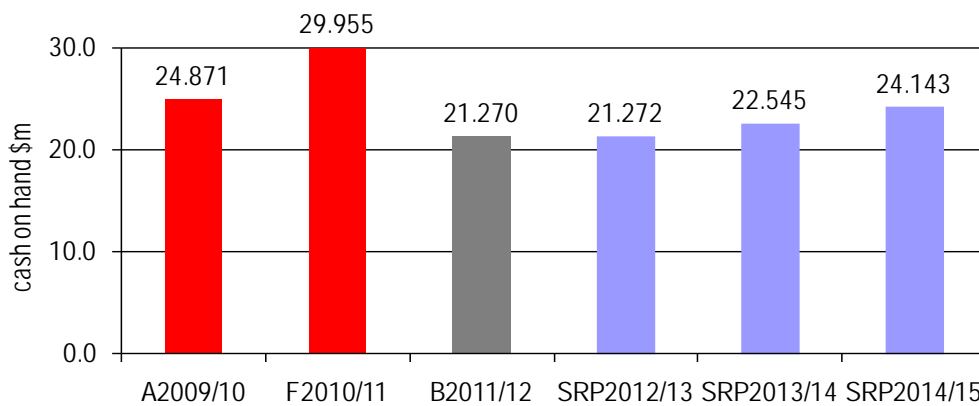
3. Services



A = Actual F = Forecast B = Budget SRP = Strategic Resource Plan estimates

The net cost of services delivered to the community for the 2011/12 year is expected to be \$89.820 million which is an increase of \$7.202 million over the 2010/11 budget. This increase includes year-on-year cost increases and the service enhancements proposed across the Units.

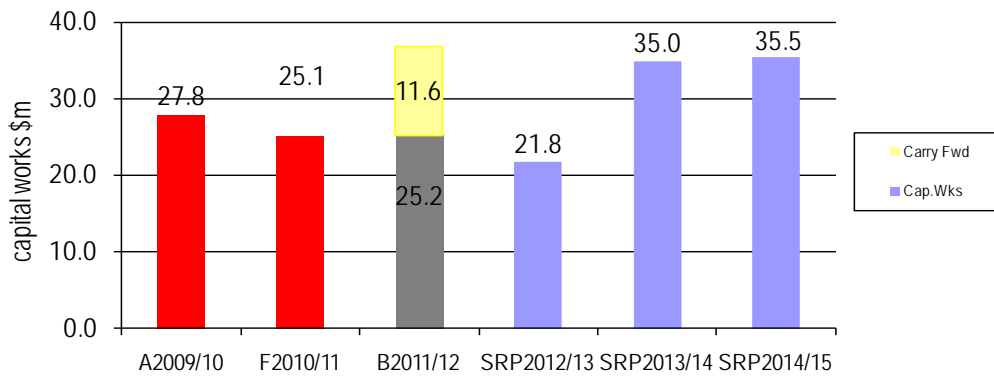
4. Cash and Investments



A = Actual F = Forecast B = Budget SRP = Strategic Resource Plan estimates

Cash and investments are expected to decrease by \$8.684m during the year to \$21.270m as at 30 June 2012. It should be noted however that this is a measure of cash at year end; when allowance is made for such things as 'carry forward' capital works (which are to be funded via the retained cash for those works) and year end accruals (being provisions made in year end accounts which are then actually paid for very soon after year end), the available cash will be appreciably less.

5. Capital Works



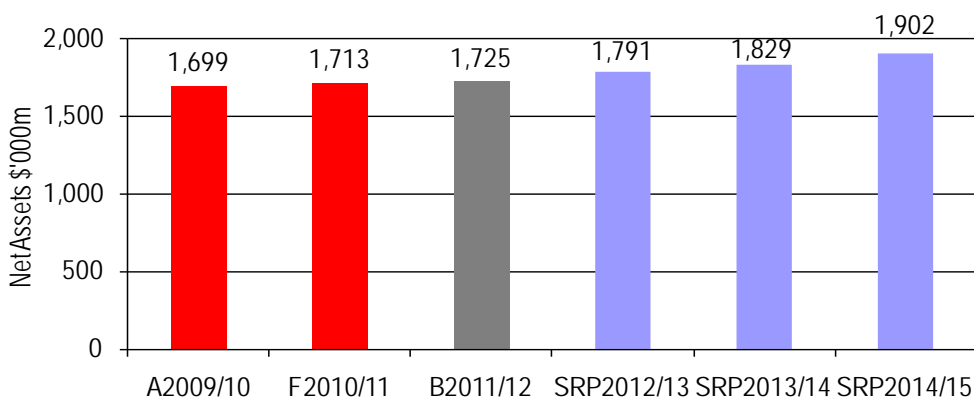
A = Actual F = Forecast B = Budget SRP = Strategic Resource Plan estimates

The capital works program for the 2011/12 year is expected to be \$25.154 million (plus \$11.6m relating to projects which will be carried forward from the 2010/11 year).

Of the \$36.815 million of capital funding required, \$28.772 million will come from Council operations, \$600k from loan funds, \$6.829 million from external grants and contributions and \$615k from special charge schemes.

The capital expenditure program has been set and prioritised based on a rigorous process of consultation that has enabled Council to assess needs and develop sound business cases for each project. This year's program ensures that Council continues to reinvest adequately in its existing assets (with some 54% of the program directed to renewal), as well as a number of new and upgrade).

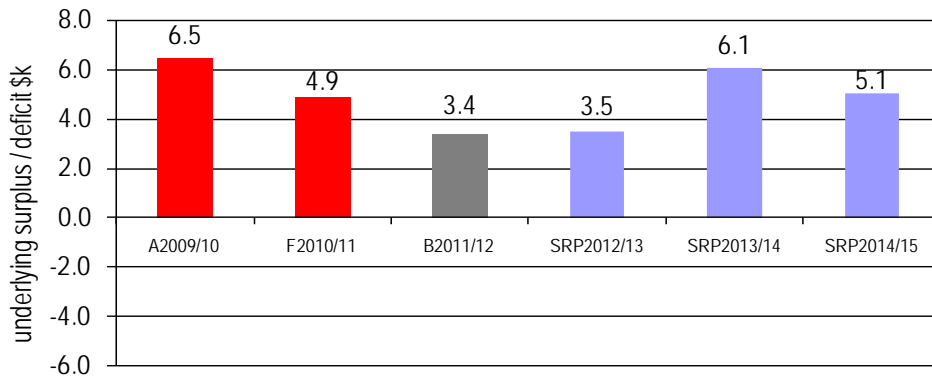
6. Financial Position



A = Actual F = Forecast B = Budget SRP = Strategic Resource Plan estimates

The financial position is expected to improve with net assets (net worth) to increase by \$12.701million over the 2010/11 forecast to \$1,726 million with net current assets to decrease by \$9.459M over the 2010/11 forecast to \$6.426 million as at 30 June 2012.

7. Financial Sustainability



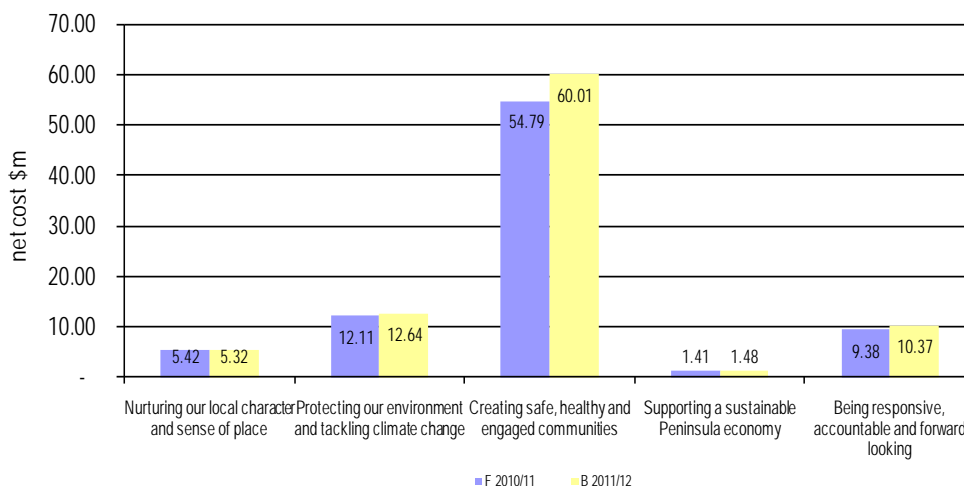
A = Actual F = Forecast B = Budget SRP = Strategic Resource Plan estimates

The Victorian Auditor General assesses all Councils against five key ratios and accords each Council a rating of financial sustainability. Mornington Peninsula Shire has been rated as 'low risk' the past three years when the Victorian Auditor General has published his results, which is the best rating available.

A key indicator used by the Victorian Auditor General is the Council's underlying result (which excludes 'once off' incomes such as developer contributed assets). This indicator shows whether we are generating sufficient revenue to cover operating costs and the cost of refurbishing and replacing assets.

Having adjusted our 2009/13 Strategic Resource Plan for the impacts of 2011/12 budget decisions, our forecast is that our underlying result will be positive for the life of the plan. In fact we believe our performance will be even more positive than this because the Auditor General's formula uses depreciation as the measure of need for refurbishment of assets, whereas our internal asset management plan (which is based on asset condition) indicates our refurbishment need is less than depreciation, which is linear and does not appropriately reflect the condition assessment of assets..

8. Strategic Objectives



The budget includes a range of activities and initiatives to be funded that will contribute to achieving the strategic objectives specified in the Shire Strategic Plan. The above graph shows the level of

funding allocated in the budget to achieve the strategic objectives as set out in the Shire Strategic Plan for the 2011/12 year.

9. In Summary

This budget has been developed through a rigorous process of consultation and review and builds on the financially responsible approach past Councils have endorsed for creating a 'Sustainable Peninsula'.

Budget Processes

This section lists the budget processes to be undertaken in order to adopt the Budget in accordance with the Act and Regulations.

The preparation of the budget begins with Officers preparing the annual budget in accordance with the Act and submitting the 'proposed' budget to Council for approval 'in principle'.

Council is then required to give 'public notice' that it intends to 'adopt' the budget. It must give 28 days notice of its intention to adopt the proposed budget and make the budget available for inspection at its offices.

A person has a right to make a written submission on any proposal contained in the budget and any submission must be considered before adoption of the budget by Council.

The final step is for Council to adopt the budget after receiving and considering any submissions from interested parties. The budget is required to be adopted and a copy submitted to the Minister by 31 August each year.

The key dates for the budget process are summarised below:

Budget process	Timing
1. Proposed budget submitted to Council for approval	30 May 2011
2. Public notice advising intention to adopt budget	1 June 2011
3. Budget available for public inspection and comment	1 June 2011
4. Submissions period closes	28 June 2011
5. Submissions considered by Council/Committee	12 July 2011
6. Budget and submissions presented to Council for adoption	25 July 2011
7. Copy of adopted budget submitted to the Minister	August 2011



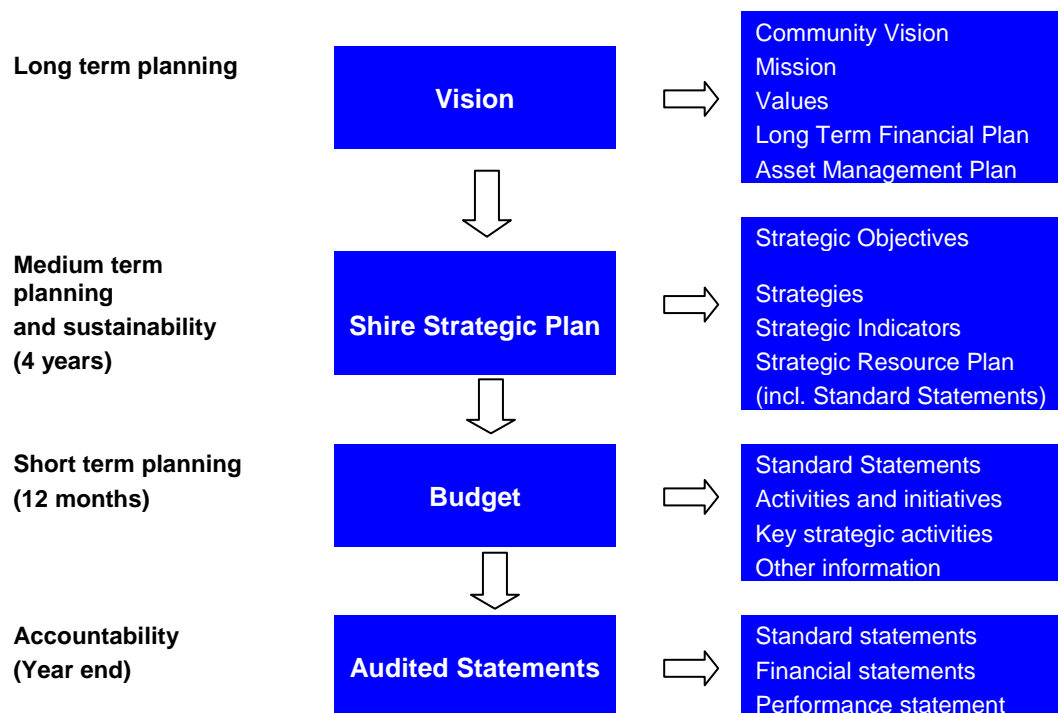
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PENINSULA

Overview

1. Linkage to the Council Strategic Plan

This section describes how the Annual Budget links to the achievement of the Shire Strategic Plan within an overall planning framework.

This framework guides the Council in identifying community needs and aspirations over the long term (Shire Strategic Plan 4 year) and short term (Annual Budget) and then holding itself accountable (Audited Statements).



The Shire Strategic Plan, including the Strategic Resource Plan, is required to be completed by 30 June following a general election and is reviewed each year to ensure that there is sufficient time for officers to develop the Activities and Initiatives and Key Strategic Activities in draft form prior to the commencement of the Annual Budget process.

Whilst the Strategic Resource Plan is a planning tool, it is not possible to foreshadow four years in advance all of the issues and impacts that may affect Council on a year by year basis into the future.

Consistent with its Goals, Outcomes and Strategies as depicted within the Shire Strategic Plan, the Annual Budget allows Council to respond to and to vary service standards it deems as appropriate and necessary to service its community.

To allow for a meaningful assessment, the Strategic Resource Plan financials have been updated for the balance of the Shire Strategic Plan to reflect the financial impact of changes to service standards reflected in the Annual Budget.

1.2 Our Purpose

Our Vision

The Mornington Peninsula's unique characteristics and community lifestyles will be maintained and enhanced through our shared commitment to creating a 'Sustainable Peninsula', achieving outcomes that are environmentally, economically and socially sustainable.

A sustainable environment

- ✓ minimises the uses of non-renewable resources and the generation of waste
- ✓ improves water, soil and air quality
- ✓ reduces impacts on climate change
- ✓ prevents the loss of biodiversity

A sustainable economy

- ✓ is competitive and able to adapt to change over the longer term
- ✓ provides meaningful employment for all who seek it
- ✓ provides fair access to economic resources

A sustainable community

- ✓ is safe
- ✓ is healthy
- ✓ has vibrant and diverse networks of support
- ✓ provides fair access to services, facilities and transport
- ✓ encourages active citizenship and inclusive local democracy

Our mission

Caring for the Mornington Peninsula and its diverse communities is our mission.

Building on a sound understanding of community needs and expectations we will:

- ✓ Engage with and represent the community and govern in a responsive, open and accountable manner.
- ✓ Provide sustainable services and infrastructure that respond to the needs of our diverse communities.
- ✓ Facilitate a sustainable local economy.
- ✓ Sustain and enhance the biodiversity of our unique natural environment, while managing and accommodating appropriate development.

Our Values

We value:

- ✓ Sustainability as a guiding principle;
- ✓ Open and effective community consultation;
- ✓ Our diverse communities
- ✓ Responsible stewardship in managing community assets
- ✓ Responsiveness to community needs;
- ✓ Just, healthy and efficient outcomes.

1.3 Goals of Council

The Council delivers activities and initiatives under 20 major service Units. Each contributes to the achievement of one of the five Goals as set out in the Council Strategic Plan for the years 2009-13.

The following table lists the five Goals as described in the Council Strategic Plan.

Goal	Description
1.Nurturing our local character and sense of place	The Mornington Peninsula is not one place, but many. The Shire plays a number of important roles in preserving what we value about the 'look, feel and function' of each locality while 'facing the future', addressing challenges and embracing opportunities.
2.Protecting our environment and tackling climate change	Our highly valued natural environment is of both local and international significance. To protect and enhance these special values, the Shire leads by example and facilitates community participation and education. We recognise our vulnerability to climate change and will pro-actively work with the broader community to understand and address the impacts.
3.Creating safe, healthy and engaged communities	Empowered communities are those that are safe, well informed, connected and supported. The Shire promotes health and wellbeing for all and provides accessible and valued community facilities and services.
4.Supporting a sustainable Peninsula economy	A sustainable economy is essential, providing meaningful employment for all who seek it, and services that reflect the community's needs. The Shire works collaboratively with government, business and industry sectors to build and sustain a skilled, well informed and innovative business community, which is competitive and able to adapt to change.
5.Being responsive, accountable and forward looking	We embrace the principles of continuous improvement and best practice to ensure that we deliver reliable, efficient and effective services to the community. We achieve this through responsible financial management, effective advocacy and engagement, and by highly valuing our people.

2. Activities, Initiatives and Key Strategic Activities

This section provides a description of the activities and initiatives to be funded in the budget for the 2011/12 year and how these will contribute to achieving the strategic objectives (the goals) specified in the Shire Strategic Plan as set out in Section 1.3. It also includes a number of key strategic activities and performance targets and measures in relation to these.

2.1 Goal 1: Nurturing Our Local Character and Sense of Place

To achieve our goal of 'nurturing our local character and sense of place', we will strive to plan for and preserve what we value about the 'look, feel and function' of each locality while 'facing the future', addressing challenges and embracing opportunities.

The activities and initiatives for each Unit and key strategic activities is described below.

Activities

Unit	Description	Expenditure (Revenue) Net Cost \$'000
Strategic Planning	Facilitating the strategic land use planning requirements for the Shire, including <ul style="list-style-type: none">• Land use strategy & policy development• Local area projects• Heritage planning & urban design• Coastal planning• Natural systems planning• Planning Scheme review, maintenance and upgrade	1,664 (53) <hr/> 1,611
Statutory Planning	Implementing Council's vision for the development and use of land as expressed in the Mornington Peninsula Planning Scheme by assessing the use and /or development of land for a specific purpose. This may involve extensive consultation with the community and advice on land and planning matters. The Unit also provides a significant customer service role to our community and anyone interested in using or developing land in the Shire, through our planning counter at the Mornington Office and through telephone / email enquiries.	5,390 (1,680) <hr/> 3,710

Initiatives – Strategic Planning

The key deliverables from the Strategic Planning Unit are generally in the form of Priority Projects.

A range of continuing and new projects, some of which will carry over from the previous year, have been included:

- Land Subject to Inundation Overlay implementation \$15K
- Heritage Review – Stage 2 \$60K
- Rosebud Design Strategy \$60K
- Maintain 3D Visualisation model \$20K
- Heart of Rosebud Precinct Plan \$45K
- Biodiversity Action Plan \$65K
- Stream Watch / Water Watch program \$25K

Initiatives – Statutory Planning

Much of the coming year will be focused on:

- Environmentally Sustainable Design (ESD) - A position was approved in 2010/11 for an ESD officer. This Unit has made some progress in appointing an ESD officer, mainly by joining the Council Alliance for Sustainable Built Environment (CASBE) (which is a local government initiative administered by MAV) for Councils committed to incorporating ESD into the planning application process. In the 2011/12 financial year, this Unit will scope the most effective use of this position and new processes for integrating ESD in the planning application process.
- The MAV 'STEPS' program - Statutory Planning is participating in the MAV 'STEPS' program, which is a program designed to increase the productivity of Local Government Statutory Planning Units by leaning the steps (or reducing the number of steps) required to make a planning decision. Our commitment to this program has already proved beneficial in reducing our internal timeframes. Throughout the 2011/12 financial year, the Unit will be looking to ensure that our membership to this program ultimately reduces the number of days taken (on average) to decide a planning application.
- Succession planning - Following changes made in staffing at a senior level, this Unit will use the 2011/12 financial year to focus on resource and succession planning within the Unit. Such planning will ensure our sustainability and knowledge base within the Unit, as well as help to reduce funds spent on casual staff and external professional consultancies (in terms of writing overflow reports). This may ultimately lead to a bid for additional resourcing in the 2012/13 financial year, so that the Unit might again take on trainees.

Key Strategic Activities

Strategic Activity	Performance Measure	How Data is Reported	Performance Target
Emphasising the regional role of the Peninsula	Commencement of project 'Promotion and marketing of the Mornington Peninsula to the National conference industry'	Monthly report	Commencement by 31 December 2011
Encouraging a distinct 'sense of place'	Completion of 'Heart of Rosebud' precinct plan	Monthly report	Completion by 30 June 2012
Pursuing safe environments and ESD through good design	Implementation of 'Land Subject to Inundation' overlay	Report to Council	Adoption by 30 June 2012
Protecting coastal and rural landscapes	Adoption of the Green Wedge Management plan	Report to Council	Completion by 30 June 2012
Recognition and protection of our heritage assets	Commencement of Stage 1 of Local History Digitisation project	Monthly report	Commencement by 31 December 2011

2.2 Goal 2: Protecting Our Environment and Tackling Climate Change

To achieve our goal of 'protecting our environment and tackling climate change', we will lead by example, facilitating community participation and education on the broader subject of the sustainability of our environment. We will respond to our exposure to climate change, implementing a range of response strategies and also pro-actively working with the broader community to understand and address the impacts.

The activities and initiatives for each Unit and key strategic activities is described below.

Activities

Unit	Description	Expenditure (Revenue) Net Cost \$'000
Infrastructure Strategy	Facilitates a wide range of policy and strategic infrastructure planning activities, including <ul style="list-style-type: none"> • Asset management • Scoping the annual Capital Works Program • Transport planning • Streetscape development • Traffic and Road Safety 	1,947 (88) <hr/> 1,859
Renewable Resources	Strategically planning for and managing the use of renewable resources and the conservation of non renewable resources of the Mornington Peninsula in a manner which is socially, environmentally and economically sustainable. This includes – <ul style="list-style-type: none"> • Climate Change • Water management • Energy management • Waste management (operational and strategic) 	28,173 (17,391) <hr/> 10,782

Initiatives – Infrastructure Strategy

Much of the coming year will be focused on development of key infrastructure policies and strategies, which are focused around commercial parking, road safety and public toilets.

Participation in the Interface Council's Public Transport Working Group will be a key focus to progress Public Transport enhancements on the Peninsula.

Investigations into advances in Asset Management systems to introduce efficiency gains within the team will be also be a focal point of the Unit.

Initiatives – Renewable Resources

Much of the coming year will be focused on:

Waste diversion targets have been introduced to reduce the amount of waste going to landfill and to increase the current waste diversion rate from approximately 13% to 20% year 1, and 28% in year 2.

Resource Recovery Centre – a new facility will be developed at the Rye Waste Disposal Centre during the year to recover goods for resale, similar to the one at the Mornington Transfer Waste Recovery Centre.

Community Engagement – a large and diverse range of engagement workshops and programs have been introduced around the Eco Living Display Centre to help residents to live more sustainably.

Climate Change Adaptation Strategy – this study has commenced and is currently looking at the key risk areas identified for our Shire in the CSIRO report. The key risks are being assessed for the short, medium and longer term with the aim of identifying any gaps and developing policies and programs.

The Western Port Coastal Vulnerability Assessment will be progressed and be close to completion at the end of the financial year. This joint study with State Government will identify in greater detail the potential impacts of climate change and sea level rise around Western Port.

Bunyip Food Belt – the pre-feasibility study that is looking at the viability of providing recycled water to the Mornington Peninsula, Casey and Cardinia farmers is well advanced. Further work will be undertaken with farmers to gauge their interest in the project and to assess their willingness to pay for recycled water. A scheme will then be developed after the expressions of interest have been received from the farmers, and a cost estimate prepared.

Energy Opportunities Study – An energy opportunities study is under way for the Sorrento commercial area as part of the ZEN (Zero Emissions Neighbourhood) study. The study will identify how local energy generation can be achieved with no greenhouse gas emissions. The study will also examine the governance structures of local energy generation.

Proposed Federal Carbon Tax – A watching brief will be maintained to understand how this may impact the Shire and its services.

Specific allocations have been made in Priority Projects for:

- Expert Advice – waste contract development \$30K
- Bunyip Food Belt \$25K

Key Strategic Activities

Strategic Activity	Performance Measure	How Data is Reported	Performance Target
Sustaining our natural systems	Adoption of Biodiversity Action Plan	Report to Council	Completion by 30 June 2012
Managing our coast line	Implementation of various Coastal Management Plans	Monthly report	Completion by 30 June 2012
Pursuing sustainable resource use	Commencement of Corporate Water Conservation Project	Monthly report	Commencement by 30 June 2012

2.3 Goal 3: Creating Safe, Healthy and Engaged Communities

To achieve our goal of 'creating safe, healthy and engaged communities', we will strive and plan for communities that are safe, well informed, connected and supported. We will promote health and wellbeing for all and provide well maintained, accessible and valued community facilities and services.

The activities and initiatives for each Unit category and key strategic activities is described below.

Activities

Unit	Description	Expenditure (Revenue) Net Cost \$'000
Environment Protection	Provision of a range of services that protect the amenity of the Peninsula and maintain harmony within neighbourhoods. This is achieved primarily through the application of local laws and various other Acts and Regulations promulgated by the State Government. Services include - <ul style="list-style-type: none"> • Fire Prevention • Shire Rangers • Animal Management • Traffic and Parking Management • School Crossings • Planning Enforcement • Environmental Health • Statutory Building 	7,967 (3,093) 4,874
Child, Youth and Family Care	Provision of a number of community health services designed to increase the health and wellbeing of residents, including - <ul style="list-style-type: none"> • Communities that Care • Maternal and Child Health services • Family Day Care • Child Care • After School Hours Program • Youth Services • Immunisation 	8,780 (3,666) 5,114
Aged and Disabled Care	Provision of a range of services to enable older people and people with disabilities to remain living as independently as possible in their own home, including - <ul style="list-style-type: none"> • Information, Assessment & Referral • General Home Care • Personal Care • Respite Care • Delivered Meals • Home Maintenance • Access and Mobility (Community Transport and Activity Program) • Senior Citizens Centres 	12,328 (8,299) 4,029

Recreation and Leisure	<p>Provision of a range of recreation and leisure services which develop, deliver and facilitate passive and active recreation opportunities and experiences for the community and promote health and wellbeing, including –</p> <ul style="list-style-type: none"> • Sport and Leisure - indoor and outdoor recreation facilities (including swimming pools, leisure centres and golf course) • Recreation Community Partnerships - Community Halls, Foreshore Camping and Active Sporting Reserves • Recreation Planning • Community and Special Events • Pelican Pantry 	<p>11,367 (7,045) 4,322</p>
Libraries, Arts and Culture	<p>Provision of free access to books, information resources and services, audio visual materials and computer technology via four branch libraries and a mobile library service which visits 16 sites across the Peninsula each week.</p> <p>In terms of cultural services, Mornington Peninsula Regional Gallery offers a dynamic program of nationally significant exhibitions of contemporary and historical art by Australia's leading artists, together with highly acclaimed exhibitions that focus on the Mornington Peninsula's rich cultural life.</p> <p>Local History Services are focused upon increasing community access to, and preservation of the documented cultural heritage of the Mornington Peninsula.</p>	<p>6,053 (1,291) 4,762</p>
Infrastructure Project Management	<p>Designs, constructs, develops and protects the physical environment in which we live. Roads, community buildings and sporting pavilions, boardwalks, drains and irrigation systems all play a critical role in supporting the physical environment in which we live and enjoy.</p> <p>The subdivision team manages the development of subdivisions. An important part of this role involves working with the service authorities to ensure services such as water supply and sewerage disposal keeps pace with the development growth.</p>	<p>1,663 (610) 1,053</p>
Infrastructure Maintenance	<p>Facilitates a range of maintenance and cleansing services for our built and natural infrastructure which responds to our commitment to sustainability and achieves outcomes that are socially, environmentally and economically sustainable, including –</p> <ul style="list-style-type: none"> • Safer Local Roads (Roads and Car Parks maintenance, resealing and rehabilitation) • Cleansing (street sweeping, litter bin collection, toilet cleaning, BBQ cleaning, beach cleaning, loose litter collection and drainage pit cleaning etc). • Furniture and Signs maintenance • Parks and Roadsides maintenance • Natural Systems maintenance • Operation of Conservation Parks (The Briars Park and Warringine Park) • Buildings maintenance • Fleet Management. 	<p>36,652 (793) 35,859</p>

Initiatives – Environment Protection

Much of the coming year will be focused on maintaining service delivery to the community and responding to concerns.

New initiatives include:

- Developing a Food Business Incentive Program that has been initiated as part of the Shire's Food Safety Management Policy.
- Implementing mobile field technologies to enable quicker more efficient collection of data in the field and reduce administration burdens.
- Continuing with and developing further the Shire's ability to accept Building Permits electronically.

Specific allocations have been made in Priority Projects for:

- Review & Replacement of Ticket Machines At Boat Ramps \$15K
- Continuation of the Community Animal Shelter Upgrade \$10K
- Community education project for new local laws \$10K
- Mobility and Proclaim Software upgrade for Environmental Health \$30K

Initiatives – Child, Youth and Family Care

Much of the coming year will be focused on addressing issues related to the introduction of the COAG Early Years reforms impacting on Preschools and other associated services.

In addition the expanded Best Start program will see a range of new initiatives established for families and young people across the Peninsula.

This year will also see the opening of Stage 1 of the new Early Learning facility at West Rosebud with Stage 2 incorporating the Community House to commence construction latter in this calendar year. Completion of Stage 2 is expected by mid 2012.

Specific allocations in Priority Projects have been made for:

- Peninsula for Parents publication \$10K
- Mapping of early years service system and referral pathways \$5K
- Indigenous playgroups \$10K
- Delivery of a conference for early years professionals \$10K
- CTC Student Survey \$35K
- Replacement of Public Internet accessed computers etc – Youth Services \$25K

Initiatives – Aged and Disabled Care

Much of the coming year will be focused on meeting the increased service need from an ageing population and a much higher than average older population, in the context of external funding shortfalls. The Shire has been continuously advocating for changes to the HACC funding formula which penalize this Shire to the benefit of others. Whilst we have had some success, the formula review continues. Until such time as funding changes are introduced, there will be reduced capacity to deliver new initiatives, and the need to focus on service delivery cost containment.

Specific allocations have been made in Priority Projects for:

- Positive Ageing Project \$40k

Initiatives – Recreation and Leisure

In essence services remain the same as last year. There will be an increase in learn to swim classes, given the popularity of Pelican Park Recreation Centre, however, it is anticipated that this will be off-set through fees and charges associated with the program.

Specific allocation in Priority Projects have been made for:

- Community and Special Events \$180K
 - 150th Peninsula Township Celebrations \$40K
 - Volunteer Week \$10K

- NAIDOC Week \$5K
- Arthur's Seat Bay 2 Bay 2012 \$30K
- Peninsula Festival of Arts and Ideas \$25K
- Seniors Week \$5K
- Community Event Education Training \$15K
- Pet and Pony Expo 2011 \$45K
- Kids Go Expo \$5K
- Foreshore Camping Fire Strategy \$60K

Initiatives – Libraries, Arts and Culture

Much of the coming year will be focused on:

- Continuous improvement of the Libraries, Arts and Culture Unit's high standards of customer service delivered across library, local history, arts and cultural services and including the Mornington Peninsula Regional Gallery
- Implementation of the Arts and Culture Strategy 2011/12 - 2015/16 which will include extensive community consultation, establishment of an Arts and Culture Advisory Panel, and introduction of a Music Instruments and Tuition Program
- Development of a future plan for Library Services
- Finalisation of the Mornington Peninsula Regional Gallery Development Strategy
- Refocusing library literacy services and programs in order to support and build upon implementation of the Literacy Villages Project across the Shire

Specific allocations have been made in Priority Projects for -

- Arts and Culture Strategy Implementation \$40K
- Literacy Villages Project \$64K
- RFID Feasibility Study Project \$12K
- Local History Digitisation Project \$18K
- Music Instrument and Bursary Program \$15K
- Community Grants Scheme – ArtStream \$25K

Initiatives – Infrastructure Project Management

Much of the coming year will be focused on the monitoring of the delivery of the Shire's extensive capital works program. Updated computer software "Projects Pro" will be utilised to report on expenditure and timing of projects.

Specific allocations have also been made in for flood mapping catchment investigations. This will provide better knowledge on flooding risks and measures to protect against future damage. It also assists with prioritising future drainage improvement works and development of planning controls.

Specific allocations have been made in Priority Projects for:

- Geotechnical investigations \$50K

Initiatives – Infrastructure Maintenance

An additional \$925k has been included for a range of new initiatives or service delivery enhancements. These new initiatives / service enhancements are essentially in response to growing pressures on existing service standards through increased usage levels or rising expectations of the community, as determined from community engagement, monitoring of activities, analysis of MERIT and / or trialing of changed services. The new initiatives / service enhancements, as listed below, provide for adjustments to *what* services standards we deliver and *how* we deliver these services across the SIMS, SLR's and Bushland Reserves service delivery contracts.

- Emergency Management \$25k
- Unsealed Road Crushed Rock Resheeting \$200k
- Wind Storm and High Intensity Rainfall \$50k
- Wind Storm Response Parks and Roadsides \$50k
- Beach Cleaning \$50k
- Clear Coat sealing of footpaths \$100k

- Electrical Line Clearance Annual Inspection Program \$50k
- Responsive Maintenance Schedule of Rates Buildings \$200k
- Programmed Maintenance Buildings \$200k

Specific allocations have been made in Priority Projects for –

- Integrated Facility (Buildings) Management review \$50K
- SIMS Contract Document Review \$50K

Key Strategic Activities

Strategic Activity	Performance Measure	How Data is Reported	Performance Target
Fostering a culturally enriched community	Adoption of Arts and Culture Strategy	Report to Council	Adoption by 30 April 2012
Optimising Health and Wellbeing for all ages	Adoption of the Positive Aging Strategy	Report to Council	Adoption by 30 June 2012
Optimising the accessibility and use of community facilities	Commencement of Rosebud West Community Centre	Council minutes	Adoption of tender by 31 December 2011
Supporting an active, connected and informed community	Adoption of Community Engagement Policy	Report to Council	Adoption by 30 June 2012
Making communities safe	Adoption of Foreshore Camping Fire Strategy	Approval by responsible authority	Approval by 30 June 2012

2.4 Goal 4: Supporting a Sustainable Peninsula Economy

To achieve our goal of 'supporting a sustainable Peninsula economy', we will work collaboratively with government, business and industry sectors to build and sustain a skilled, well informed and innovative business community, which is competitive and able to adapt to change. Through advocacy and assistance, we will seek to encourage and promote the provision of meaningful employment for all who seek it, and the provision of services locally that reflect the community's needs.

The activities and initiatives for each Unit and key strategic activities is described below.

Activities

Unit	Description	Expenditure (Revenue) Net Cost \$'000
Economic Development	Facilitates economic activity that is compatible with the Peninsula's special character and fits within the strategic vision developed by Council and the community, including support for Mornington Peninsula Tourism.	2,305 (825) 1,480

Initiatives – Economic Development

Consistent with past years, the Shire will continue to support a range of on-going business support and tourism initiatives.

The year will see the implementation of the Tourism industry Board restructure, to better align with Tourism Victoria's new strategic directions and hopefully to facilitate more local tourism product.

Specific allocations have been made in Priority Projects for –

- Contribution to Sorrento and Mornington Visitor Information Centre resourcing \$50K
- Careers Expo \$30K
- Mornington Peninsula Branded Produce \$50K
- National Conference Industry – Promotion and Marketing \$50K

In addition, the Unit will continue to work on the Stony Point to Cowes Car Ferry project by determining whether any other local sites are suitable and undertake a scoping study of the Marine Sector and conduct a follow up workshop with participants on identified issues.

Key Strategic Activities

Strategic Activity	Performance Measure	How Data is Reported	Performance Target
Facilitating a prosperous rural economy	Contribution to Bunyip Food Belt recycled water project	Monthly report	Contribution by 30 June 2012
Marketing the Peninsula as a tourism destination	Commencement of project 'Mornington Peninsula Branded produce' Project.	Monthly report	Commencement by 31 December 2011

2.5 Goal 5: Being Responsive, Accountable and Forward Looking

To achieve our goal of 'being responsive, accountable and forward looking', we will embrace the principles of continuous improvement and best practice to ensure that we deliver reliable, efficient and effective services to the community. We will achieve this through good governance, responsible financial management, effective advocacy and engagement, and by recruiting, developing and retaining a highly skilled and capable workforce.

The activities and initiatives for each service category and key strategic activities is described below.

Activities

Unit	Description	Expenditure (Revenue) Net Cost \$'000
CEO's Office	<p>The CEO is the link between the community and the elected Council, and the Council organisation. The CEO's focus is predominantly long term/strategic in nature, ensuring that the organisation is focused on and resourced to respond effectively to the community's needs as expressed through Council. The area undertakes significant advocacy with other levels of Government and peak bodies.</p> <p>The managers of the following areas (and the Internal Auditor) report directly to the CEO:</p> <ul style="list-style-type: none"> • Corporate Planning and Development • Communications • Teams Support and Development. 	<p>550</p> <p>-</p> <hr/> <p>550</p>
Internal Audit	Responsible for providing an independent review over the Shire's administrative, financial and operational functions.	<p>150</p> <p>(150)</p> <hr/> <p>0</p>
Communications	Responsible for co-ordinating effective and timely communication between Council and the community. This involves production of Peninsula Wide, managing media relations for the Shire, including preparation of media releases, press conferences and on-going communication and liaison with local journalists.	<p>1,048</p> <p>-</p> <hr/> <p>1,048</p>
Team Support and Development	<p>Ensuring that the Shire has the human resources and skills necessary to deliver its services. This includes</p> <ul style="list-style-type: none"> • Recruitment and Selection • Employee Relations • Industrial relations • Learning and Development • Occupational Health and Safety • The facilitation of the business planning and business improvement process across the organisation, • The development of long term strategies for staff attraction, development and retention. <p>Revenue primarily includes – Internal Recharges</p>	<p>2,795</p> <p>(1,505)</p> <hr/> <p>1,290</p>
Corporate Planning and Development	<p>Key responsibilities are</p> <ul style="list-style-type: none"> • The development and ongoing review of the Shire Strategic Plan and the organisation's Annual Plan. • Continuously improving the Shire's community engagement practices. 	<p>868</p> <p>-</p> <hr/> <p>868</p>

Governance and Corporate Support	Ensuring that Council satisfies all its legislative requirements in relations to the function of the Council, including Council meeting arrangements, agendas and minutes for meetings, and all aspects of dealing with the Council, and also including <ul style="list-style-type: none"> • Risk Management and Insurances • Customer Service • Purchasing (as part of customer services) 	5,715 <u>(1,213)</u> 4,502
Information Services	Provision of an efficient and effective technology and information services base for Shire operations.	4,710 <u>(2,457)</u> 2,253
Finance	is responsible for all budgeting, accounting, payroll and revenue collection functions of the Shire, including: <ul style="list-style-type: none"> • Financial Accounting (ie as Financial Statements and Audit) • Management Accounting (ie budget and internal financial reporting) • Payroll • Revenue Management 	6,924 <u>(4,789)</u> 2,134
Property and Valuations	The Property area facilitates management of the Shire's property portfolio, including the leasing, licensing, acquisition and disposal of property. The Valuations area is responsible for all aspects of property valuation, including General revaluation, supplementary valuations, valuation objections, asset valuations and any other valuation requirements.	2,125 <u>(6,977)</u> (4,852)
Various Directorate budgets	Each of the four Groups of Council have a Director and small staff whose role is to providing leadership and direction to the Group. This includes advocacy to other levels of government and peak bodies, establishing and communicating strategic direction, and generally steering the operating environment. Sustainable Environment - net cost = \$439k Sustainable Infrastructure - net cost = \$502k Sustainable Communities - net cost = \$1159k Sustainable Organisation - net cost = \$472k Sustainable Communities also includes the Social Planning and Community Development Team.	3,084 <u>(511)</u> 2,573

Initiatives – Internal Audit

Internal audit will focus its activities on reviewing functional areas that have not been previously audited, as well as continuing with surprise visits to cash collection areas & other ad-hoc investigations such as reviewing purchase quotations and tendering procedures.

Initiatives – Communications

Much of the coming year will be focused on reviewing the way we communicate with our community, including redeveloping the Shire website to allow for better online engagement.

Council's objective, both in communicating with and engaging with our communities, is to 'connect with them' on matters of importance to them, on a timely basis. The challenge, across a geographically large, socio-economically diverse municipality in which different generations wish to be

communicated with/engaged with in very different ways, is that “when you try to reach everyone, you reach no-one”.

2011/12 will see us continuing to develop new responses to new challenges (eg facebook pages), while continuing to use traditional tools (e.g. Peninsula Wide) which for some, remain the preferred form of communications.

Specific allocations have been made in Priority Projects for:

- New Website \$60K

Initiatives – Team Support and Development

Much of the coming year will be focused on reviewing the existing policy framework, including updating twenty of the policies that support good people management throughout the organisation. Specific amendments will be required due to legislative changes in, for example, the Equal Opportunity Act, which will also be supported by targeted training.

Specific allocations have been made in Priority Projects for:

- Defibrillator supply, install and train staff \$10K

Initiatives – Corporate Planning and Development

Much of the coming year will be focused on continuing to enhance community engagement activities across the organisation.

Specific allocations have been made in Priority Projects for:

- Community Partnerships \$65K
- Community Engagement Policy and Guidelines – Implementation \$45K
- ‘Performance Manager’ Software – Implementation \$22K
- Ranelagh Conservation Management Plan – Implementation \$18K
- Best Practice Review of MPS Community Engagement and Communications \$35K
- Shire Strategic Plan – Review and Consultation Process \$25K

Initiatives – Sustainable Communities Directorate

Much of the coming year will be focused on working together with other key community service providers and agencies, identifying changing needs and issues and responding to those needs i.e. funding submissions, collaborative approach (i.e. housing provider response team) advocating to other levels of government to increase support and resources for vulnerable communities or to encourage innovative projects and solutions

Working through Community Renewal to create a sustainable framework for the future in Rosebud West including implanting the new Local Action Plan.

Implementing and reviewing a range of social policies and plans i.e. Food Access Policy and facilitating opportunities for cross department participation.

Updating relevant community information i.e. Housing and Information brochure, Disability Resources Directory

Re-establishing the Disability Consultative Committee for the Shire.

Leading the development of a Beach Access Policy.

Specific allocations have been made in Priority Projects for:

- Police Point Houses \$30K
- Interface Municipalities Community Services Group \$10K
- Mobility Maps \$30K
- Opening of the Hastings Community Hub \$5K
- Responsible Gaming Policy \$5K

- Triple A Housing Policy \$25K
- Disability Action Plan \$15K
- Community Network of Welfare Services \$3K
- Municipal Health and Well Being Implementation Plan \$30K
- Reconciliation Action Plan \$30K
- Food Access Plan \$20K
- Neighbour Day Rosebud West \$6K
- Music and social change workshops \$20K

Initiatives – Governance and Corporate Support

Much of the coming year will be focused on continuing our emphasis on proactive risk management including Conducting 'Ethics and Integrity Training' compulsory training workshops for team members and the monitoring of legislation compliance and delegations.

Reviewing options for electronic agendas and documents to a range of stakeholders including Councillors, staff and community aimed at sustainable practices.

Continued focus on our procurement, including the new web based Computron Procurement Portal, tendering and contracts management and developing a range of preferred suppliers through agency tendering with MAV Procurement and Procurement Australia.

Within the customer service team reviewing the way in which we manage the increasing number of incoming emails from the public, and reviewing the way service requests can be lodged electronically,

Specific allocations have been made in Priority Projects for:

- Electoral Representation Review \$45K

Initiatives – Information Services

Much of the coming year will be focused on maintaining the existing environment, however, there are a couple of new projects likely to commence, such as the upgrade of the aging analogue telephone system to a new digital (Voice over IP or VoIP) system. Whilst the recurrent costs of this project are unlikely to be materially different to current expenditure incurred on phones, there will be one-off tender and project managing expenses of \$44k reflected in the Priority Works budget.

A major corporate system is also in line for a significant upgrade, for which the one-off implementation costs of \$88k are also in the Priority Works budget. Other Priority Works expenditure is for existing programs.

Initiatives – Finance

Much of the coming year will be focused on upgrading and improving financial reporting systems across the unit, including Technology One CI upgrade (Property/Rates) and Computron (Core Finance system) reporting modules.

Specific allocation has been made in Priority Projects for the provision of matching funding for any successful grant applications (\$200k). This allocation is 'managed' by Finance, but for the whole of Council.

Initiatives – Property and Valuations

The development of a property acquisition policy and a standard licence agreement for bathing box owners will be submitted to Council for consideration in 2011/2012.

Key Strategic Activities

Strategic Activity	Performance Measure	How Data is Reported	Performance Target
Delivering quality service	Implement 'Performance manager' software	Monthly Report	Completion by 30 June 2012
Building a competent and healthy workplace	Annual report on Occupational Health and Safety	Report within Monthly Report	Completion by 30 June 2012
Demonstrating good corporate and democratic operations	Completion of Electoral review	Report to Council	Adoption by 30 June 2012
Engaging with the community	Implementation of new Shire web site	Web site implemented	Implementation by 30 June 2012
Sustainably managing our finances	Victorian Auditor General's assessment of financial sustainability	Victorian Auditor General Report to Parliament	Council Overall Rating = Low Risk

2.7 Performance Statement

The Key Strategic Activities (KSA) detailed in the preceding pages, are summarised again in the Statutory Disclosure Section.

The KSA's, their performance measures, targets and results are audited at the end of the year and are included in the Performance Statement as required by section 132 of the Act. The Annual Report for 2011/12 will include the audited Performance Statement which is presented to the Minister for Local Government and the local community.

2.8 Reconciliation with Budgeted Operating Result

Shire Strategic Plan - Goals	Net Cost \$'000	Expenditure \$'000	Revenue \$'000
Nurturing our local character and sense of place	5,321	7,054	(1,733)
Protecting our environment and tackling climate change	12,641	30,120	(17,479)
Creating safe, healthy and engaged communities	60,013	84,810	(24,797)
Supporting a sustainable Peninsula economy	1,480	2,305	(825)
Being responsive, accountable and forward looking	10,366	27,968	(17,602)
Total activities and initiatives	89,820	152,256	(62,437)
Other Recurrent			
Rates and charges	113,378		
Grants Commission	6,084		
Depreciation and Amortisation	(21,255)		
Efficiency Savings	400		
Interest (Net)	(1,261)		
Recurrent Surplus	97,346		
Non Recurrent			
Priority Works	(5,631)		
Priority Projects	(4,535)		
Capital Income	7,444		
Reserve Transfers	(211)		
Asset Revaluations and Adjustments	-		
New Subdivisions	7,000		
Non-Recurrent Surplus	4,066		
Surplus for the year	11,592		

3. Budget Influences

This section sets out the key budget influences arising from the internal and external environment within which the Council operates.

3.1 Snapshot of Mornington Peninsula Shire

The Mornington Peninsula is located just over an hour's drive away from the city, on Melbourne's 'doorstep', and is often described as Melbourne's playground. It is the most popular informal recreation area in Victoria.

The Mornington Peninsula is a boot-shaped promontory separating two contrasting bays: Port Phillip and Western Port. 'The Peninsula', as it is affectionately known to local residents, contains a diversity of scenic landscapes and is almost surrounded by the sea, with coastal boundaries of over 190 kilometres, a total of approximately 10% of Victoria's coastline. It is a mixture of urban areas, resort towns, tourist development and rural land.

Approximately 70% of the Shire is retained as rural within the Green Wedge planning zone, whilst the other 30% is taken up by towns and villages. Within the Green Wedge, there are areas of highly productive farm land as well as highly significant landscapes and ecosystems.

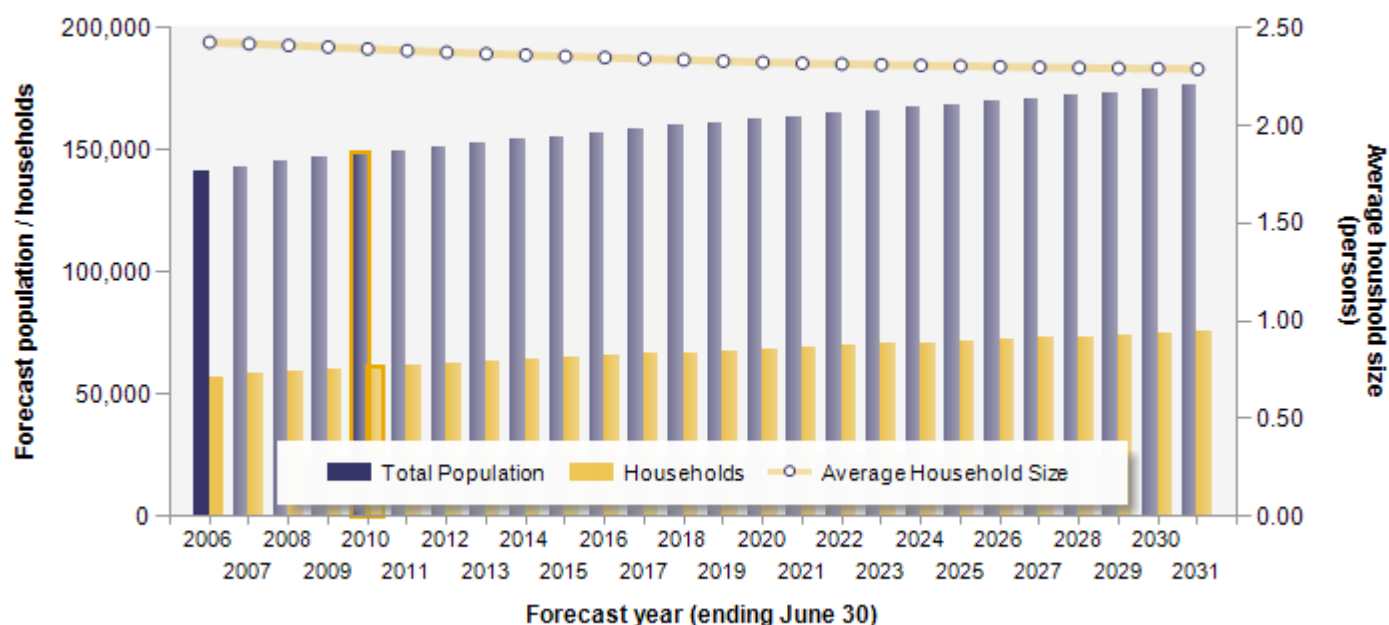
The Mornington Peninsula Shire was created through the amalgamation of the former Shires of Flinders, Hastings, Mornington, part (Mt Eliza section) of the City of Frankston and part (Pearcedale area) of the City of Casey in 1994.

Population

The 2011 Shire population is forecast at 149,730.

In the early 2000's, the growth was about 2% per annum, but in recent years this has slowed slightly and is expected to slow marginally over time.

Forecast population, households and average household size, Mornington Peninsula Shire



Source: Forecast.id®, Population Forecasts - Mornington Peninsula Shire, Summary and Key Results, How many will live here in the future?, <http://www.id.com.au/mornpen/forecastid> (accessed May 2010)

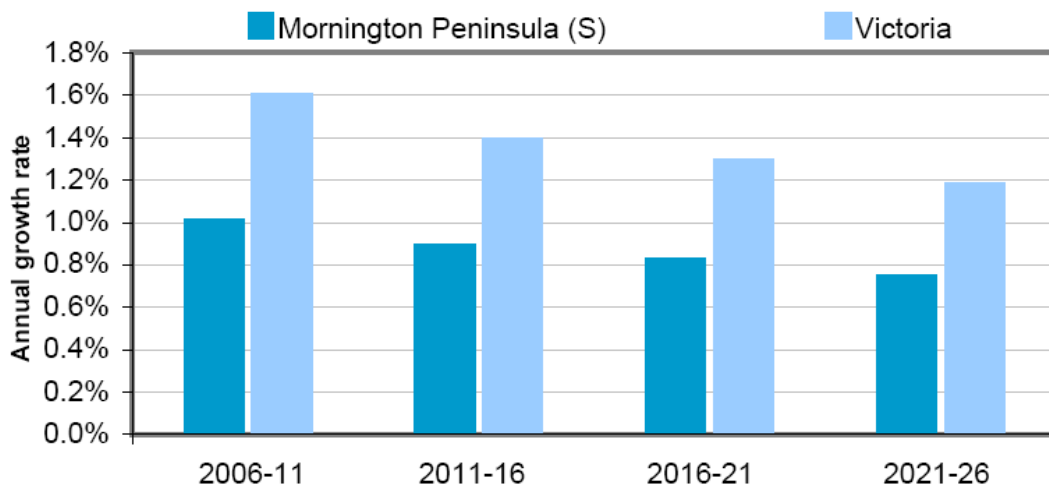
Ageing population

Whilst the total population growth expected for Mornington Peninsula Shire is notably lower than forecasts for Melbourne and Victoria, the ageing of our population base will be significant when compared with the Melbourne Metropolitan average.

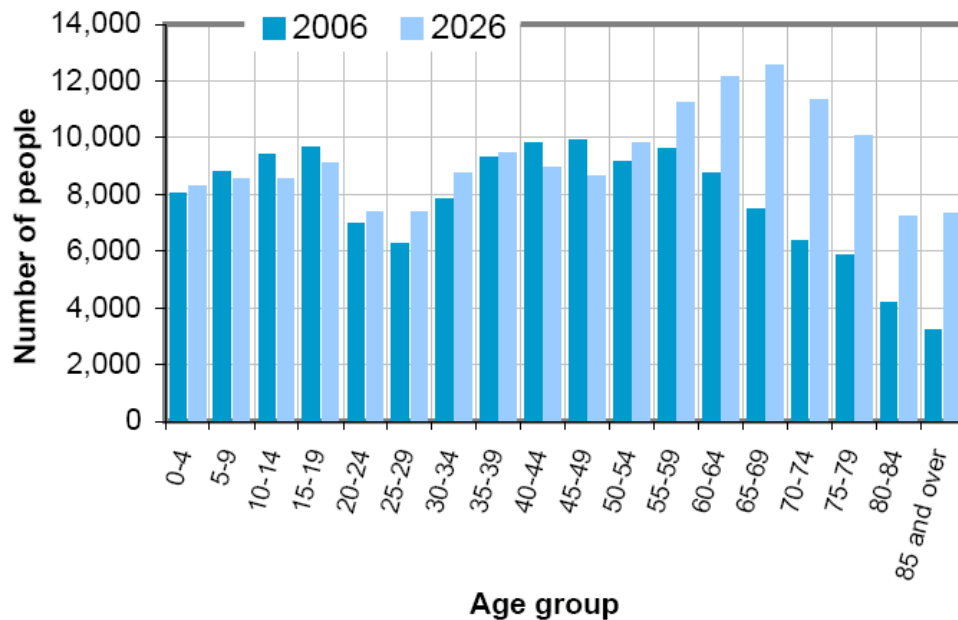
In 2006, the number of people aged 60 years and older comprised 25.5% our population; by 2026 this is expected to increase to 36.4%. Effectively this means that approximately one of every three people residing within Mornington Peninsula will be aged over 60 years.

The graphs below illustrate the projected population growth for Mornington Peninsula Shire and how the age structure of our population is expected to change over time.

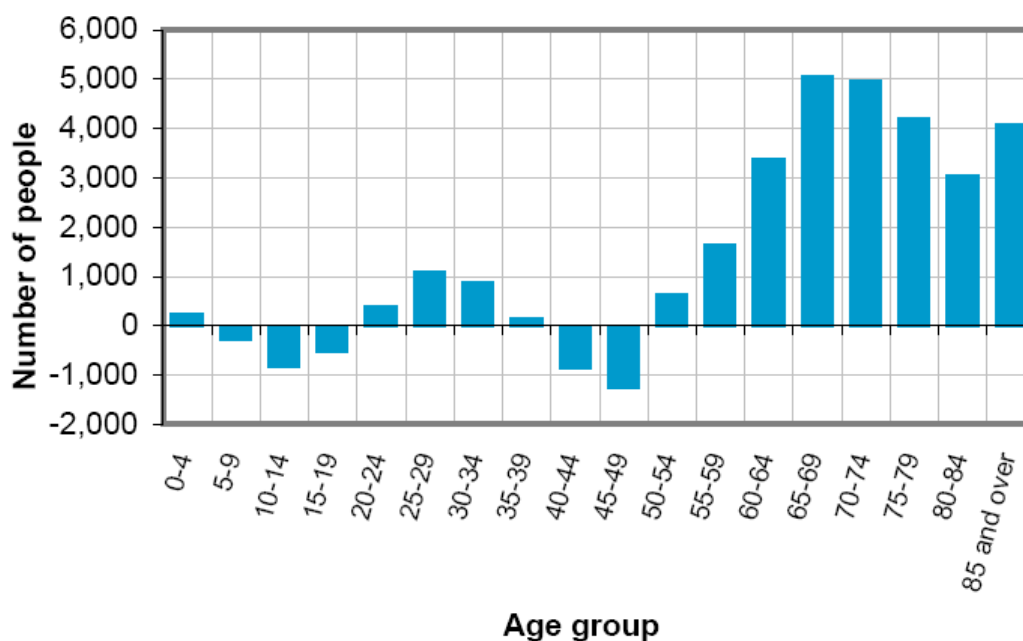
Average annual population growth rate 2006 to 2026



Population by five-year age group, 2006 and 2026



Population change by five-year age group, 2006 to 2026



Source: *Victoria in Future, 2008*, Department of Planning and Community Development, Victorian State Government

Births

Despite an ageing population, approximately 1400-1500 babies have been born each year since 1995. In the 2009/10 financial year, some 1,660 babies were born in the municipality. (Source: Maternal and Child Health database).

Cultural Diversity

From the 2006 Census, nearly 60% of the community recorded their religion as Christian.

Some 17% of residents were born overseas. Of these 5.6% were born in non-English-speaking countries and 11.6% were born in English-speaking countries. (Source: Australian Bureau of Statistics, Census of Population and Housing).

Housing

The 2006 Census indicated that there were 77,852 dwellings on the Mornington Peninsula. Of those, some 52,800 were occupied private dwellings and some 25,000 were unoccupied.

This continues the past trend that approximately 32% of properties on the Mornington Peninsula are part time residents.

Residential property prices over the past few years have slowed slightly when compared to the early 2000's. The bi-annual revaluation of property has seen the following average increases recorded -

- Source: Forecast.id®, Population Forecasts - Mornington Peninsula Shire, Summary and Key Results, How old will we be?, <http://www.id.com.au/mornpen/forecastid> (accessed May 2010)
- 2004 revaluation = 47% average increase
- 2006 revaluation = 8% average increase
- 2008 revaluation = 15% average increase
- 2010 revaluation = 10% average increase

3.2 Budget Implications

As a result of a range of external and internal factors including some of those listed above, there are a number of budget implications in the short and long term as follows:

3.2.1 External Influences

- As evidenced by both the recently announced State and Federal budgets, the broader State and Federal Government financial positions may still possibly put further pressures on local government through reduced or withdrawn funding arrangements. Whilst 'stimulus packages' have been of assistance to Council, there is not guarantee of continuity and there is probably a real prospect that grant income may diminish.
- Climate change issues continue to be high on the Shire agenda, and there are initiatives and responses across the breadth of the Shire. The 2011/12 budget continues the Shire's commitment to the issues of Integrated Flood Management and Drainage, and continues to place great importance on matters of energy management, re-use, waste management and the 'physical' impacts of climate change.
- The impacts of a future Federal Government Carbon Pollution Reduction Scheme are still unclear, so our response is still keep a watching brief, monitoring and trying to understand the impacts for Council, rather than a tangible budget commitment.
- The State Government budget decision to bring forward planned increases in the Land Fill Levy have been in large part passed onto users, The increase of \$14 per tonne (or 47%) in the levy payable to the State Government upon disposal of waste into landfill, means that the Shire Land Fill Levy bill for 2011/12 will be \$3.3m. This increase follows a \$22 per tonne increase (or 275%) in the 2010-11 financial year. A further \$5 per tonne (11%) has been foreshadowed for 2012/13.
- Cost increases impact across the Shire. Whilst CPI (which is targeted at household expenditures) is not a good measure for local government (as the majority of council expenditure is used to employ staff to deliver human-based services, as well as purchase materials to construct, maintain and upgrade assets and infrastructure), the principle of cost increases is a relevant budget consideration.
- Whilst there has been continued good work in risk management (mentioned following) the impact of international, national and state disasters has impacted on insurance premiums.
- There is still no clarity in relation to Home and Community Care funding; the core issue of inadequate base funding still must be addressed. The Shire has advocated strongly that the underlying funding formula is deficient.
- Regulation of many user fees and charges by the Victorian Government leaves Councils unable to recover the true cost of delivering services imposed under State legislation, such as planning and building.
- Council has made small but meaningful progress in advocating to the Victoria Grants Commission for changes to its General Revenue allocation to more appropriately acknowledge absentee owners.
- Past instances of cost shifting still impact on services such as home and community care, pre school infrastructure, maternal and child health, public libraries, school crossings and immunizations. Increasing legislative obligations imposed by the State Government and the continued erosion of the real value of specific purpose grants that do not keep pace with providing services is also another form of cost shifting.
- In late 2010/11, Council was advised that it must recognize (during the 2010/11 financial year) an expense of \$2.1 million, being Council's apportioned share of the local authorities defined benefit superannuation liability. Provision of \$705k has been made in 2011/12 (and will be required for the next three years) to repay this liability.

3.3.2 Internal Influences

As well as external influences, there are also a number of internal influences which have a significant impact on the preparation of the 2011/12 Budget. These matters and their financial impact are set out below:

- Provision of 3.90% increase in employee costs in accordance with the current Enterprise Bargaining Agreement.
- As mentioned under external factors, the impact of international, national and state disasters has contributed to an increase in insurance premiums. The continued good work and emphasis however in risk management (mentioned following), has at least, within areas controlled by Council, minimized the impact.
- Increasing community expectations for an expanded range and scope of service delivery.
- The challenge of delivering services in an environment of growing costs of service delivery – including costs of fuel, utilities, and less evident costs such as technology licencing .

3.4 Risk Management and its influence on the 2010/11 Budget

Within the Shire Strategic Plan, the Shire places particular emphasis and attention to managing its risk exposures (Outcome 5.3.3 - To monitor and manage our risk exposure).

This outcome is visible in all aspects of operations, where Units are expected to regularly monitor their operating activities and where necessary, develop strategies for 'treating' exposures in public risk, employee (occupational health and safety) risk, and a range of other corporate risks such as financial and compliance risk.

Specific examples of responses to operational risk within the 2011/12 budget include -

- Independent inspections of risk exposures within specific facilities (Governance and Corporate Support)
- The commissioning of legislative compliance software (Governance and Corporate Support)
- A range of Occupational Health and Safety audits (Team Support and Development)
- An annual inspection of trees in the areas declared under the Electrical Lines Act 2010 (Infrastructure Maintenance)
- Generator hire for Municipal Emergency Coordination Centre (Infrastructure Maintenance)
- Geotechnical investigations to assess slope stability issues (Priority Projects)
- A Fire Strategy for Foreshore Camping areas (Priority Projects)
- Risk management initiatives relating to former land fill sites (Priority Works)
- Development of a 'Land subject to Inundation' overlay (Priority Projects)
- Works associated with Occupational Health and Safety and Code of Practice compliance at the Animal Shelter (Priority Projects)
- Asbestos Audit (Priority Works)

This is in addition to the Shire's significant on going programs relation to key risk areas such as fire management, drainage etc.

(A range of non-budget impacts will also be undertaken as a matter of course, including such things as continuation of Business Continuity testing for IT services and education programs on risk identification and response).

*Most importantly however, our assessment of our **strategic risk** exposures have influenced both the development of the Shire Strategic Plan and 2011/12 budget.*

Within the Shire's Strategic Risk Register, the following areas continue to be seen as having high strategic risk exposures for the Shire -

- Various aspects of climate change
- Fire safety generally
- An ageing community and the challenges or health ageing
- Future issues in waste management - changes to environmental standards/ cost of providing waste services
- Keeping the Peninsula 'green'
- The lack of public transport on the Peninsula

Within the 2011/12 budget, the Shire's response to these issue is summarised as follows -

Observed Strategic Risk	Shire response within the 2011/12 Budget
Various aspects of climate change	<ul style="list-style-type: none"> • Continuing commitment to Integrated Flood Management and Drainage Strategy (\$3.0m) • Enhancement to reactive drainage and storm response (+) \$100k • Implementation of Coastal Management Plans • Continued operation and upgrade to the Eco House at The Briars • Corporate water conservation program
Fire safety generally	<ul style="list-style-type: none"> • Continuation of fire prevention works (\$1.5m) • Continuation of inspections on private land via Municipal Fire Prevention Officer • Appointment of Municipal Emergency Management Co-ordinator
An ageing community and the challenges or health ageing	<ul style="list-style-type: none"> • Continued advocacy for improvements to HACC funding formula • Development of Mobility Maps (as part of Scooter Strategy) • Implementation of a Positive Ageing Strategy • Continued building refurbishment of Senior Citizens facilities • Formalising appointment of Community Disability Access Planner and Volunteer Program Co-ordinator
Future issues in waste management	<ul style="list-style-type: none"> • Continued implementation of revised Waste Management Strategy (including education project) • Implementation of the opt-in green waste service • Risk management initiatives at former tip sites • Infrastructure upgrades at Landfills and Transfer Stations • Landfill cell capping provision
Keeping the Peninsula 'green'	<ul style="list-style-type: none"> • Continuation of the current work around the implementation of Melbourne 2030 • Work on a new Mornington Peninsula Planning Scheme • Implementing the Biodiversity Action Plan • Green Wedge Management Plan consultation

3.5 Budget Principles

In response to these influences, guidelines were prepared and distributed to all Council officers with budget responsibilities. The guidelines set out the key budget principles upon which the officers were to prepare their budgets. The principles included:

- Existing fees and charges to be reviewed and assessed for cost recovery and affordability.
- Grants to be based on confirmed funding levels.
- New revenue sources to be identified where possible.
- Service levels to be maintained at least at previous year's levels, with an emphasis on innovation and efficiency.
- New staff proposals to be justified through a business case (including new positions externally funded and conversions of positions from casual to permanent part time in accordance with Award requirements).
- Real savings in expenditure and increases in revenue identified in 2010/11 to be preserved.
- Operating revenues and expenses arising from completed 2010/11 capital projects to be included.

3.6 Legislative Requirements

Under the Local Government Act 1989 (the Act), Council is required to prepare and adopt an annual budget for each financial year. The budget is required to include certain information about the rates and charges that Council intends to levy as well as a range of other information required by the Local Government (Finance and Reporting) Regulations 2004 (the Regulations) which support the Act.

The 2011/12 budget, which is included in this report, is for the year 1 July 2011 to 30 June 2012 and is prepared in accordance with the Act and Regulations.

The budget includes Standard Statements being a budgeted Standard Income Statement, Balance Sheet Statement, Cash Flows Statement and Capital Works Statement. These statements have been prepared for the year ended 30 June 2012 in accordance with Accounting Standards and other mandatory professional reporting requirements and in accordance with the Act and Regulations.

It also includes detailed information about the rates and charges to be levied, the capital works program to be undertaken and other financial information, which Council requires in order to make an informed decision about the adoption of the budget.

The budget includes consideration of a number of long term strategies to assist Council in considering the Budget in a proper financial management context. These include a rating strategy and other long term strategies including borrowings, infrastructure and human resources.

Finally, to assist the 'non-accountants' who may not be aware of the complexities of Accounting Standards, the budget is also expressed in our 'corporate format'. Our corporate format does not consider non cash transactions such as asset revaluations and depreciation. We stress that this reporting is our own 'layman's' approach and is designed to assist those who may not totally understand accounting practice to come to generally understand our budget.

For those more financially inclined, the budget according to Australian Accounting Standards is also included in this report.



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Budget Analysis

4.1.2 Analysis of Corporate Performance Budget

	Adopted Budget 2010/11 \$'000	Forecast Actual 2010/11 \$'000	Budget 2011/12 \$000	Var. to 2010/11 Budget (Unfav) \$'000	Var. to 2010/11 F'cast (Unfav) \$'000
Operating Income	149,454	151,601	162,497	13,043	10,896
Operating Expenditure	123,809	125,738	133,716	(9,906)	(7,978)
Funds Available	25,644	25,863	28,781	3,137	2,918
Capital/Priority Works	31,616	23,409	29,751	1,865	(6,342)
Operating Result	(5,972)	2,454	(970)	5,002	(3,424)
Non Operating items	2,605	1,170	510	(2,095)	(660)
Projects funded in previous years	0	0	484	484	484
Result	(3,367)	3,624	24	3,391	(3,600)
Carry Overs/Other Non-Cash Movements	1,543	1,459	(8,708)	(10,251)	(10,167)
Cash Surplus/(Deficit)	(1,824)	5,084	(8,684)	(6,860)	(13,767)

The Corporate Performance Statement is a hybrid of the Standard Statement of Financial Performance and Standard Statement of Cash Flows.

This statement is designed to assist in understanding the cash implications of budget decisions, and therefore, excludes non-cash items such as depreciation and income by way of new subdivision assets passed to Council.

We stress that this reporting is our own 'layman's' approach and is designed to assist those who may not totally understand accounting practice to come to generally understand our budget. For those more financially inclined, the budget according to Australian Accounting Standards is also included in this report.

The 2011/12 Corporate Performance Budget forecasts a surplus of Funds Available for capital outlays (after all operating activities) of \$28.781M.

This is favourable to last year's budget primarily due to the proposed increase in rate income, which is in turn directed to capital works.

Net capital and priority works outlays after accounting for the various capital incomes available (such as capital grants for works, subdivider cash contributions and new borrowings) are \$29.751M.

Council's operating result for the year is budgeted to be a deficit of \$970K, which will be fully off-set by the disposal of excess and inappropriate assets (primarily land) of \$510K and projects for which funding has been received in previous years. A cash deficit of \$8.684M is budgeted for in the Corporate Format.

5. Analysis of Operating Budget

	Reference	Adopted Budget 2010/11 \$'000	Forecast Actual 2010/11 \$'000	Budget 2011/12 \$000	Variance to 2010/11 Budget (Unfav) \$'000	Variance to 2010/11 F'cast (Unfav) \$'000
Operating revenue	5.1	169,275	170,110	177,183	7,908	7,073
Operating expenditure	5.2	153,088	154,152	165,591	(12,503)	(11,439)
Net gain / (loss) on disposal of assets		-	-	-	-	0
Surplus / (deficit) for the year		16,187	15,958	11,592	(4,595)	(4,366)
Net gain / (loss) on disposal of assets		-	-	-	-	-
Contributed assets		(7,500)	(7,500)	(7,000)	500	500
Underlying surplus (deficit)		8,687	8,458	4,592	(4,095)	(3,866)

The underlying result is the net surplus or deficit for the year adjusted for contributed assets, gains or losses on the disposal of non-operating assets sold and other once-off adjustment.

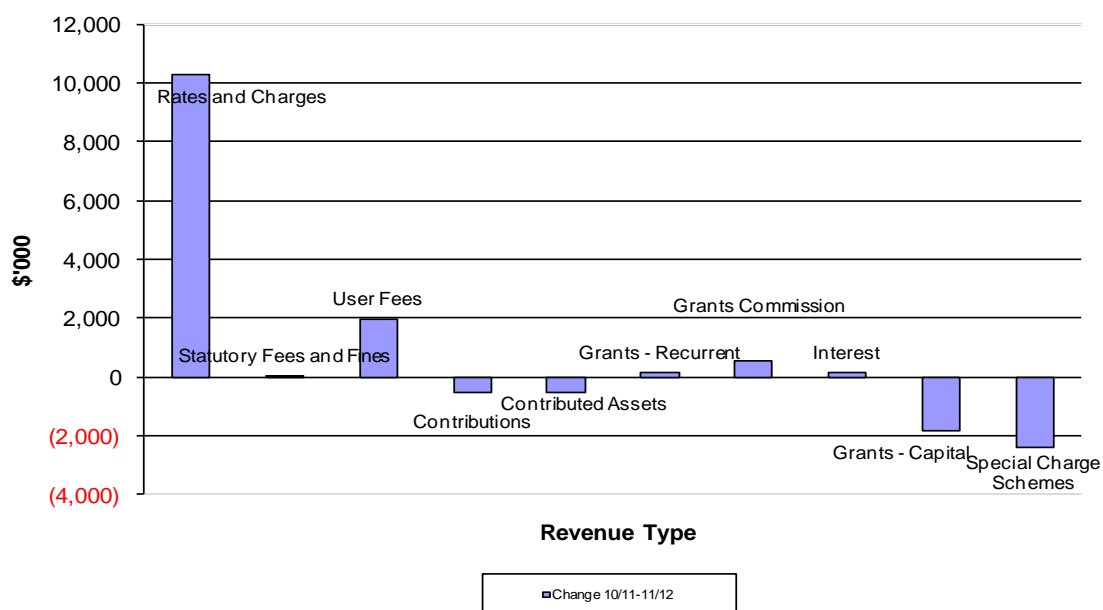
It is a measure of the financial sustainability as it is not impacted by non-recurring or once-off items of revenues and expenses which can often mask the operating result.

The budgeted underlying result for the 2011/12 year is a surplus of \$4.592 million which is a decrease of \$4.095 million over the 2010/11 budget and a decrease of \$3.866 million over 2010/11 forecast.

Explanations are provided in the following pages.

5.1 Operating Revenue

Revenue Types	Reference	Adopted Budget 2010/11 \$'000	Forecast Actual 2010/11 \$'000	Budget 2011/12 \$000	Variance to 2010/11 Budget (Unfav) \$'000	Variance to 2010/11 F'cast (Unfav) \$'000
Rates and Charges	5.1.0	104,214	104,437	114,483	10,269	10,046
Statutory Fees and Fines	5.1.1	3,703	3,575	3,760	57	185
User Fees	5.1.2	22,595	24,005	24,570	1,975	565
Contributions	5.1.3	3,182	3,074	2,653	(529)	(421)
Contributed Assets	5.1.4	7,500	7,500	7,000	(500)	(500)
Grants - Recurrent	5.1.5	12,160	12,811	12,310	150	(501)
Grants Commission	5.1.6	5,546	5,546	6,084	538	538
Interest	5.1.7	1,250	1,700	1,400	150	(300)
Operating Revenue Before Capital		160,150	162,647	172,259	12,110	9,612
Grants - Capital	5.1.8	6,112	5,036	4,309	(1,803)	(727)
Special Charge Schemes	5.1.9	3,014	2,427	615	(2,399)	(1,812)
Operating Revenue After Capital		169,276	170,110	177,183	7,907	7,073
Total Operating Revenue		169,276	170,110	177,183	7,907	7,073



5.1.0 Rates and Charges \$114.483m (\$10.269m increase to budget and \$10.046m increase to forecast)

Rates and Charges income will increase by \$10.269 million over 2010/11 budget and \$10.046 million to forecast to \$114.483 million. Rates income increases offset normal increases in employee costs, contracts, services and capital works etc. They also generally fund the various service enhancements outlined in the budget (although these can sometimes be funded by other income sources).

Council's rate increase for 2011/12 will average 6.8%. All rateable property will also pay \$150 Municipal charge, an increase of \$10. In addition, rates and charges income 2011/12 includes \$1.1M for the Opt In Green Waste service.

Included in this figure is supplementary rates budgeted to be \$600K.

Section 10 - Rating Strategy includes a more detailed analysis of the rates and charges to be levied for 2011/12.

The Valuation of Land Act determines that the Shire will be subject of a property revaluation every two years. 2011/12 is not subject to a general revaluation.

5.1.1 Statutory Fees \$3.760m (\$57k increase to budget and \$185k increase to forecast)

Statutory fees are set by legislation and cannot be varied by Council.

5.1.2 User Fees \$24.570m (\$1.975m increase to budget and \$565k increase to forecast)

User charges relate mainly to the recovery of service delivery costs through the charging of user fees, registration charges and fines and penalties. As a general rule, increases in charges have been constrained to CPI, although in some specific instances, a higher level of recovery has been sought (note each specific unit commentary includes a comment on proposed user charge variations, and a detailed list of user charges is enclosed within this report).

External Sales relate mainly to the recovery of costs delivered in a competitive environment, such as shop operations at the Regional Gallery, Pelican Park, or insurance recoveries. As a general rule, charges for these services are full cost recovery or cost plus (again, please note each specific unit commentary includes a comment on proposed charge variations).

Major variations from the 2010/11 budget include:

Activity	\$ '000	Reason
Waste disposal tipping	+ \$1.141M	Increase in fees noting that the increase in fees is offset by increases in contract payments and increase in the landfill levy.
Pelican Park	+ \$226K	Primarily increased income in the WET Learn to Swim Program and Aquatics, noting this is fully offset by an increase in expenditure.
Long Term Workcover	+ \$130K	Reimbursements for long term workcover, fully offset by employee costs.
Aged and Disability Services	+ \$116K	Primarily due to increases in charges but also demand for services.
Property Rental and Bathing box rental Income	+ \$86K	Rental income adjusted as per lease arrangements.
Mornington Leisure Centre	+ \$65K	Increase in charges, fully offset by increased expenditure.
Foreshore camping	+ \$62K	Due primarily to volume of business increase (particularly off season)
Valuation income	+ \$50K	Increase in reimbursement from State Revenue Office for revaluation data.
Animal Registration Fees	+ \$49K	Increase in fees.
Somerville Childcare Centre	- \$323K	Pending closure of the centre affecting business volume.

A detailed listing of fees and charges is included as Appendix F to this budget.

5.1.3 Contributions \$2.653m (\$529k decrease to budget and \$421k decrease to forecast)

Cash contributions are of two sources; cash contributions from developers and specific contributions towards capital and priority works.

Cash contributions from developers are contributions to the development of infrastructure and services at the time of development, and typically involve contributions towards the purchase of future open space, contributions towards the provision of services or infrastructure etc.

Budgeted cash contributions include -

- Recreation Land developer contributions \$2.400m
- Capital Works/Priority Works contributions \$215k
- Other minor developer contributions (street trees etc) \$20k
- Other operating contributions \$18k

5.1.4 Contributed Assets \$7.000m (\$500k decrease to budget and \$500k decrease to forecast)

New Subdivisions income is a non-cash transaction and represents the value of transferred infrastructure assets within a subdivision handed over to Council for future care and maintenance.

A reduction of \$500K is provided as per the Strategic Resource Plan.

5.1.5 Grants - Recurrent \$12.310m (\$150k increase to budget and \$501k decrease to forecast)

Operating grants and subsidies include all 'tied' monies received from State and Federal sources for the purpose of funding the delivery of recurrent Council services to ratepayers. Overall, the level of operating grants and subsidies has increased by 5.1% on last year's budget.

The increases in operating grants generally reflect increased demand for services.

Major variations in grants from the 2010/11 budget include -

Activity	\$ '000	Reason
Aged and Disabled Care	+ \$366K	HACC growth funding.
Emergency Management	+ \$83K	Grant to cover the Emergency Management Co-ordinator position.
Somerville Child Care Centre	- \$267K	Decrease in fee relief funding due to pending closure of the centre.
Literacy Partnership	- \$300K	Fully funded program for which funding was received in past years.
School Crossing	+ \$49K	Increase in funding from VicRoads for School Crossing supervisors.

5.1.6 Grants Commission \$6.084m (\$538k increase to budget and \$538k increase to forecast)

An increase in the Victorian Grants Commission (VGC) funding based on the application of an increase of 3% to the 2010/11 budget.

5.1.7 Interest Income \$1.400m (\$150k increase to budget and \$300k decrease to forecast)

Interest revenue includes interest on investments and penalty interest on rates and charges.

Interest on investments is budgeted to increase by \$150K from 2010/11 budget, primarily due to an improvement in interest rates and an assumed level of funds available due to projects carried over from 2010/11.

Interest earned on rates and charges (which is based on the level of rates and charges debtors) is expected to remain consistent with the level for 2010/11.

5.1.8 Grants – Capital \$2.404m (\$1.803m decrease to budget and \$272k decrease to forecast)

Capital grants include all monies received from the State and Federal Governments as a grant towards a specific capital works project (or projects).

Overall, the level of capital grants income has decreased to budget due to a significant amount of grants carried over from 2009/10.

Significant grants budgeted to be received include –

• Roads to Recovery Program	\$1.550m
• Major Building – Refurbishments	\$ 143k
• Bus Shelter / School Bus Stop Program	\$ 120k
• Somerville Netball Courts – Upgrade	\$ 250k
• Balnarring Sports Clubs – Contribution to Facilities	\$ 300k

5.1.9 Special Charge Schemes \$615k (\$2.399m decrease to budget and \$1.812m decrease to forecast)

Special Charge Schemes adopted by Council become a charge on the property and therefore income to Council. The \$615k is carried forward from 2010/11.

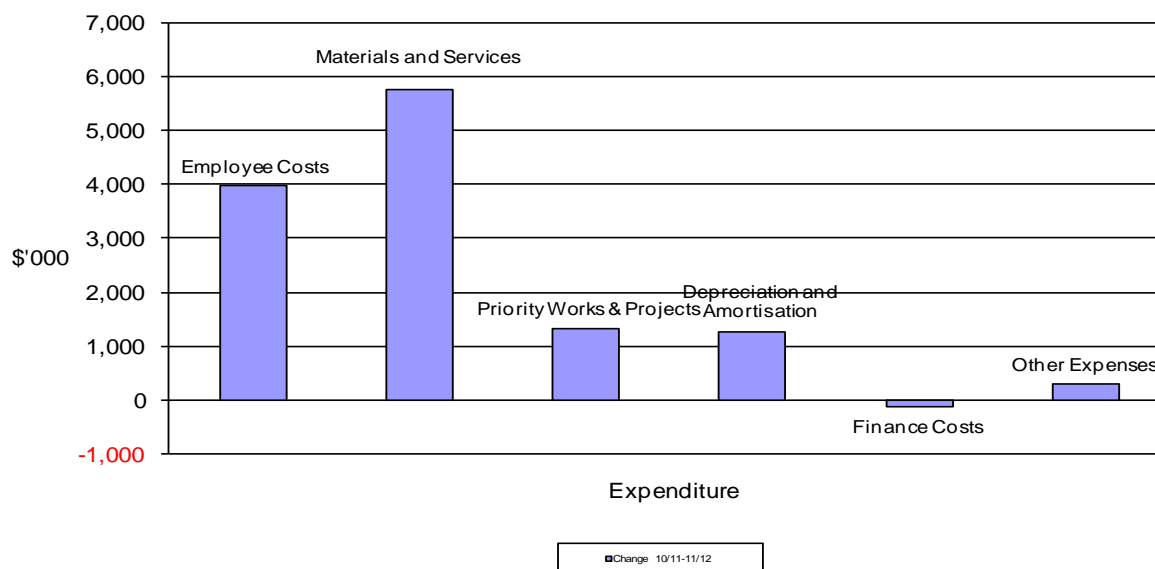
Special Charge Schemes expected to be adopted in 2011/12 include:

- SCS – Cobb Road, Mount Eliza
- SCS – Green Island Avenue, Mount Martha

Income will not be recognised until the scheme is adopted and certain to proceed.

5.2 Operating Expenditure

Expenditure Types	Reference	Adopted	Forecast		Variance	Variance
		Budget	Actual	Budget	to 2010/11	to 2010/11
		2010/11	2010/11	2011/12	(Unfav)	(Unfav)
		\$'000	\$'000	\$'000	\$'000	\$'000
Employee Costs	5.2.1	52,331	53,784	56,306	(3,975)	(2,522)
Materials and Services	5.2.2	64,662	65,531	70,427	(5,766)	(4,896)
Priority Works & Projects	5.2.3	9,219	8,076	10,549	(1,330)	(2,473)
Depreciation and Amortisation	5.2.4	19,996	19,996	21,255	(1,259)	(1,259)
Finance Costs	5.2.5	2,875	2,752	2,756	119	(4)
Other Expenses	5.2.6	4,005	4,013	4,297	(292)	(284)
Operating Expenditure		153,088	154,152	165,591	(12,503)	(11,439)



5.2.1 Employee Costs \$56.306m (\$3.975m increase to budget and \$2.522m increase to forecast)

Employee costs include all labour related expenditure such as salaries and wages (permanent and casual), and associated oncosts such as leave entitlements, superannuation and workcover.

The increase is due to the impact of Council's Enterprise Bargaining Agreement (EBA) increments at 3.9%. In addition, an increase in the workcover premium across the organisation of \$465K from the 2010/11 budget has impacted.

The approved employee establishment in last year's budget was 667.62 Full Time Equivalent (FTE) staff. The recommended employee establishment in this budget is 681.22 FTE staff; this includes staff movements approved through the 2010/11 year.

A detailed summary of employee cost movements is provided in Appendix E of this report.

The most significant increases in employee costs by service unit are summarised below:

		Budget 2010/11 \$'000	Budget 2011/12 \$'000	Variance \$'000
Sustainable Environment	Environment Protection	5,579	6,080	(501)
	Statutory Planning	3,530	3,686	(156)
Sustainable Infrastructure	Infrastructure Maintenance	1,889	2,087	(198)
	Renewable Resources	999	1,254	(255)
Sustainable Communities	Aged and Disability Services	9,053	9,356	(303)
	Child Youth and Family Care	4,726	5,057	(331)
	Libraries Arts and Culture	3,331	3,631	(300)
	Recreation and Leisure	5,173	5,737	(564)
Sustainable Organisation	Finance	2,253	2,410	(157)
	Governance and Corporate Support	2,844	2,975	(131)
The CEO's Office	Communications	367	482	(115)
	Team Support and Development	1,368	1,486	(119)

These are explained by –

- Environment Protection – increase in Animal Shelter employee costs due to the inclusion of penalty rates and casual salaries to ensure the Shelter is staffed appropriately. In addition, an increase in the staff establishment for an Emergency Management Co-ordinator position; normal award and EBA increases and increases in workcover.
- Statutory Planning - award and EBA increases, and increase in workcover.
- Infrastructure Maintenance - award and EBA increases, and increase in the staff establishment for a new position Contracts Co-ordinator SIMS.
- Renewable Resources – primarily due to the inclusion of the Opt In Green Waste service and Administration Officer positions (1.4FTE), which is fully offset by income. In addition, a Waste Officer position approved during the 2010/11 year has also contributed to the increase.
- Director Sustainable Communities – due to the inclusion of two new positions – 0.8 FTE Volunteer Program Co-ordinator and 0.8 FTE Community Disability Access Planner (noting that in previous years, 0.6FTE was funded as a Priority Project).
- Aged and Disabled Care - this is a large budget area where that majority of costs are employee related. Resourcing also takes into account growth funding.
- Child Youth and Family Care - increase in the staff establishment for new positions in Maternal and Child Health, employee costs relating to funding received in past years and increases due to award and EBA increases. Noting that employee costs have been adjusted for the pending closure of Annie Sage Child Care Centre.
- Libraries Arts and Culture - award and EBA increases.
- Recreation and Leisure – increases in hours for Sport and Leisure Centres, particularly increases in swim programs at Pelican Park, noting this is fully offset by increased income. In addition, an increase in workcover across the Unit and an increase in casual salaries for foreshore camping has contributed to the increase.
- Finance – award and EBA increases, and increase in the staff establishment for a new position 0.5 FTE Revenue Administration Office position.
- Governance and Corporate Support - award and EBA increases, and the revised allocation of workcover.
- Communications – increase in staff establishment for the Online Communications position 1.0 FTE and an increase of 0.2 FTE to the Peninsula Wide Editor position.
- Team Support and Development – increase in long term workcover salaries (fully offset by income) and an increase in parental leave employee costs.

5.2.2 Materials and Services \$70.427m (\$5.766m increase to budget and \$4.896m increase to forecast)

Materials and contracts costs include materials and consumables, external contracts, utility charges and other similar costs.

Major variations from the 2010/11 budget include –

Activity	\$ '000	Reason
SIMS Contracts	+ \$1.123M	Annual contract adjustments and growth of new assets.
Infrastructure Maintenance Service Enhancements	+ \$925K	Emergency Management \$25k; Unsealed Road Crushed Rock Resheeting \$200k; Wind Storm and High Intensity Rainfall \$50k; Wind Storm Response Parks and Roadsides \$50k; Beach Cleaning \$50k; Clear Coat sealing of footpaths \$100k; Electrical Line Clearance Annual Inspection Program \$50k; Responsive Maintenance Schedule of Rates Buildings \$200k; Programmed Maintenance Buildings \$200k
Opt In Green Waste	+ \$935K	Contract costs relating to the provision of the service, noting this is fully offset by income.
Waste Disposal tipping and mulching contracts	+ \$910K	Increase in contract prices.
Waste management landfill levy	+ \$700K	Anticipated increase in landfill levy.
Safer Local Roads	+ \$707K	Annual contract adjustments and growth of new assets.
Computer Maintenance	+ \$239K	Increase in various system maintenance costs.
Insurance Premiums	+ \$170K	Increases in premiums, primarily building insurances taking into account a revaluation of assets and an increase in rates.
Devilbend tipping	+ \$249K	Due to the increase in landfill levy, but offset by lower tipping volumes with the new waste diversion targets.
Foreshore Camping Waste Collection	+ \$74K	Increase in waste collection services.
Fire Management Works	+ \$68K	Annual contract adjustment for indexation
Mt Martha Quarry	+ \$60K	Expenditure relating to the consideration of the Mt Martha Quarry for disposal.
Strategic Planning external professional costs	+ \$45K	To allow senior staff to devote more time to the review of the Planning Scheme.
Strategic Planning legal costs	- \$31K	Fewer scheme amendments and planning panel costs anticipated than 2010/11.
Utilities	- \$157K	Primarily a decrease in electricity costs due to new contracts.
Street Lighting	- \$259K	Reduction in cost of public street lighting as Council has ceased purchasing green power for street lighting as the responsibility for greenhouse gas emissions has changed and are now attributed to the distributor rather than Council.
Efficiency Savings	- \$400K	Savings to be identified and delivered during the year.

5.2.3 Priority Works and Projects \$10.549m (\$1.330m decrease to budget and \$2.473m to forecast)

Priority Works are “almost” capital works. Works are similar in nature to capital works, however, they might not be material in value, or not add to the capitalised value of the asset, or they may be a contribution to another entity’s assets.

Priority Projects are generally “one off” or at least not recurring costs. Examples are strategy development or specific consultant’s costs.

The level of expenditure on both Priority Works and Projects is at the discretion of the Council, and is determined by assessing a project’s benefit to the community.

A detailed summary of both Priority Works and Projects is included in Appendix B and Appendix C of this report.

In addition, projects carried forward from 2010/11 \$3.706m, as listed in Appendix B and Appendix C of this report.

5.2.4 Depreciation and Amortisation \$21.255m (\$1.259m increase to budget and \$1.259m to forecast)

Depreciation is an accounting measure which attempts to allocate the value of an asset over its useful life for Council’s property, plant and equipment including infrastructure assets such as roads and drains. It is the reduction in service potential of the asset in the year.

The increase of \$1.259m for 2011/12 is due to the full year effect of depreciation on the 2010/11 capital works program, any assessed impacts due to the completion of the 2011/12 capital works program, and the revaluation of existing assets.

Depreciation is not a good measure for asset renewal requirements. Council’s asset management strategy measures asset renewal based on condition assessment recognising that assets do not generally decline in a straight line timeframe.

5.2.5 Finance Costs Expense \$2.756m (\$119k decrease to budget and \$4k increase to forecast)

Borrowing costs relate to interest charged by financial institutions on funds borrowed or through finance leases. Council is planning to borrow \$600k for major capital works projects in 2011/12 and the additional debt servicing is included in the budget.

Borrowing costs for 2011/12 are made up of –

- Interest on Loans \$2.484m
- Interest on Unfunded Superannuation \$175k
- Interest on Leases \$96k

A more detailed analysis of our debt position is provided on section 11.1 of this report. It notes that our loan and lease liability will reduce in 2011/12 by some \$3.8m.

5.2.6 Other Expenses \$4.897m (\$292k increase to budget and \$284k increase to forecast)

Other expenses relate to a range of unclassified items including contributions to community groups, insurances, motor vehicle registrations and other miscellaneous expenditure items.

The year’s budget increase is primarily due to an increase in community grants and subsidies paid, property rentals, contributions paid and school fee reimbursements.

6. Analysis of Budgeted Cash Position

This section analyses the expected cash flows from the operating, investing and financing activities of Council for the 2011/12 year.

Budgeting cash flows for Council is a key factor in setting the level of rates and providing a guide to the level of capital expenditure that can be sustained with or without using existing cash reserves.

The analysis is based on three main categories of cash flows:

- **Operating activities** - Refers to the cash generated or used in the normal service delivery functions of Council. Cash remaining after paying for the provision of services to the community may be available for investment in capital works, or repayment of debt.
- **Investing activities** - Refers to cash generated or used in the enhancement or creation of infrastructure and other assets. These activities also include the acquisition and sale of other assets such as vehicles, property and equipment.
- **Financing activities** - Refers to cash generated or used in the financing of Council functions and include repayment of the principal component of loan repayments for the year.

6.1 Budgeted Cash Flow Statement

	Reference	Budget 2010/11 \$'000	Budget 2011/12 \$'000	Variance (Outflow) \$'000
Operating Activities	6.1.1			
Receipts		168,884	175,411	6,527
Payments		(135,314)	(142,180)	(6,866)
NET CASH INFLOW (OUTFLOW)		<u>33,570</u>	<u>33,231</u>	<u>(339)</u>
Investing Activities	6.1.2			
Receipts		2,605	1,945	(660)
Payments		(33,674)	(36,816)	(3,142)
NET CASH INFLOW (OUTFLOW)		<u>(31,069)</u>	<u>(34,871)</u>	<u>(3,802)</u>
Financing Activities	6.1.3			
Receipts		3,000	600	(2,400)
Payments		(7,326)	(7,644)	(318)
NET CASH INFLOW (OUTFLOW)		<u>(4,327)</u>	<u>(7,044)</u>	<u>(2,718)</u>
NET INCREASE (DECREASE) IN CASH HELD		(1,826)	(8,684)	(6,858)
Cash at beginning of year		23,912	29,954	6,042
Cash at end of year	6.1.4	<u>22,087</u>	<u>21,270</u>	<u>(816)</u>

6.1.1 Operating Activities (\$339m decrease)

The movement in cash inflows from operating activities is due mainly to the increase from rates and charges off-set by a reduction in grant funding and an increase in the operating costs of Council (e.g. employee costs, contract adjustments and any service enhancements).

The net cash flows from operating activities does not equal the operating result for the year as the expected revenues and expenses of the Council include non-cash items which have been excluded from the Cash Flow Statement.

6.1.2 Investing Activities (\$3.802m increase)

The variation in investing activities is primarily due to the fact that the 2010/11 year includes capital works projects carried over from the previous year.

6.1.3 Financing Activities (\$2.718m increase)

The 2011/12 budget proposes to borrow an additional \$600k. Importantly, we will be repaying more than we are proposing to borrow in 2011/12 (\$3.3m more for loan liability) therefore reducing our loan liability and improving various borrowing ratios.

6.1.4 Cash and Cash Equivalents at end of the year (\$816k decrease)

Overall, total cash and investments is budgeted to decrease by \$105k to \$21.270m as at 30 June 2012.

7. Analysis of Capital Budget

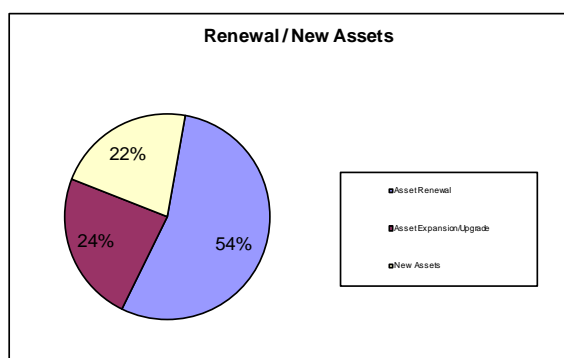
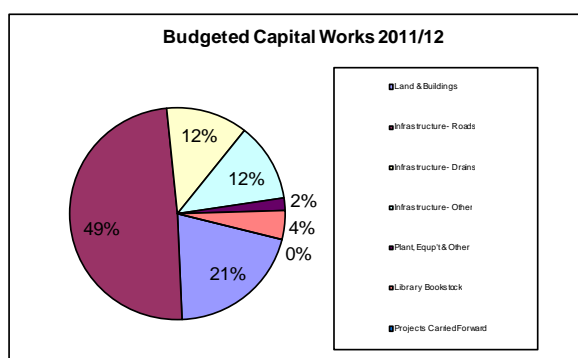
This section analyses the planned capital expenditure budget for the 2011/12 year and the sources of funding for the capital budget.

7.1 Capital Works

Capital Works Areas	Reference	Budget 2010/11 \$'000	Forecast 2010/11 \$'000	Budget 2011/12 \$'000	Variance to 2010/11 Budget \$'000
Projects carried forward	7.1.1	10,496	-	11,661	
Budgeted works					
Land	7.1.2	50	50	50	0
Buildings	7.1.3	5,958	6,433	5,088	(870)
Infrastructure - Roads	7.1.4	10,847	12,772	12,345	1,498
Infrastructure - Drainage	7.1.5	3,100	2,394	3,100	0
Infrastructure - Other	7.1.6	1,615	1,975	2,996	1,381
Plant, Equipment & Other	7.1.7	508	355	475	(33)
Library Bookstock	7.1.8	1,100	1,121	1,100	0
Sub Total		23,178	25,101	25,154	798
Total Capital Works		33,674	25,101	36,815	(2,332)

Budgeted works represented by:

Asset Renewal		15,640	8,119	20,046	
Asset Expansion/Upgrade		12,723	11,038	8,753	
New		5,311	5,945	8,017	
	7.1.9	33,674	25,101	36,815	



A more detailed listing of the capital works program is included in Appendix A.

7.1.1 Carried Forward Works (\$11.661m)

At the end of each financial year there are projects which are either incomplete or not commenced due to planning issues, weather delays, extended consultation etc.

For the 2010/11 year it is forecast that \$11.631 million of capital works will be incomplete and be carried forward into the 2011/12 year. The more significant projects include:

The detail of projects to be carried forward are included in the Appendix A.

7.1.2 Land (\$50k)

A number of minor land acquisitions, including splays, road easements and small parcels, are expected this year.

7.1.3 Buildings and Land Improvements (\$5.088m)

Buildings include community facilities, municipal offices, sports facilities and pavilions.

The more significant projects include –

There are also a range of smaller improvement programs proposed, including provision of disabled facilities, asbestos removal etc.

A range of feasibility studies will provide the basis for an informed Council decision on the future options for various facilities.

7.1.3 Infrastructure – Roads (\$12.345m)

Roads includes local roads, traffic devices, traffic management, street lighting and traffic signals, footpaths and shared pathways. The more significant projects include –

• Footpath Strategy Implementation	\$1.500m
• Bicycle Strategy – Implementation	\$ 300k
• Local Area Traffic Management treatments	\$ 200k
• Kerb & Channel Rehabilitation	\$ 300k
• Rye Traffic Management Strategy	\$ 400k
• Sorrento Strategy – Implementation	\$ 100k
• Portsea Strategy – Implementation	\$ 200k
• Traffic Management Treatments	\$ 250k
• Dromana Streetscape Strategy – Pier Precinct	\$ 350k

7.1.5 Infrastructure - Drains (\$3.100m)

Drains includes drains in road reserves, retarding basins and waterways. The most significant inclusion in 2011/12 is the third year funding of the Integrated Flood Management & Drainage Strategy (including \$900k for Priority Works).

The more significant projects include –

• Integrated Flood Management & Drainage Strategy	\$2.100m
• Drainage Upgrades	\$ 400k
• Drainage Rehabilitation & Erosion Control	\$ 500k
• Drainage Soak Pit Refurbishment	\$ 100k

7.1.6 Infrastructure – Other (\$2.996m)

Infrastructure – Other includes projects, such as, foreshore works, horse trails, BBQ's, fire plug installations, parks, playing surfaces, open space, streetscapes, playground equipment, irrigation systems, trees and public art, and all aspects of signage whether it be directional signage, name signage, or safety signage. The more significant projects include –

• Playground Development (new and refurbished)	\$ 300k
• Long Term - Recreation Master Plans	\$1.150m
• Skate & BMX Strategy - Implementation	\$ 265k
• Bus Shelter / School Bus Stop Program	\$ 170k
• Mornington Activity Centre Structure Plan – Implementation	\$ 445k
• Sporting Facilities Lighting Program	\$ 100k
• Somerville Netball Courts – Upgrade (Externally Funded)	\$ 250k
• Balnarring Sports Clubs – Contribution to Facilities (Externally Funded)	\$ 300k

7.1.7 Plant, Equipment & Other (\$475k)

Whilst Council decided more than a decade ago to lease its motor vehicle fleet, it still retains ownership of a small number of motor vehicles, major plant at The Briars and Mt Martha Public Golf Course (tractors/ mowers/ slashers etc), and a small number of trailers (example, the environmental group have a trailer that is loaned to Friends groups).

A small replacement program for office furniture is undertaken annually, with a similar (but more regular) program for photocopiers etc.

Provision for the implementation of Stage 5 of the, 'Enterprise Content Management System', \$185k, has been included in 2011/12 budget.

7.1.8 Library Book Stock (\$1.100m)

The program includes funding for acquisitions and preparation of the Library Collection (in various formats including - books, magazines, CD ROMs, DVDs, talking books): – now a \$1.1M program. The investment partly restores the real value of the collection which has been eroded by processing costs.

7.1.9 Asset Renewal (\$20.046m), Expansion/Upgrade (\$8.753 million) and New Assets (\$8.017m)

A distinction is made between expenditure on asset renewal, expansion/upgrade and expenditure on new assets.

Expenditure on *asset renewal* is expenditure on an existing asset, which restores or rehabilitates an existing asset to its original capacity; it effectively reinstates their service potential.

A key objective of the Infrastructure Strategy is to maintain or preserve Council's existing assets at desired condition levels. If sufficient funds are not allocated to asset preservation then Council's investment in those assets will reduce, along with the capacity to deliver services to the community.

Expenditure on *expansion/ upgrade* enhances an existing asset to provide higher level of service; it adds new value by expanding the assets use.

Expenditure on *new* assets involves the creation or purchase of a new asset to meet additional service level requirements. It will often result however in an additional burden for future operation, maintenance and capital renewal.

Of the total program, \$14.497m (excluding projects carried forward from 2010/11) will be for the renewal/refurbishment/reconstruction of existing assets. Importantly, this investment in the existing asset base is now being largely driven by appropriate asset management strategies.

Whilst not relevant to a commentary on Capital Works, some \$1.1m will also be expended through Priority Works on asset refurbishment.

Of the total program, \$3.380m (excluding projects carried forward from 2010/11) will be for the construction of new assets.

The major projects included which constitute expenditure on new assets, are:

- Rosebud West Community Centre
- Dromana Lifesaving Clubrooms
- Southern Peninsula Aquatic Recreation Centre (Approvals etc)
- Somerville Needs Strategy – Implementation
- Integrated Flood Management & Drainage Strategy
- Traffic Management Treatments
- Local Area Traffic Management treatments
- Sorrento Strategy – Implementation
- Mornington Activity Centre Structure Plan – Implementation
- Playground Development
- Skate & BMX Strategy - Implementation

Of the total program, \$7.277m (excluding projects carried forward from 2010/11) will be for the upgrading or expansion of existing assets.

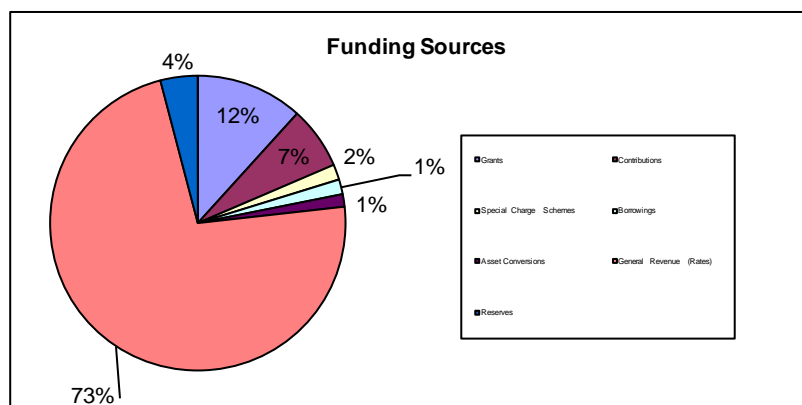
The major projects included which constitute expenditure on upgrade or expansion, are:

- Building Improvements – Recreation Facilities
- Urban Road Contributory Scheme Strategy
- Roads to Recovery – Racecourse Rd (Mornington-Tyabb Road to Booker Ave)
- Roads to Recovery – High St (Frankston-Flinders Road to Hendersons Road)
- Playground Development
- Footpath Strategy – Implementation

- Bicycle Strategy - Implementation
- Integrated Flood Management & Drainage Strategy
- Drainage Upgrades
- Rye Traffic Management Strategy
- Portsea Strategy – Implementation
- Dromana Streetscape Strategy – Pier Precinct
- National Black Spot Program (Council contribution)
- Long Term Recreation Master Plans – Implementation

7.2 Funding Sources

Sources of Funding	Reference	Adopted Budget 2010/11 \$'000	Forecast Actual 2010/11 \$'000	Budget 2011/12 \$'000	Variance to 2010/11 Budget (Unfav) \$'000	Variance to 2010/11 F'cast (Unfav) \$'000
External						
Capital Grants	7.2.1	6,112	5,036	4,309	(1,803)	(727)
Contributions	7.2.2	2,909	3,245	2,520	(389)	(725)
Special Charge Schemes	7.2.3	3,014	2,427	615	(2,399)	(1,812)
New Borrowings	7.2.4	3,000	1,500	600	(2,400)	(900)
Sub Total		15,035	12,207	8,044	(6,991)	(4,164)
Internal						
Cash and Investments	7.2.5	16,034	11,813	26,762	10,728	14,948
Asset Conversion	7.2.6	2,605	550	510	(2,095)	(40)
Reserve Investments	7.2.7	-	530	1,500	1,500	970
Sub Total		18,639	12,893	28,772	10,133	15,878
Total Funding Sources		33,674	25,101	36,815	3,141	11,715



7.2.1 Grants - Capital (\$4.309m)

Capital grants include all monies received from State, Federal and community sources for the purposes of funding the capital works program.

Significant grants budgeted to be received include –

- Roads to Recovery Program \$1.550m
- Major Building – Refurbishments \$ 173k
- Bus Shelter / School Bus Stop Program \$ 120k
- Somerville Netball Courts – Upgrade \$ 250k
- Balnarring Sports Clubs – Contribution to Facilities \$ 300k

Projects carried forward from 2010/11 include –

• Roads to Recovery Program	\$866k
• Rosebud West Community Centre	\$753k
• RCLIP Projects	\$182k
• Hastings Boat Ramp Floating Pontoon	\$135k

7.2.2 Contributions (\$2.520m)

Contributions are of two types – specific contributions for works or developer contributions generated out of planning requirements.

Significant specific contributions budgeted to be received include –

• Somerville Needs Strategy – Implementation	\$ 100k
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The balance to be received is expected from developer contributions

7.2.3 Special Charge Schemes (\$615k)

A number of Special Charge Schemes are expected to be adopted by Council in 2011/12 and on adoption, any user charges become a charge on the property and therefore income to Council.

Council contribution to Special Charge Schemes expected to be adopted in 2011/12 include:.

- SCS – Cobb Road, Mount Eliza
- SCS – Green Island Avenue, Mount Martha

Projects carried forward from 2010/11 include –

• SCS – Jerula Ave, Mount Eliza	\$471k
• SCS – Henderson Road, Hastings	\$ 93k
• SCS – Bayview Avenue, Rosebud	\$ 51k

7.2.4 Proposed New Borrowings (\$600k)

For the 2011/12 year, Council has proposed new borrowings of \$600k to fund capital works projects.

Refer section 11.1 for details of Council's Borrowing Strategy.

7.2.5 Operations (Cash and Investments) (\$26.762m)

Council generates cash from its operating activities, which is used as a funding source for the capital works program. It is forecast that \$26.762 million will be generated from operations to fund the 2011/12 capital works program.

7.2.6 Asset Conversions (\$510k)

A source of finance for the Capital Works Program is the sale of excess and inappropriate property ; this is particularly so when the acquisition of new property or creation of new assets is proposed.

The asset conversion program for 2011/12 plans to generate at least \$510k in sales.

A strategic review of the Council's property is continuing. The purpose of this review is to –

- confirm the existing use for all properties,
- highlight any property that may be seen on first investigation to be excess and inappropriate, for further investigation, and
- highlight (as far as possible) requirements for future property purchase.

All sale of Council land must go through a formal public process as part of the consideration.

Proceeds from sale of assets can also be the disposal of excess and inappropriate laneways and road reserves, and a small sum for the trade in of a number of vehicles.

7.2.7 Reserve Investments (\$1.5m)

The only Reserve Funds Council has established that is available to fund its annual capital works program are the Sustainable Energy Fund and the Recreation Land Reserve Fund.

Council proposes in 2011/12 to utilise \$1.5m from the Recreation Land Reserve Fund towards :

- Long Term Recreation Master Plans – Implementation \$ 650k
- Pavilion Strategy – Implementation \$ 750k
- Sporting Facilities Lighting Program \$ 100k

8. Analysis of Budgeted Financial Position

This section analyses the movements in assets, liabilities and equity between 2010/11 and 2011/12. It also considers a number of key performance indicators.

8.1 Budgeted Balance Sheet

	Reference	Budget 2010/11 \$'000	Forecast Actual 2010/11 \$'000	Budget 2011/12 \$'000	Variance to 2010/11 Budget (Outflow) \$'000	Variance to 2010/11 Fcst (Outflow) \$'000
Current						
Assets	8.1.1	36,142	44,010	35,806	(336)	(8,204)
Liabilities	8.1.2	(28,124)	(28,125)	(29,380)	(1,256)	(1,255)
NET CURRENT ASSETS		8,018	15,885	6,426	(1,592)	(9,459)
Non Current						
Assets	8.1.1	1,743,228	1,735,803	1,753,513	10,285	17,710
Liabilities	8.1.2	(38,005)	(38,005)	(35,110)	2,895	2,895
NET NON CURRENT ASSETS		1,705,223	1,697,798	1,718,403	13,180	20,605
NET ASSETS	8.1.3	1,713,241	1,713,683	1,724,829	11,589	11,146
Equity						
Accumulated Surplus	8.1.4	858,546	858,989	869,635	11,089	10,646
Reserves		854,694	854,694	855,194	500	500
Total Equity		1,713,240	1,713,683	1,724,829	11,589	11,146

8.1.1 Current Assets (\$336k decrease to budget and \$8.204m decrease to forecast) and Non-Current Assets (\$10.285m increase to budget and \$17.710m increase to forecast)

Cash assets include cash and investments such as cash held in the bank and the value of investments in term deposits with short term maturities.

Receivables are monies owed to Council by ratepayers and others. Short term debtors are expected to increase marginally in the budget.

Other assets includes items such as prepayments for expenses that Council has paid in advance of service delivery, inventories or stocks held for sale or consumption in Council's services and other revenues due to be received in the next 12 months.

The decrease in current assets to 2010/11 budget and forecast is largely influenced by budget assumptions in 2010/11 in respect of the land held for resale.

The increase in non current assets is due to the revaluation of infrastructure assets in 2010/11.

8.1.2 Current Liabilities (\$1.256m increase to budget and \$1.255m increase to forecast) and Non Current Liabilities (\$2.895m decrease to budget and \$2.895m decrease to forecast)

Amounts owed to suppliers (Payables) are expected to decrease marginally.

Provisions include accrued long service leave and annual leave owing to employees. These employee entitlements are expected to increase, factoring in an increase for EBA outcomes.

Interest-bearing loans and borrowings are borrowings of Council and are expected to increase in 2011/12 having regard for the mix between current and non current liabilities. The Council is budgeting to repay loan principal of \$3.913 million over the year and \$530k for unfunded superannuation levy. Repayments on finance leases of \$445k are also budgeted for.

8.1.3 Net Assets (\$11.589m increase to budget and \$11.146m increase to forecast)

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.

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 the Council over many years.

The increase against budget is due to the revaluation of infrastructure assets in 2010/11 and the net result of the capital works program, contributed assets, depreciation of assets and the sale of property, plant and equipment.

8.1.4 Equity (\$11.589m increase to budget and \$11.146m increase to forecast)

Total equity always equals net assets and is made up of the following components:

- Asset revaluation reserve which represents the difference between the previously recorded value of assets and their current valuations
- Other reserves, being funds that 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.
- Accumulated surplus which is the value of all net assets less Reserves that have accumulated over time.

8.2 Key Assumptions

In preparing the Budgeted Statement of Financial Position for the year ended 30 June 2012, it was necessary to make a number of assumptions about key assets, liabilities and equity balances. The key assumptions are as follows:

- A total of 97.5% of total rates and charges raised will be collected in the 2011/12 year. This is consistent with previous years.
- Other debtors and creditors to remain consistent (4 year trend) with 2009/10 levels;
- Proceeds from the sale of property in 2010/11 will be received in full in the 2011/12 year;
- Employee entitlements to be increased by the percentage increase indicated in the Strategic Resources Plan. A small increase in the average rate of leave taken is expected;
- Repayment of loan principal to be \$3.913m and \$445k for leases; and
- Total capital expenditure to be \$25.154m in 2011/12 and as per the Infrastructure Strategy over the balance of the plan.



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Long Term Strategies

9. Strategic Resource Plan and Key Financial Indicators

This section considers the long term financial projections of the Council. The Act requires a Strategic Resource Plan to be prepared covering both financial and non-financial resources, and including key financial indicators for at least the next four financial years to support the Shire Strategic Plan.

9.1 Plan Development

In adopting its Shire Strategic Plan, Council has previously prepared a Strategic Resource Plan (SRP) for the four years 2009/10 to 2012/13 as part of its ongoing financial planning to assist in adopting a budget within a longer term framework. The SRP takes the strategic objectives and strategies as specified in the Shire Strategic Plan and expresses them in financial terms for the next four years.

Whilst the Strategic Resource Plan uses our best information at the time, clearly it is not possible to predict four years in advance, the many and varied issues Council must consider in framing its budget. To that end, the Strategic Resource Plan has been updated for the balance of the Plan for the consequential effects of the 2011/12 Budget.

The key objective, which underlines the development of the SRP, is still financial sustainability in the medium to long term, while still achieving Council's strategic objectives as specified in the Shire Strategic Plan. The key financial objectives, which underpin the SRP, are:

- Maintaining or improving service levels
- Achieving a sustainable operating and underlying surplus
- Achieving a capital works program which continues to meet the asset renewal needs of the Shire as well as providing for new, needed assets
- Achieving a balanced budget on a cash basis.

In updating the SRP, the Council has continued to be mindful of the need to comply with the following Principles of Sound Financial Management as contained in the Act:

- Prudently manage financial risks relating to debt, assets and liabilities
- Provide reasonable stability in the level of rate burden
- Consider the financial effects of Council decisions on future generations
- Provide full, accurate and timely disclosure of financial information.

9.2 Financial Resources

The following table summaries the key financial results for the next four years as set out in the SRP for years 2011/12 to 2014/15

Indicator	Forecast		Strategic Resource Plan			Trend +/-
	Actual	Budget	Projections			
	2010/11 \$'000	2011/12 \$'000	2012/13 \$'000	2013/14 \$'000	2014/15 \$'000	
Operating result	15,958	11,592	12,615	17,327	15,236	+
Underlying operating result	4.85%	2.70%	3.49%	6.05%	5.06%	o
Cash and investments	29,955	21,270	20,872	22,545	24,143	+
Cash flow from operations	33,218	33,231	32,556	36,085	35,654	+
Capital works	25,101	36,816	21,800	34,950	35,500	+

Key to Forecast Trend:

- + Forecasts improvement in Council's financial performance/financial position indicator
- o Forecasts that Council's financial performance/financial position indicator will be steady
- Forecasts deterioration in Council's financial performance/financial position indicator

The key outcomes of the SRP are as follows:

- **Financial Outcomes** – The following financial outcomes are forecast for the four years –
 - The Operating Result is positive and consistent for the four years (allowing for variations with Capital Grants).
 - The Underlying Result is similarly positive and consistent for the four years.
 - Cash and investments is forecast to grow by some \$2.2m over the four years.
 - Cash from operations is forecast to grow by some \$4.8m over the four years period
 - Loan liability will reduce over the four year period, even allowing for borrowing for Southern Peninsula Aquatic Centre.

Under this four year plan, Council will retain its ‘Low Risk’ rating from the Victorian Auditor General in terms of financial sustainability.

- **Rating Strategy** – To give Council the capacity to fund required service enhancements, new facilities and to address a number of climate change initiatives, a real rate increase over the life of the SRP is required.

The adopted SRP acknowledged the need for real rate increases, and planned for a real increase of CPI plus 2%. In 2011/12 the rate increase will be 6.8%.

Having regard for the budget changes proposed in 2011/12, the SRP has been updated for the balance of the plan, with the following years being forecast with a 5.5% rate increase.

Under this plan, we should be able to accommodate a number of much needed service enhancements. Importantly, Mornington Peninsula Shire will continue to be amongst the lowest Victorian Councils in terms of average rates and charges per assessment.

- **Infrastructure Strategy** – Capital expenditure over the four year period will total \$117m at an average of \$29m including a full provision to renew existing assets. Mornington Peninsula Shire is one of the few Councils to have ‘closed the infrastructure renewal gap’. This means we have created the financial capacity to commit the required level of funds to asset refurbishment on an annual basis to ensure the service potential of our existing assets is not eroded – in simple terms, our assets will not run down and become unserviceable through lack of investment.

We also have the challenge of delivering on a number of new, needed assets, and this will require prudent financial management to allow this to occur in parallel.

Under this infrastructure scenario, we will continue to fund our existing infrastructure refurbishment needs to plan as well as provide new and upgrades facilities.

- **Borrowing Strategy** – Borrowings (which include finance leases for the purposes of the accounting regulations) are forecast to decrease from \$40.0 as at 30 June 2011 to \$31.7m over the four year period.

Council has recognised that it is necessary to improve our ‘capacity’ for capital works through increased rate income and thus shift our reliance on loan funds to major projects only. In 2011/12, it is proposed to borrow \$600k for various capital projects; for modeling proposed in 2013/14 and 2014/15 to borrow \$5m annually for Southern Peninsula Aquatic Centre.

Significantly, because we have previously funded the renewal of assets within our rating strategy, we have the capacity to borrow for new or upgrades assets.

Importantly under this scenario, borrowing prudential ratios are all low risk for the four year period of the SRP.

9.3 Key Financial Risk Indicators

The Shire has a range of indicators which it regards as 'key financial risk indicators' (KFRI's). Simply put, a budget should fall within the various key risk indicator parameters to have it regarded as financially sustainable. The indicators themselves are used by both the Victorian Auditor General in his annual assessment of a Council's financial sustainability, and the Local Government department in their assessment of capacity to borrow.

The parameters used are the 'low risk' or 'green light' parameters, meaning that if Council stays within those parameters, the Council will continue to be regarded as 'low risk' by the Victorian Auditor General, and within the low risk borrowing scenario by the Local Government Department. The following indicators are used.

Indicator	Calculation	Prudential guideline	Recommended Guideline	Outcome
Financial Stewardship Indicators				
Underlying result	Underlying Revenue - Underlying Expense/ Underlying revenue	A ratio > zero (VAGO assessment as low risk)	> zero	The underlying result will always be positive
Liquidity	Total Current Assets/ Total Current Liabilities	More than 1.5 times (VAGO assessment as low risk)	>1.5 times	Current Assets will always be at least 150% of current liabilities
Self Financing	Operating Cash Flow/ Underlying Revenue	More than 20% (VAGO assessment as low risk)	> 20%	More than 20% of funds generated from operations will be available to fund assets
Assets Indicators				
Investment gap	Total Capital Outlays on Assets/ Depreciation	More than 1.5 times (VAGO assessment as low risk)	Between 1.0 and 1.5 times	Expenditure on capital assets will always exceed depreciation expense by between 1.0 and 1.5 times
Renewal gap	Capital Outlays on Asset renewal/ Depreciation	No published measure	> 100%	Expenditure on renewal and refurbishment of existing assets will exceed depreciation expense
Liabilities Indicators				
Indebtedness	Non Current Liabilities/ Own Source revenue	< 40% (VAGO assessment as low risk)	< 40%	Non current liabilities will not exceed 40% of own source revenue
Debt Servicing Ratio	Total Interest on Loans and Leases/ Total Operating revenue	< 5% (Local Govt Dept prudential limit as OK)	< 3%	Up to 3% of total Council revenue will be used to repay interest
Debt Management Ratio	Total Liabilities/ Total rates and Charges	< 60% (Local Govt Dept prudential limit as OK)	< 60%	Total debt will not exceed 60% of annual rate revenue
Debt Commitment ratio	Total Interest and Principal on Loans and Leases/ Total Rates and Charges	No published measure	< 10%	That a maximum of 10% of total rate revenue will be used to apply against the repayment of interest and principal
Debt Exposure Ratio	Total Liabilities/ Total realisable Assets	No published measure	< 20%	Debt levels can be up to 20% of realisable assets

The following is forecast for the term of the SRP -

Indicator	Forecast	Budget 2011/12	Strategic Resource Plan			Trend +/-
	Actual		Projections			
	2010/11		2012/13	2013/14	2014/15	
Underlying result	4.9%	2.7%	3.5%	6.1%	5.1%	o
Liquidity	157%	121%	121%	124%	134%	o
Self Financing	19.8%	19.5%	18.6%	19.3%	18.5%	o
Investment Gap	1.1	1.6	1.0	1.5	1.5	+
Renewal Gap	67.1%	68.8%	67.5%	67.9%	68.0%	o
Indebtedness	27.8%	24.2%	19.4%	18.4%	18.0%	+
Debt Servicing ratio	1.6%	1.6%	1.3%	1.1%	1.1%	+
Debt Management ratio	40.9%	35.9%	32.3%	28.7%	25.7%	+
Debt Commitment ratio	6.6%	6.7%	6.1%	6.0%	5.2%	+
Debt Exposure Ratio	9.2%	8.9%	8.0%	7.9%	7.8%	+

On these measures the Shire will achieve an overall 'low risk' assessment from the Victorian Auditor General and Local Government Department.

Notes to indicators

Underlying result – Result is positive for the next four years.

The Shire is generating surpluses consistently. The 2013/14 result reflects the expectation of receiving significant capital grants and contributions towards funding a new aquatics centre (SPA)

Liquidity – The trend is consistent for the four years.

The ratio measures the ability to repay short term liabilities as they fall due (current assets as a percentage of current liabilities). The Auditor General measures low risk as having a result greater than 150%. Council has assessed its cash flow over the period of the Strategic Resource Plan and beyond and is comfortable with that liquidity ratio of between 1.00 and 1.5 is appropriate. Whilst this would be assessed as 'medium risk' by the Auditor General, Council does not see the need or advantage in locking up so much liquidity (cash) simply to comply with a 'low risk' rating. It should be further noted that after adjusting for the probability of employees taking LSL in the next 12 months (the total sum of which is regarded as a current liability in terms of the liquidity ratio), the adjusted liquidity ratio would exceed the recommended target for 'low risk'.

Self Financing – The trend is consistent over the four years

The ratio measures the ability to fund replacement and new assets using cash generated from operations. Whilst comfortably within the medium risk assessment our ratios indicate that we will need to generate more cash to fund assets.

Investment Gap – The trend is improving over the four years

The ratio measures total capital outlays as a percentage of annual depreciation and the Shire would be low risk (greater than 1.5) in two of the four years. The measure assumes simplistically that greater than 1.5 times depreciation sufficiently provides for an appropriate level of asset renewal as well as any new required assets.

Depreciation is not a good measure for asset renewal requirements. Council's asset management strategy measures asset renewal based on condition assessment recognising that assets do not generally decline in a straight line timeframe. If measured against the need for asset renewal in line with our asset management strategy rather than depreciation, the ratio would be comfortably low risk.

Renewal Gap % – The trend is consistent over the four years

The ratio measures expenditure on renewal and refurbishment of existing assets as a percentage of depreciation expense. Refer to comments on investment gap.

Indebtedness – The trend is improving over the four years

The Auditor General indicates that a result of less than 40% suggests that there is no concern over the ability to repay debt from own-source revenue. MPSC achieves this measure and is assessed as low risk.

Debt Servicing Ratio – The trend is improving over the four years

The ratio measures interest expense as a percentage of total operating revenue. The Local Government's Departments prudential limit for borrowing is <5%. MPSC is well within this limit.

Debt Management Ratio – The trend is improving over the four years

The ratio measures total liabilities as a percentage of total rates and charges. The Local Government's Departments prudential limit for borrowing is <60%. Again MPSC is well within this limit.

Debt Commitment Ratio – The trend is improving over the four years

Whilst there is no published measure for this ratio, benchmarking other Councils would suggest that <10% would be a prudent target to measure total interest and principal as a percentage of total rates and charges. MPSC is well within this limit.

Debt Exposure Ratio – The trend is consistent over the four years

The ratio measures total liabilities as a percentage of total realisable assets and as above there is no published measure for this ratio. Benchmarking other Councils would suggest that <20% would be a prudent target. MPSC is well within this limit.

9.3 Key Financial Indicators

In addition to the Key Financial Risk Indicators, the Shire also has a range of indicators which it can be used to assess the impact of the budget.

The following table highlights Council's current and projected performance across a range of key financial indicators (KFIs).

Whilst the KFIs are seen as 'must achieves' if we want to have confidence in our financial sustainability, the KFIs provide a useful analysis of Council's financial position and performance and should be used in the context of Council's objectives.

Indicator	Forecast	Budget 2011/12	Strategic Resource Plan Projections			Trend +/-
	Actual 2010/11		2012/13	2013/14	2014/15	
Rate revenue per assessment	\$1,113	\$1,210	\$1,275	\$1,340	\$1,417	+
% movement in rate revenue from previous year	7.8%	9.6%	5.6%	5.6%	6.1%	O
Revenue Ratio	60.4%	64.6%	66.6%	66.0%	68.4%	O
Fees and Charges as a % of Total Revenue	17.7%	16.2%	16.1%	15.6%	15.6%	-
Operating Expenditure per Assessment	\$1,677	\$1,712	\$1,783	\$1,848	\$1,912	+
% change in Operating Expenditure per assessment from the previous year	9.5%	2.9%	4.4%	4.1%	3.8%	O
Capital expenditure per assessment	\$243	\$266	\$230	\$367	\$372	+
Assets per assessment	\$18,974	\$18,923	\$19,498	\$19,804	\$20,514	+
Liabilities per assessment	\$705	\$682	\$611	\$604	\$602	+

Key to Forecast Trend:

- + Forecasts improvement in Council's financial performance/financial position indicator
- O Forecasts that Council's financial performance/financial position indicator will be steady
- Forecasts deterioration in Council's financial performance/financial position indicator

Notes to indicators

Rate revenue per assessment – The trend is positive for the next four years.

The Strategic Resource Plan has been updated the balance of the plan with the following years being forecast with a 5.5% rate increase, whilst the projected growth in new properties will decline slightly.

% movement in rate revenue from previous year – The trend increases for the next four years.

As above, the Strategic Resource Plan has been updated the balance of the plan with the following years being forecast with a 5.5% rate increase

Revenue Ratio – The trend is consistent over the next four years.

Rate revenue as a percentage of total revenue will remain consistent except in years where significant capital grants or contributions are received.

Fees and charges as a % of Total Revenue – The trend is declining over the next four years.

Operating Expenditure per Assessment – The trend is increasing for the next four years.

Operating costs will increase in line with CPI and the Strategic Resource Plan assumptions.

% change in Operating Expenditure per assessment from the previous year – The trend is consistent for the next four years.

Capital Expenditure per Assessment – Result is variable depending on external funding of major projects for the next four years, and planned new projects ie Blackspot and Roads to Recovery funding and Special charge schemes.

Assets per Assessment – The trend is consistent over the next four years.

This figure may vary having regard for the periodic revaluation of fixed assets.

Liabilities per Assessment – The trend is consistent over the next four years.

This measure is in line with the Borrowing Strategy.

9.4 Non-Financial Resources

In addition to the financial resources to be consumed over the planning period, Council will also consume non-financial resources, in particular human resources.

The following table summaries the non-financial resources for the balance of the SRP.

The numbers do not have any regard for external funding which may lead to additional resource, particularly relevant in areas such as Home and Community Care.

Indicator	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2010/11	2011/12	2012/13	2013/14	2014/15
	\$'000	\$'000	\$'000	\$'000	\$'000
Employee costs	53,784	56,306	59,065	61,959	64,995
Employee numbers	667	681	686	691	696

10. Rating Strategy

This section considers the Council's strategy for rating including assumptions underlying the current year rate increase and rating structure.

10.1 Strategy Development

Within the Strategic Resource Plan, rates and charges are acknowledged as an important source of revenue, accounting for approximately 65% of the total revenue received by Council annually. Planning for future rate increases has therefore been an important component of the Budget Planning process.

However, it has also been necessary to balance the importance of rate revenue as a funding source with community capacity to fund increases, particularly given the change some years ago to bi-annual general revaluations (which redistributes the rate burden more regularly), and recently, the impact of the Global Financial Crisis. Whilst a revaluation does not in itself generate more rates for Council (it simply redistributes the rate burden between ratepayers), it can often cause significant rate increases for some (as their property value increases above the Shire average) and rate reduction for others (as their property value rises at a rate lower than the Shire average). This will happen irrespective of any decision Council makes about rates and charges.

The reality however is that our rates and charges are not high in comparison to other Councils.

Annual surveys conducted by the Municipal Association of Victoria in recent years have found the Mornington Peninsula to be consistently at the lowest end for average rates and charges when compared to other Metropolitan or Interface Councils. In the 2010/11 budget survey,

- On a 'per assessment' basis MPSC was the sixth lowest of the 68 Councils (that responded) at \$1,107 average rates and charges per assessment.
- Of the five Councils lower than MPSC, three Councils had rates and charges revenue of less than \$7.5m
- Of the metropolitan and Interface Councils, only Monash (at \$1,050 per assessment) and Whitehorse (at \$1,099 per assessment) were lower than MPSC .
- We were by far the lowest Interface Council on a per assessment basis (next lowest was Whittlesea at \$1,339. Highest was Nillumbik at \$1,884).

Importantly, whilst the Shire wishes to maintain a status as a low rating municipality, it does aspire to improve the quality and level of service for residents and ratepayers. To achieve this, our future rating strategy requires increases above our cost of operations over the term of the plan.

10.2 Current Year Rate Increase

The 2011/12 operating position requires rate revenue of \$113.378m (including \$600k for supplementary rates) to satisfy the on-going operational costs of the Shire, provide for a number of specific enhanced and expanded service levels, and fund an acceptable capital expenditure program.

Council's rate increase for 2011/12 will be a rate in the \$ increase of 6.8% (to 0.0020167 cents in the \$) and an increase in the Municipal Charge of \$10 (to \$150).

Additionally, Council is proposing a differential on residential, commercial and industrial vacant land. This will generate an additional \$826k to be directed to improvements to Council services and facilities.

The following table sets out future proposed rate increases and total rates to be raised.

By type of rate or charge, the estimated amount to be levied is as follows.

Rate or charge	2011/12 (\$m)	Prev. year budget
General property	91.323	88.407
MP Agricultural rate property	1.786	1.662
Vacant Land – Residential Property	4.684	-
Vacant Land – Commercial Property	0.061	-
Vacant Land – Industrial Property	0.214	-
Municipal charge	14.192	13.135
Steel Works (by legislation)	0.840	0.840
Supplementary rates (estimate)	0.600	0.650
Cultural & Recreation Land	0.128	0.120
Land Sustainability rebate (estimate)	(0.350)	(0.350)
Heritage rebate (estimate)	(0.050)	(0.050)
Valuation objections (estimate)	(0.050)	(0.200)
Sub-total	113.378	104.214
Opt In Green Waste	1.105	-
Total rates and charges	114.483	104.214

10.3 Rating Structure

Council has established a rating structure which is comprised of two key elements. These are:

- a rate in the \$ (a general rate) which is multiplied by the value of a property
- a fixed charge (the municipal charge) which is a portion of revenue not linked to property value but paid equally by all ratepayers.

Council is proposing a differential of 120% of general rate on residential, commercial and industrial vacant land to be implemented for the 2011/12 rating year.

Striking a proper balance between these elements helps to provide equity in the distribution of the rate burden across residents.

Council will continue to apply a Capital Improved Value (CIV) basis on the grounds that it provides the most equitable distribution of rates across the municipality. There are currently no plans to change that basis.

The existing rating structure also comprises a differential rate (for agricultural properties under the Valuation of Land Act), and a rate concession for recreational land (for eligible properties under the Cultural and Recreational Lands Act). The agricultural rate is structured in accordance with the requirements of Section 161 'Differential Rates' of the Act. Under the Cultural and Recreational Lands Act 1963, provision is made for a Council to grant a rating concession to any 'recreational lands' which meet the test of being 'rateable land' under the Act. The agricultural rate is set at 30% of the general rate and the rate concession for recreational land is determined on a formula consistent with the Act. Unlike many other Councils, there is no separate waste collection charge or recycling charge.

Council also offers two rebates, the Land Sustainability Rebate and the Heritage Rebate as a further incentive to certain classes of property owners.

The following summarises in more detail the various rates to be made for the 2011/12 year. A more detailed analysis of the rates to be raised is contained in Appendix B 'Statutory Disclosures'.

10.3.1 Rate in the Dollar and Municipal Charge

It is proposed that for general land, the rate in the \$ increase by 6.8%, from 0.0018883 cents in the \$ to 0.0020167 cents in the \$.

The proposed differential rate for the various classes of vacant land is 0.0024200 cents in the \$. This is a differential of 20% on general land.

The municipal charge is proposed to increase by \$10, from \$140 to \$150.

	Proposed 2011/12	Previous year	Variance
General property rate in \$	0.0020167	0.0018883	(+) 6.8%
Residential vacant land	0.0024200	n/a	n/a
Commercial vacant land	0.0024200	n/a	n/a
Industrial vacant land	0.0024200	n/a	n/a
MP Agricultural rate	0.0006050	0.0005665	(+) 6.8%
Municipal Charge	\$150	\$140	(+) 7.1%

It is proposed that the Land Sustainability rate rebate will continue at 25% on the unimproved land component for eligible recipients, at an estimated cost of \$350k in 2011/12 (\$324k actual in 2010/11)

Provision of \$50k has been made for Heritage rate rebates (\$49k actual in 2010/11).

10.3.2 Rate for general property

The rate in the dollar proposed for general property is 0.0020167 cents in the \$. For information, general rates in the dollar over previous years have been –

- 2005/06 0.0019074 cents in the \$
- 2006/07 reval 0.0019074 cents in the \$
- 2007/08 0.0020199 cents in the \$
- 2008/09 reval 0.0018430 cents in the \$
- 2009/10 0.0019702 cents in the \$
- 2010/11 reval 0.0018883 cents in the \$
- 2011/12 0.0020167 cents in the \$

10.3.3 Municipal Charge

A Council may declare a municipal charge 'to cover some of the administrative costs of the Shire' (Section 159 of the Local Government Act). There is no prescriptive guideline of the level of municipal charge, although the total amount raised from the charge cannot exceed 20% of the sum collected from the municipal charge and general rates combined.

It is proposed to levy a municipal charge at \$150 for 2011/12, and increase of \$10 per property.

For 2011/12, Council is comfortably within the upper limit set by legislation –

- Total general rates and municipal charge \$113.378m
- 20% of this amount \$22.675m
- Current municipal charge levy \$14.192m
- Current percentage 12.5%

10.3.4 MP Agricultural Rate

In considering a report on progress on the Mornington Peninsula Green Wedge Management Plan (Council 20 December 2010), the Council report noted the following –

The designation of Green Wedge areas is a key element of the Metropolitan Planning Strategy (Melbourne 2030) and is intended to complement the Policy of Growth Area Planning, which applies to other parts of the metropolitan region. As one of the 12 Green Wedge areas around Melbourne, the Mornington Peninsula is intended to retain a substantial non-urban area which provides for environmental conservation, landscape protection, informal outdoor recreation and productive agricultural use. These may be regarded as the 'core' policy objectives and define the long term role of the Mornington Peninsula Green Wedge. There are also 'secondary' opportunities for tourism which is complementary to these core objectives. In addition, rural living and lifestyle farming is a significant land use within the Green Wedge and this raises a number of challenges in ensuring long term compatibility with the core Green Wedge objectives.

The implementation of Melbourne 2030 means that protection of the rural areas (green wedges) of the Shire will be more assured. In practical terms however, safeguards such as the prohibition of excisions from rural properties, limiting the number of dwellings to one per lot, and preventing retail development, may have some impacts on rural property owners.

In 2004/05 Council commenced a process of progressively reducing the rate in the dollar payable on the farm land component of farm rate property from 50% to a proposed 25% over a period of years.

Whilst Council had previously flagged its intention to reduce the farm rate in line with property revaluations to 25%, an important tool for future consideration of the MP Agricultural rate will be the final content of Council's Green Wedge Management Plan. This plan is expected to deliver an integrated response to managing the values and reconciling the competing objectives that the community is seeking to achieve in the Green Wedge Zone.

The draft GWMP is currently in preparation and includes six main sections:

- Principles and Context
- Occupation and Settlement Pattern
- Agriculture and Rural Land Management
- Biodiversity, Conservation and Environmental Risks
- Landscape, Recreation and Tourism; and
- Coordination and Implementation.

Agriculture and Rural Land Management is a major issue to be addressed in the Green Wedge Management Plan.

At the December 2010 Council meeting, Council considered and approved of a Actions associated with

- Current work in progress;
- Areas for research and planning;
- Points for advocacy;
- Proposals for community engagement, provision of information and support (e.g. through Council rebate programs); and
- Matters requiring changes to the Planning Scheme or other forms of regulation.

Following final consideration and adoption of the Green Wedge Management Plan, Council will have the opportunity to review both the MP Ag Rate (and the Land Sustainability rebate) to ensure that both are consistent with the outcomes we are seeking to achieve for the Green Wedge, not only from an agricultural perspective, but also from a conservation, landscape, recreation and tourism perspective.

10.3.5 Vacant Land Differentials

For the 2011/12 year, Council is proposing a differential rate for residential, commercial and industrial vacant land.

The purpose of differential rates is to ensure that owners of vacant residential land make an equitable financial contribution to the cost of carrying out the functions of Council, noting that Council incurs the cost of carrying out a range of functions irrespective of whether land is vacant or occupied.

Residential Vacant land is land on which no dwelling or like building is constructed for habitation and the land is located within any of the zones under the Mornington Peninsula Planning Scheme as determined in the Declaration.

Commercial Vacant land is land on which no building is designed or adapted for commercial purposes and the land is located within any of the zones under the Mornington Peninsula Planning Scheme as determined in the Declaration.

Industrial Vacant land is land on which no building is designed or adapted for industrial purposes and the land is located within any of the zones under the Mornington Peninsula Planning Scheme as determined in the Declaration.

The rates generated will be used to fund some of those items of expenditure described in this budget; the level of the differential rate is the level which Council considers is necessary to achieve the objectives specified in the declaration of rates and charges

It is expected that in 2011/12, the differential rates will generate the following additional rates –

- Residential Vacant Land \$0.780k
- Commercial Vacant Land \$0.010k
- Industrial Vacant Land \$0.036k

For information, the total quantum of rates and charges to be generated for each class of property, is as follows.

Residential Vacant Land

Ward	No.	%	CIV	%	2011/12 0.0024200 \$ 150
Balcombe	383	8%	\$ 168,361,000	9%	\$ 464,884 9%
Cerberus	335	7%	\$ 88,653,500	5%	\$ 264,791 5%
Kangerong	929	19%	\$ 404,043,000	21%	\$ 1,117,134 21%
Mornington	118	2%	\$ 87,278,500	5%	\$ 228,914 4%
Mt Eliza	167	3%	\$ 99,092,000	5%	\$ 264,853 5%
Nepean	685	14%	\$ 424,466,000	22%	\$ 1,129,958 21%
Red Hill	747	15%	\$ 275,888,000	14%	\$ 779,699 14%
Rosebud	474	10%	\$ 129,219,000	7%	\$ 383,810 7%
Rye	668	14%	\$ 165,488,000	9%	\$ 500,681 9%
Truemans	310	6%	\$ 61,626,500	3%	\$ 195,636 4%
Watson	90	2%	\$ 31,289,500	2%	\$ 89,221 2%
	4,906	100%	\$ 1,935,405,000	100%	\$ 5,419,580 100%

Commercial Vacant Land

Ward	No.	%	CIV	%	2010/11 0.0024200 \$ 150
Balcombe	0	0%	\$ -	0%	\$ - 0%
Cerberus	15	26%	\$ 4,950,000	20%	\$ 14,229 21%
Kangerong	8	14%	\$ 1,833,000	7%	\$ 5,636 8%
Mornington	4	7%	\$ 4,470,000	18%	\$ 11,417 16%
Mt Eliza	1	2%	\$ 1,110,000	4%	\$ 2,836 4%
Nepean	3	5%	\$ 2,209,900	9%	\$ 5,798 8%
Red Hill	7	12%	\$ 1,602,000	6%	\$ 4,927 7%
Rosebud	5	9%	\$ 1,172,400	5%	\$ 3,587 5%
Rye	2	3%	\$ 2,863,000	11%	\$ 7,228 10%
Truemans	8	14%	\$ 2,141,000	9%	\$ 6,381 9%
Watson	5	9%	\$ 2,691,000	11%	\$ 7,262 10%
	58	100%	\$ 25,042,300	100%	\$ 69,302 100%

Industrial Vacant Land

Ward	No.	%	CIV	%	2010/11 0.0024200 \$ 150
Balcombe	0	0%		0%	\$ - 0%
Cerberus	110	44%	\$ 21,988,300	25%	\$ 69,712 101%
Kangerong	47	19%	\$ 13,700,500	15%	\$ 40,205 58%
Mornington	39	16%	\$ 29,640,000	34%	\$ 77,579 112%
Mt Eliza	0	0%		0%	\$ - 0%
Nepean	1	0%	\$ 224,000	0%	\$ 692 1%
Red Hill	0	0%	\$ -	0%	\$ - 0%
Rosebud	0	0%	\$ -	0%	\$ - 0%
Rye	0	0%	\$ -	0%	\$ - 0%
Truemans	21	8%	\$ 10,237,600	12%	\$ 27,925 40%
Watson	32	13%	\$ 12,676,000	14%	\$ 35,476 51%
	250	100%	\$ 88,466,400	100%	\$ 251,589 363%

10.3.6 Land Sustainability Rebate

The purpose of the Land Sustainability rebate is to encourage best practice in land management and the protection and enhancement of the natural environment and biodiversity of the peninsula. Over 700 properties utilize the rebate on an annual basis, at an estimated cost of \$350k.

The current rebate for Land Sustainability is entering its eighth year of operation and for reasons consistent with the MP Ag rate, no change is proposed for 2011/12. When Council considers the many issues associated with the Green Wedge Management Plan, it will be an opportunity to consider any change to approach.

10.3.7 Heritage Rebate

The purpose of the Land Sustainability rebate is to recognise the cultural values of heritage properties on the Mornington Peninsula, and particularly the cost of preservation and maintenance of properties with heritage value. Over 700 properties utilize the rebate on an annual basis, at an estimated cost of \$50k.

Council introduced a rebate for heritage listed properties in 2003/04. Council's motive was to assist in ensuring that places of heritage significance to the Peninsula would not be slowly lost for future generations.

A distinction was drawn for properties in a Heritage Precinct because whilst the heritage controls in the Planning Scheme are the same, the exercise of discretion for the individual heritage place is more rigorous than in the case of a property in a heritage precinct (where the focus is on the heritage values of the precinct rather than those of the individual building).

A desk top review of the rebate indicated that the major benefit is not in the financial benefit it provides to eligible property owners, but more the recognition and support for owners of heritage properties. In fact, the rebate is considered a small financial benefit having regard for the cost of maintaining a heritage listed property. It does however recognize in a small way the regard the community has for its past heritage, and to the extent that it entices owners of heritage listed property to continue to maintain the property, it is seen as beneficial.

No change to the heritage rebate is proposed.

10.4 General Revaluation of Properties

The Valuation of Land Act determines that the Shire will be the subject of a property revaluation every two years. As a consequence, every two years there is a redistribution of the rate burden through the revaluation, and where an individual's property valuation is more than the Shire average increase, the proportional increase in rates will be higher.

2011/12 is not a revaluation year so no analysis is required.

10.5 Other Matters

Given that 2011/12 is not a general revaluation year, a small provision of \$50k has been made to offset valuation objections. With the large number of holiday homes on the Peninsula, some concern is always expected due to land tax impacts (the revaluation must return CIV, site value and NAV for all rateable properties and the site value is used by the State Revenue Office for land tax). Whilst this may not significantly impact on Shire valuations or rates, it 'encourages' some property owners to object to CIV valuations as well.

Further, as previously advised there have been some recent structural changes to State Government Land Tax assessment (for example, there are effectively two opportunities for valuation objection now, one when Council rate notices are issued and also when Land Tax notices are issued), and this 'encourages' valuation objections.

In relation to supplementary valuations, a consistent level of supplementary rates compared to past year's budgets is expected. 2010/11 supplementary valuations were comparatively less in number and higher in value. Subdivision of 'broad acre' land is expected to continue to be slow, but building construction is expected to continue in the recently subdivided areas of the Shire. We also expect 'in fill' subdivision to continue. The impact of Martha Cove subdivision will be slower than initially expected.

Finally, the level of rates from vacant land to improved property will be less than in past years due to the impact of the vacant land differential.

To that end, provision of \$600k has been made for supplementary valuations, slightly less than the budget for 2010/11 but in recognition that as vacant land now passes to improved property for rating purposes, the 'increase' in rates generated will be less than in the past because of the vacant land differential.

Some 29 properties are levied rates and charges under the provisions of the Cultural and Recreation Lands Act. These include properties such as golf courses, sailing clubs etc that satisfy the provisions

of the Act. The basis of levying rates and charges under the Cultural and Recreation Lands Act is not valuation, but essentially the cost of Council servicing the facility off-set by the benefit enjoyed by the users and the community. Further, any change to the basis of rating can only be introduced in a revaluation year.

Further information in relation to rates and charges can be found in the Statutory Disclosure Pages of this report (section 4.9).

10.6 Impacts

In terms of rate increase, the following table indicates the spread of accounts –

NOTE – EVERY PROPERTY WILL ALSO PAY A MUNICIPAL CHARGE OF \$150.

AREA	2010 VALUATION (based on revaluation)	Proposed 2011/12 0.0020167	2010/11 0.0018883	INCREASE IN RATES	
				\$	%
Balcombe Ward					
Ward lowest val. Dwelling	\$209,000	\$421	\$395	\$27	6.8%
Mount Martha area	\$434,000	\$875	\$820	\$56	6.8%
Mount Martha area	\$620,000	\$1,250	\$1,171	\$80	6.8%
Ward highest val. Dwelling	\$3,520,000	\$7,099	\$6,647	\$452	6.8%
Cerberus Ward					
Ward lowest val. Dwelling	\$155,000	\$313	\$293	\$20	6.8%
Bittern area	\$703,000	\$1,418	\$1,327	\$90	6.8%
Crib Point area	\$332,000	\$670	\$627	\$43	6.8%
Ward highest val. Dwelling	\$920,000	\$1,855	\$1,737	\$118	6.8%
Kangerong Ward					
Ward lowest val. Dwelling	\$147,000	\$296	\$278	\$19	6.8%
Safety Beach area	\$395,000	\$797	\$746	\$51	6.8%
Dromana area	\$575,000	\$1,160	\$1,086	\$74	6.8%
Ward highest val. Dwelling	\$4,138,000	\$8,345	\$7,814	\$531	6.8%
Mornington Ward					
Ward lowest val. Dwelling	\$205,000	\$413	\$387	\$26	6.8%
Mornington area	\$664,000	\$1,339	\$1,254	\$85	6.8%
Mornington area	\$243,000	\$490	\$459	\$31	6.8%
Ward highest val. Dwelling	\$4,413,000	\$8,900	\$8,333	\$567	6.8%
Mt Eliza Ward					
Ward lowest val. Dwelling	\$262,000	\$528	\$495	\$34	6.8%
Mount Eliza area	\$782,000	\$1,577	\$1,477	\$100	6.8%
Mount Eliza area	\$423,000	\$853	\$799	\$54	6.8%
Ward highest val. Dwelling	\$5,121,000	\$10,328	\$9,670	\$658	6.8%

AREA	2010 VALUATION	Proposed 2010/11 0.0020167	2009/10 0.0018883	INCREASE IN RATES	
				\$	%
Nepean Ward					
Ward lowest val. Dwelling	\$234,000	\$472	\$442	\$30	6.8%
Sorrento area	\$672,000	\$1,355	\$1,269	\$86	6.8%
Sorrento area	\$2,155,000	\$4,346	\$4,069	\$277	6.8%
Ward highest val. Dwelling	\$11,750,000	\$23,696	\$22,188	\$1,509	6.8%
Red Hill Ward					
Ward lowest val. Dwelling	\$172,000	\$347	\$325	\$22	6.8%
Balnarring area	\$355,000	\$716	\$670	\$46	6.8%
Balnarring Beach area	\$846,000	\$1,706	\$1,598	\$109	6.8%
Ward highest val. Dwelling	\$3,937,000	\$7,940	\$7,434	\$506	6.8%
Rosebud Ward					
Ward lowest val. Dwelling	\$176,000	\$355	\$332	\$23	6.8%
Rosebud area	\$252,000	\$508	\$476	\$32	6.8%
Rosebud area	\$306,000	\$617	\$578	\$39	6.8%
Ward highest val. Dwelling	\$2,442,000	\$4,925	\$4,611	\$314	6.8%
Rye Ward					
Ward lowest val. Dwelling	\$173,000	\$349	\$327	\$22	6.8%
Rye area	\$447,000	\$901	\$844	\$57	6.8%
Rye area	\$732,000	\$1,476	\$1,382	\$94	6.8%
Ward highest val. Dwelling	\$1,877,000	\$3,785	\$3,544	\$241	6.8%
Truemans Ward					
Ward lowest val. Dwelling	\$183,000	\$369	\$346	\$23	6.8%
Rosebud area	\$309,000	\$623	\$583	\$40	6.8%
Rosebud West area	\$390,000	\$787	\$736	\$50	6.8%
Ward highest val. Dwelling	\$1,304,000	\$2,630	\$2,462	\$167	6.8%
Watson Ward					
Ward lowest val. Dwelling	\$124,500	\$251	\$235	\$16	6.8%
Somerville area	\$358,000	\$722	\$676	\$46	6.8%
Tyabb area	\$274,000	\$553	\$517	\$35	6.8%
Ward highest val. Dwelling	\$718,000	\$1,448	\$1,356	\$92	6.8%

11. Other Strategies

This section sets out the strategies that have been developed and incorporated into the Strategic Resource Plan including borrowings, infrastructure and service delivery.

11.1 Loan Borrowings

In developing the Strategic Resources Plan, Council has recognised that it is both appropriate and necessary to borrow to fund the provision of major infrastructure assets. Council has the capacity to borrow for major projects because the various prudential ratios are all low risk.

Council has however recognized that it is necessary to improve our capacity for capital works through increased rate income and thus shift our reliance on loan funds to major projects only.

The SRP includes analysis of prudential ratios used by the Victorian State Government to assess the loan capacity of local governments. The analysis indicates that all of the ratios used to assess loan borrowing capacity are comfortably accommodated.

Year	2011/12	2012/13	2013/14	2014/15
Debt servicing Loan interest to operating revenue	1.6%	1.3%	1.1%	1.1%
Debt management Total liabilities to rate revenue	35.9%	32.3%	28.7%	25.7%
Liquidity Current assets to current liabilities	121	120	124	134
Liquidity (adjusted) Current assets to current liabilities	156	152	158	171
Indebtedness Non Current Liabilities to Own Source Revenue	24.2%	19.4%	18.4%	18.0%
Debt commitment Loan interest and principal to rate revenue	6.7%	6.1%	6.0%	5.2%
Debt exposure Total liabilities to realisable assets	8.9%	8.0%	7.9%	7.8%
Aggregate level of loan and financial lease liability \$'000	36,285	32,548	31,794	31,675

The following table summarises Council's current loan liability as at 1 July 2011, and projected principal repayments for 2011/12.

Loan No.	Financial Institution	Purpose	Debt Principal 01-Jul-11 \$'000	Principal to be paid 2011/12 \$'000	Debt Principal 30-Jun-12 \$'000
5	NAB	Unfunded Sup'n Liab.	4,398	1,141	3,257
6	NAB	Regional Drainage	773	163	610
7	NAB	Regional Drainage	550	99	451
8	NAB	General	1,809	255	1,554
9	NAB	General	1,906	244	1,662
10	CBA	General	1,849	198	1,651
11	CBA	General	6,331	546	5,785
12	CBA	General	6,088	457	5,631
13	CBA	Unfunded Sup'n Liab.	3,958	274	3,684
14	CBA	General	2,460	159	2,301
15	R&DCB	General	2,638	140	2,498
16	R&DCB	General	2,769	130	2,639
17	New	General	3,000	107	2,893
			38,529	3,913	34,616
18	New	General	-	-	600
			38,529	3,913	35,216
	Finance Leases	Bins	1,514	445	1,069
			40,043	4,358	36,285

After making loan repayments of \$3,913m, Council's loan liability will be \$35.216 as at 30 June 2012. When Finance leases are included, and after making finance lease payments of \$445k in 2011/12, Council's total liability will be \$36.285m.

Notably, in 2011/12 Council will again repay more than is proposes to borrow, thus reducing its liability as per the Strategic Resource Plan.

It is also worth reinforcing the point that of this debt -

- \$6.9m is for the Shire's Unfunded Superannuation liability
- \$1.1m is for (past) regional Drainage projects

The balance has provided a range of community assets as outlined previously, including funding for Pelican Park, the Path Links program and other needed facilities.

The following table sets out our **indicative** future borrowings program, and using the forecast financial position of Council as at 30 June 2011 as a basis.

Year	New Borrowings \$'000	Loan Principal Paid \$'000	Loan Interest Paid \$'000	Balance 30 June \$'000
2010/11	3,000	3,566	2,506	38,529
2011/12	600	3,913	2,484	35,216
2012/13	Nil Indicative	4,317	2,249	30,898
2013/14	5,000 Indicative	4,709	2,177	31,189
2014/15	5,000 Indicative	4,514	2,258	31,675

Proposed borrowings in 2013/14 and 2014/15 are an indicative provision for Southern Peninsula Aquatic Centre. It should be noted that project timing is not confirmed, no formal design, quantity survey or estimate of cost has been completed and other funding options have not been confirmed. This simply assists in the future financial planning for the facility.

It should also be noted that Council will confirm on borrowings for 2013/14 and 2014/15 on an annual basis through the budget process for that year.

11.2 Infrastructure

Council is implementing an Infrastructure Strategy which seeks to address the capital expenditure requirements of the Council for the next 5 to 10 years by class of asset and project type. This is a key input to the long term financial plan.

The Asset Management Policy which is another important component of the Infrastructure Strategy. The Asset Management Policy is premised on an Asset Management approach which seeks to predict infrastructure consumption, renewal needs, and considers infrastructure needs that meet future community service expectations.

The Safer Local Roads (SLR) contract locked in a solution to the ongoing renewal of our road assets, in the process delivering 10% additional 'work on the ground' at no additional cost to ratepayers. This effectively means that on completion of the contract in 15 years, the Shire's roads must be returned in a condition as good or better than the agreed condition at the start of the contract.

Infrastructure maintenance service providers have continued to enhance our understanding of the condition of all shire assets, gathering key asset condition data to update the Asset Management plans.

The Infrastructure Strategy also derives information from the various levels of community consultation that the Council has engaged in over recent years. For example, integral to the strategy are the various policies, strategies and master plans developed and adopted by Council, which follow rigorous processes of consultation and evaluation.

Infrastructure planning and management are now imbedded in good policy and strategy, and a sound understanding of community needs and expectations in relation to provision of services and service standards.

The Shire is actively involved in the Municipal Association of Victoria's STEP program. This program reinforces and enhances local government systems in the area of asset management and capital works planning. The STEP program involves -

- A long term capital planning process which integrates with the Shire Strategic Plan, Long Term Financial Plan and Annual Budget processes.
- Listing of all known, needed capital projects, prioritised within classes on the basis of evaluation criteria.
- Strategies for provision of new assets and refurbishment of existing assets that target community needs, not wants.
- A transparent process for evaluating and prioritising capital projects.
- A recognition that whilst the community may wish for 'more and better' new assets, it is most important to have a strategy for the planned refurbishment or upgrade of existing assets.
- A methodology for allocating annual funding to classes of capital projects, particularly in relation to refurbishment of existing assets.
- A 'business case' template for officers to document capital project submissions, for both the creation of new assets and the unplanned refurbishment of existing assets.

The capital planning process is undertaken annually and used to ensure that strategy for infrastructure reflects the current capital expenditure requirements of the Council.

The following table summarises Council's forward outlook on capital expenditure including funding sources for the next four years.

Year	Total Capital Program \$'000	Grants and Contrib's \$'000	Borrowings \$'000	Investment Reserves \$'000	Unrestricted Cash & Inv \$'000	Council Operations \$'000
2011/12	36,815	7,444	600	1,500	Nil	27,272
2012/13	21,800	4,500	Nil	Nil	Nil	17,300
2013/14	34,950	8,250	5,000	2,000	Nil	19,700
2014/15	35,500	4,000	5,000	3,000	Nil	23,500

Whilst the program uses cash generated from its annual operations, a continuation of loan borrowings and external contributions such as government grants is presumed. Council does not have any significant cash or investment reserves for use in funding capital projects.

11.3 Human Resources

The Shire faces some significant human resource challenges over the next few years.

Issues such as our Peninsula 'isolation' are a positive in the sense that we often recruit quality people who simply want to work closer to home, but can be a negative because potential employees have to travel long distances if they live closer to Melbourne. Similarly, staff who travel longer distances can often drive past a number of other Councils on the way to work.

Challenges such as an ageing workforce, relatively low levels of school retention, deficiencies in tertiary education opportunities, the lack of qualified professionals in a number of disciplines (with statutory planners as the prime, but by no means sole example) have meant that the Shire has had to be creative and develop long term human resource recruitment and retention strategies such as –

- Long term people planning (seeking to encourage older staff to consider more flexible working opportunities rather than a full retirement).
- 'Grow our own' strategies (encouraging younger Peninsula residents to undertake specific traineeships in areas where recruitment is difficult due to lack of applicants).
- Traineeships (similarly focused at 'getting them young' and keeping them as they become more experienced).
- A commitment to work experience (so that young Peninsula students have the opportunity to see the attractive career options available in local government).
- Flexible work arrangements such as less structured hours and work from home where it is not detrimental to the work role.
- Developing our people by encouraging further studies and training (to ensure that staff capabilities, innovation and ideas are continually flowing).
- 'Creative' recruitment and advertising strategies to entice the most talented people to apply to work for the Shire.
- A clear focus on things that are important to staff (examples being the Health and Rehabilitation Program which focuses on preventing small 'niggles' growing into long term injury issues and getting injured staff back to work as soon as possible) and a range of proactive Occupational Health and Safety initiatives that ensure a safe workplace and help to keep the financial and human costs of injury management to a minimum.
- Focusing on staff wellbeing by arranging employee offers such as the health and wellbeing program, superannuation information sessions and priority health care, whilst ensuring sound management of sick and carer leave.
- Retaining and growing our employees by offering employment exchanges, mentoring, coaching and succession planning.

These will all be pursued in coming years to ensure that our work force is skilled and capable, and the Shire is seen as an employer of choice.



COMMITTED TO A
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Budget Statements

Budgeted Corporate Performance Statement

For the four years ending 30 June 2015

	Adopted	Forecast	Budget	Strategic Resource Plan Projections		
	Budget	Actual		Budget	2012/13	2013/14
	2010/11	2010/11	2011/12	2012/13	2013/14	2014/15
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income						
Rates	104,214	104,437	114,483	119,748	126,419	134,083
Grants and subsidies	12,140	12,691	12,182	13,280	13,785	14,309
User charges	26,304	27,228	28,348	29,199	30,075	30,978
Grants Commission	5,546	5,546	6,084	5,883	6,060	6,242
Interest income	1,250	1,700	1,400	1,442	1,485	1,530
	149,454	151,601	162,497	169,553	177,825	187,141
Expenses						
Sustainable Environment	14,656	15,684	15,630	16,305	17,001	17,728
Sustainable Infrastructure	52,407	52,504	58,519	61,046	63,653	66,374
Sustainable Communities	32,423	32,919	34,066	36,163	37,707	39,319
Sustainable Organisation	17,122	17,274	18,185	18,970	19,780	20,626
The CEO's Office	4,325	4,604	4,960	5,174	5,395	5,626
Efficiency Savings	-	-	(400)	-	-	-
Interest expense	2,875	2,752	2,756	2,443	2,289	2,259
	123,809	125,738	133,716	140,101	145,827	151,973
Funds available	25,644	25,863	28,781	29,453	31,998	35,168
Capital and priority works and services						
New borrowings	3,000	3,000	600	-	5,000	5,000
Debt servicing principal	(3,672)	(3,619)	(3,913)	(4,317)	(4,709)	(4,514)
Lease payments	(414)	(414)	(445)	(479)	(515)	(75)
Unfunded Superannuation Principal	-	-	(530)	(530)	(530)	(530)
Priority projects (net)	(3,865)	(2,511)	(2,044)	(2,300)	(2,000)	(2,000)
Priority works (net)	(5,067)	(4,939)	(4,799)	(4,500)	(4,500)	(4,500)
Capital expenditure	(33,674)	(25,101)	(25,154)	(21,800)	(34,950)	(35,500)
Capital grants	6,112	5,036	2,374	2,000	4,500	2,000
Capital contributions	2,909	2,643	2,520	2,500	3,750	2,000
Special charge schemes	3,014	2,427	-	-	-	-
Transfers from reserves	41	71	1,640	-	-	-
	(31,616)	(23,409)	(29,751)	(29,426)	(33,954)	(38,119)
Operating result	(5,972)	2,454	(970)	27	(1,956)	(2,951)
Non-operating						
Asset sales	2,605	1,170	510	-	2,000	3,000
Transfer to land acquisition reserve	-	-	-	-	-	-
	2,605	1,170	510	-	2,000	3,000
Projects funded in previous years			484			
Result	(3,367)	3,624	24	27	45	50
Carry-forwards						
Priority projects	-	-	(2,549)	-	-	-
Priority works	-	-	(1,157)	-	-	-
Capital expenditure	-	-	(11,661)	-	-	-
Income relating to carry-forwards	-	-	2,792	-	-	-
Transfers from reserves	-	-	71	-	-	-
Asset sales	-	-	1,435	-	-	-
	-	-	(11,069)	-	-	-
Transfers from reserves	(105)	(135)	(1,782)			
Other non-cash adjustments	1,648	1,594	4,144	(24)	1,228	1,549
Cash surplus / (deficit)	(1,824)	5,084	(8,684)	3	1,273	1,599
Cash at beginning of period	23,912	24,871	29,955	21,270	21,272	22,545
Cash at end of period	22,088	29,955	21,270	21,272	22,545	24,143

Budgeted Standard Income Statement

For the four years ending 30 June 2015

	Adopted	Forecast	Budget	Strategic Resource Plan Projections			
	Budget	Actual		Budget	2012/13	2013/14	2014/15
	2010/11	2010/11		2011/12	2012/13	2013/14	2014/15
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	
Revenues from ordinary activities							
Rates and charges	104,214	104,437	114,483	120,914	127,649	135,384	
Statutory fees and fines	3,703	3,575	3,760	3,873	3,989	4,109	
User fees	25,609	26,432	25,185	25,307	26,066	26,848	
Contributions	3,182	3,074	2,653	2,500	3,750	2,000	
Contributed assets	7,500	7,500	7,000	6,500	6,000	5,500	
Grants - Recurrent	17,706	18,357	18,393	19,164	19,845	20,551	
Grants - Capital	6,112	5,036	4,309	2,000	4,500	2,000	
Interest	1,250	1,700	1,400	1,442	1,485	1,531	
Total revenues	169,275	170,110	177,183	181,700	193,285	197,922	
Expenses from ordinary activities							
Employee costs	52,331	53,784	56,306	59,065	61,959	64,995	
Materials and services	73,881	73,607	80,976	80,547	83,673	86,315	
Depreciation and amortisation	19,996	19,996	21,255	22,055	22,855	23,655	
Finance costs	2,875	2,752	2,756	2,335	2,194	2,245	
Other expenses	4,005	4,013	4,297	5,083	5,276	5,477	
Total expenses	153,088	154,152	165,591	169,085	175,957	182,687	
Net gain / (loss) on disposal of assets	-	-	-	-	-	-	
Surplus / (deficit) for the year	16,187	15,958	11,592	12,615	17,327	15,236	
Other comprehensive income							
Other	-	-	-	-	-	-	
Total comprehensive income for the year	16,187	15,958	11,592	12,615	17,327	15,236	

Budgeted Standard Balance Sheet

For the four years ending 30 June 2015

	Adopted Budget 2011 \$'000	Forecast Actual 2011 \$'000	Budget 2012 \$'000	Strategic Resource Plan Projections		
				2013 \$'000	2014 \$'000	2015 \$'000
Current assets						
Cash assets	22,087	29,955	21,270	21,272	22,545	24,143
Receivables	8,734	8,734	9,241	9,020	9,627	9,909
Inventories	192	192	196	196	196	196
Other	1,129	1,129	1,099	1,099	1,099	1,099
Land held for resale	4,000	4,000	4,000	3,000	1,500	1,000
Total current assets	36,142	44,010	35,806	34,587	34,967	36,347
Non-current assets						
Other financial assets	8	8	8	8	8	8
Receivables	650	650	526	531	537	542
Land and buildings	826,021	825,123	825,000	832,000	839,000	846,000
Plant, furniture and equipment	8,325	8,098	8,000	8,200	8,400	8,600
Infrastructure	908,182	901,882	918,779	972,535	1,001,957	1,067,033
Intangibles	42	42	1,200	1,224	1,248	1,273
Total non-current assets	1,743,228	1,735,803	1,753,513	1,814,498	1,851,150	1,923,456
Total assets	1,779,370	1,779,813	1,789,319	1,849,085	1,886,117	1,959,803
Current liabilities						
Payables	13,130	13,130	13,099	11,890	12,212	12,297
Interest-bearing liabilities	4,451	4,451	5,326	5,661	5,028	3,972
Provisions	10,544	10,544	10,955	10,955	10,955	10,955
Total current liabilities	28,124	28,125	29,380	28,506	28,195	27,224
Non-current liabilities						
Interest-bearing liabilities	35,540	35,540	32,548	26,896	26,781	27,721
Provisions	2,465	2,465	2,562	2,562	2,562	2,562
Total non-current liabilities	38,005	38,005	35,110	29,458	29,343	30,283
Total liabilities	66,129	66,130	64,490	57,964	57,538	57,507
Net assets	1,713,240	1,713,683	1,724,829	1,791,121	1,828,579	1,902,296
Equity						
Accumulated surplus	858,546	858,989	869,635	883,362	900,688	915,924
Asset revaluation reserve	854,694	854,694	854,694	907,259	927,391	985,872
Other reserves	-	-	500	500	500	500
Total equity	1,713,240	1,713,683	1,724,829	1,791,121	1,828,579	1,902,296

Budgeted Standard Cash Flow Statement

For the four years ending 30 June 2015

	Adopted Budget 2010/11 \$'000	Forecast Actual 2010/11 \$'000	Budget 2011/12 \$'000	Strategic Resource Plan Projections		
				2012/13 \$'000	2013/14 \$'000	2014/15 \$'000
Cash flows from operating activities						
<i>(inclusive of GST, wherever applicable)</i>						
Receipts						
General rates	104,214	104,437	114,483	120,914	127,649	135,384
User charges and other	29,914	30,610	28,945	29,180	30,055	30,957
Cash contributions	3,190	3,129	2,653	2,500	3,750	2,000
Government grants	24,181	23,707	23,302	21,164	24,345	22,551
Interest	1,250	1,700	1,400	1,442	1,485	1,530
Net GST refund	6,135	6,135	4,628	(982)	(741)	519
	168,884	169,718	175,411	174,218	186,543	192,941
Payments						
Employee costs	51,702	53,164	56,306	59,065	61,959	64,995
Materials and contracts	79,607	79,323	80,977	80,547	83,673	86,315
Other expenses	4,005	4,013	4,897	5,083	5,276	5,477
	135,314	136,500	142,180	144,695	150,908	156,787
Net cash inflows / (outflows) from operating activities	33,570	33,218	33,231	29,523	35,635	36,154
Cash flows from investing activities						
Payments for						
Land and buildings	8,893	6,513	7,466	5,500	17,905	14,763
Infrastructure assets	23,133	17,112	27,513	14,592	15,267	18,929
Plant, furniture and equipment	1,648	1,476	1,837	1,708	1,778	1,808
	33,674	25,101	36,816	21,800	34,950	35,500
Proceeds from						
Sale of land and buildings	2,550	1,150	1,850	1,000	3,500	3,500
Sale of plant, furniture and equipment	55	20	95	55	55	50
	2,605	1,170	1,945	1,055	3,555	3,550
Net cash inflows / (outflows) from investing activities	(31,069)	(23,931)	(34,871)	(20,745)	(31,395)	(31,950)
Cash flows from financing activities						
Finance Costs	(2,875)	(2,752)	(2,756)	(2,360)	(2,218)	(2,270)
Proceeds from borrowings	3,000	3,000	600		5,000	5,000
Repayment of borrowings	(4,037)	(4,037)	(3,913)	(4,307)	(4,704)	(4,511)
Repayment of finance leases	(414)	(414)	(445)	(479)	(515)	(75)
Repayment of Unfunded Superannuation			(530)	(530)	(530)	(530)
Movement in Deposits and Bonds				(1,100)		(220)
Net cash inflows / (outflows) from financing activities	(4,326)	(4,203)	(7,044)	(8,776)	(2,967)	(2,606)
Net increase / (decrease) in cash held	(1,825)	5,084	(8,684)	2	1,273	1,598
Cash at beginning of year	23,912	24,871	29,955	21,270	21,272	22,545
Cash at end of year	22,087	29,955	21,270	21,272	22,545	24,143

Budgeted Standard Capital Works Statement

For the four years ending 30 June 2015

	Adopted	Forecast	Budget 2011/12 \$'000	<u>Strategic Resource Plan Projections</u>		
	Budget	Actual		2012/13	2013/14	2014/15
	2010/11 \$'000	2010/11 \$'000		2012/13 \$'000	2013/14 \$'000	2014/15 \$'000
Capital works areas						
Land	50	50	50	50	50	50
Buildings	8,843	6,433	7,416	5,450	17,855	15,713
Infrastructure - Roads	16,122	12,773	18,034	9,337	10,122	12,274
Infrastructure - Drainage	4,019	2,394	4,842	3,100	3,100	3,100
Infrastructure - Other	2,992	1,975	4,637	2,155	2,045	2,555
Plant, Equipment and Other	548	355	737	558	578	558
Library Bookstock	1,100	1,121	1,100	1,150	1,200	1,250
Total Capital Works	33,674	25,101	36,816	21,800	34,950	35,500
Represented by:						
Asset Renewal	15,640	8,119	20,046	13,300	13,450	13,500
New Assets	5,311	5,945	8,017	2,200	15,000	15,000
Asset Expansion / Upgrade	12,723	11,037	8,753	6,300	6,500	7,000
Total Capital Works	33,674	25,101	36,816	21,800	34,950	35,500



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Statutory Disclosures

Statutory disclosures

Purpose of statutory disclosures

The Regulations require certain information to be disclosed within the budget. The information disclosed in this section satisfies the requirements of the 2004 Regulations pertaining to Victorian local governments.

1. Borrowings

Regulation 8 (a) and (b) require the disclosure of certain information pertaining to borrowings including, the total amount proposed to be borrowed for the year (other than borrowings to refinance existing loans) and the proposed total amount of debt redemption for the year.

	2011/12	2010/11
	\$	\$
New borrowings (other than refinancing)	600,000	3,000,000
Debt redemption - Loans	3,913,000	3,672,000
Debt redemption - Leases	445,000	414,000
Debt redemption – Unfunded Superannuation	530,000	-

2. Rates and charges

2.1 The proposed percentage CIV for each type of rate to be levied

Type of property	2011/12	2010/11
	Cents	Cents
General rate for rateable general properties	0.0020167	0.0018883
General rate for rateable vacant residential properties	0.0024200	n/a
General rate for rateable vacant commercial properties	0.0024200	n/a
General rate for rateable vacant industrial properties	0.0024200	n/a
General rate for rateable MP Ag Rate properties	0.0006050	0.0005665

2.2 The estimated amount to be raised by each type of rate to be levied

Type of property	2011/12	2010/11
	\$	\$
General land	91,283,137	88,368,547
Vacant residential land	4,683,768	-
Vacant commercial land	60,603	-
Vacant industrial land	214,093	-
MP Agricultural Rate land	1,786,126	1,662,504
Cerberus land	40,009	37,462
Steel works	840,000	840,000
Cultural and Recreational Land	128,494	120,312
Supplementary Rates	600,000	650,000
Land Sustainability rebate	(350,000)	(350,000)
Heritage rebate	(50,000)	(50,000)
Valuation Objections	(50,000)	(200,000)

2.3 The estimated total amount to be raised by rates

	2011/12	2010/11
	\$	\$
Total rates to be raised	99,186,230	91,078,825

2.4 The proposed percentage change in the rate in the dollar for each type of rate to be levied, compared to that of the previous financial year

Type of property	2011/12 % change	2010/11 % change
General land	6.8%	(-) 4.1%
Vacant residential land	28.2%	n/a
Vacant commercial land	28.2%	n/a
Vacant industrial land	28.2%	n/a
MP Agricultural Rate land	6.8%	(-) 4.1%

2.5 The number of assessments for each type of rate to be levied, compared to the previous year

Type of property	2011/12 No.	2010/11 No.
General land	88,001	92,425
Vacant residential land	4,906	n/a
Vacant commercial land	58	n/a
Vacant industrial land	250	n/a
MP Agricultural Rate land	1,286	1,289
Cerberus land (ex gratia payment)	111	111
Steel works (rating agreement)	2	2
Cultural and Recreational Land	29	29
Total number of assessments	94,643	93,856

2.6 The basis of valuation to be used is the Capital Improved Value (CIV)

2.7 The estimated total value of land in respect of which each type of rate is to be levied, compared with the previous year

Type of property	2011/12 CIV	2010/11 CIV
General land	45,263,518,308	46,797,937,013
Vacant residential land	1,935,405,000	n/a
Vacant commercial land	25,042,300	n/a
Vacant industrial land	88,466,000	n/a
MP Agricultural Rate land	2,952,219,000	2,934,694,000
Cerberus land	39,678,000	39,678,000
Steel works	128,500,000	128,500,000
Cultural and Recreational Land	140,868,750	140,868,750
Total value	50,573,697,758	50,041,677,793

2.8 The proposed unit charge for each type of charge levied

Type of Charge	2011/12 Charge	2010/11 Charge
Municipal Charge	\$150	\$140
Green Waste Charge (optional)	\$130	n/a

2.9 The estimated amounts to be raised for each type to be levied for each type of charge

Type of Charge	2011/12 \$	2010/11 \$
Municipal Charge	14,191,800	13,135,500
Green Waste Charge (optional)	1,105,000	n/a
Total	15,296,800	13,135,500

2.10 The estimated total amount to be raised by rates and charges

Type of Charge	2011/12 \$	2010/11 \$
Rates	98,586,230	90,428,825
Supplementary Rates	600,000	650,000
Municipal Charge	14,191,800	13,135,500
Green Waste Charge (optional)	1,105,000	n/a
Total	114,483,030	104,214,325

2.12 There are no known significant changes which may affect the estimated amounts to be raised by rates and charges. However, the total amount to be raised by rates and charges may be affected by:

- The making of supplementary valuations
- The variation of returned levels of value (noting that an amount of \$50k has been allowed)
- Changes in use of land such that rateable land becomes non-rateable land and vice versa
- Changes in use of land such that residential land becomes business land and vice versa.

3. Differential rates

3.1 Rates to be levied

The rates and amount of rates payable in relation to land in each category of differential are -

Type of property	2011/12 Cents	2010/11 Cents
General rate for rateable general properties	0.0020167	0.0018883
General rate for rateable vacant residential properties	0.0024200	n/a
General rate for rateable vacant commercial properties	0.0024200	n/a
General rate for rateable vacant industrial properties	0.0024200	n/a
General rate for rateable MP Ag Rate properties	0.0006050	0.0005665

Each differential rate will be determined by multiplying the Capital Improved Value of rateable land (categorised by the characteristics described below) by the relevant rate in the \$ indicated.

Council believed each differential rate will contribute to the equitable and efficient carrying out of Council functions.

Details of the objectives of each differential rate, the types of classes of land which are subject to each differential rate and the uses of each differential arte are set out below.

3.2 Schedule of Differential rates

3.2.1 Residential Vacant Land

Definition

Residential Vacant Land is land:

- (a) on which there is no dwelling or like building designed or adapted for human habitation; and
- (b) which is located within any of the following zones under the Mornington Peninsula Planning Scheme –
 - Residential Zone 1
 - Low Density Residential Zone
 - Comprehensive Development Zone 1
 - Green Wedge Zone 4 (property less than 4,000m²)
 - Special Use Zone 4.

Objective

To ensure that owners of vacant residential land make an equitable financial contribution to the cost of carrying out the functions of Council, noting that Council incurs the cost of carrying out a range of functions irrespective of whether land is vacant or occupied.

Types and Classes

Rateable land having the relevant characteristics described in the Declaration.

Use and level of differential rate

The differential rate will be used to fund some of those items of expenditure described in the budget adopted by Council.

The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

Geographic Location

Wherever located within the municipal district.

Use of Land

Inapplicable.

Planning Scheme Zoning

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant planning scheme.

Types of Buildings

None

3.2.2 Commercial Vacant Land

Definition

Commercial Vacant Land is land:

- (a) on which there is no building designed or adapted for commercial or like use; and
- (b) which is located within any of the following zones under the Mornington Peninsula Planning Scheme –
 - Business Use Zone 1
 - Business Use Zone 4
 - Business Use Zone 5

Objective

To ensure that owners of vacant commercial land make an equitable financial contribution to the cost of carrying out the functions of Council, noting that Council incurs the costs of carrying out a range of functions irrespective of whether land is vacant or occupied.

Types and Classes

Rateable land having the relevant characteristics described in the Declaration.

Use and level of differential rate

The differential rate will be used to fund some of those items of expenditure described in the budget adopted by Council.

The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

Geographic Location

Wherever located within the municipal district.

Use of Land

Inapplicable.

Planning Scheme Zoning

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant planning scheme.

Types of Buildings

None

3.2.3 Industrial Vacant Land

Definition

Industrial Vacant Land is land:

- (a) on which there is no building designed or adapted for industrial or like use; and
- (b) which is located within any of the following zones under the Mornington Peninsula Planning Scheme –
 - Industrial Zone 3
 - Special Use Zone 1
 - Special Use Zone 3

Objective

To ensure that owners of vacant industrial land make an equitable financial contribution to the cost of carrying out the functions of Council, noting that Council incurs the costs of carrying out a range of functions irrespective of whether land is vacant or occupied

Types and Classes

Rateable land having the relevant characteristics described in the Declaration.

Use and level of differential rate

The differential rate will be used to fund some of those items of expenditure described in the budget adopted by Council.

The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

Geographic Location

Wherever located within the municipal district.

Use of Land

Inapplicable.

Planning Scheme Zoning

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant planning scheme.

Types of Buildings

None

3.2.4 MP Agricultural Land

Definition

MP Agricultural Land is land which is 'farm land' within the meaning of section 2(1) of the *Valuation of Land Act 1960* but excluding any portion containing a residential, commercial or industrial building (or buildings) or an outbuilding or other similar form of improvement (including the curtilage to any principal residential or commercial building whether the curtilage is fenced off or not).

For the purposes of this definition:

- (a) 'curtilage' means an area of land measuring 2,000 square metres around the principal residential building or commercial building or industrial building. If there is both a principal residential building and a principal commercial or industrial building on such land, the curtilage will be the area around the residential building alone;
- (b) 'residential building' means a building used or designed or adapted for residential purposes; and
- (c) 'commercial building' means a building used or designed or adapted for commercial purposes; and
- (d) 'industrial building' means a building used or designed or adapted for industrial purposes.

Objective

- To support the planning objectives of Melbourne 2030 as they relate to urban containment.
- To preserve the rural amenity of the Mornington Peninsula and ensure the wider community can continue to enjoy those benefits.
- To preserve and protect agricultural land as a productive resource.
- To ensure that eligible land is managed in a responsible way and in accordance with a Sustainable Peninsula.

Types and Classes

Rateable land having the relevant characteristics described in the Declaration.

Use and level of differential rate

The differential rate will be used to fund some of those items of expenditure described in the budget adopted by Council.

The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

Geographic Location

Wherever located within the municipal district.

Use of Land

Any use corresponding with the relevant characteristics described in the Declaration.

Planning Scheme Zoning

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant planning scheme.

Types of Buildings

Inapplicable.

3.2.5 General Land

Definition

General land is land which is not -

- Residential Vacant Land;
- Commercial Vacant Land;
- Industrial Vacant Land; or
- MP Agricultural Land.

Objective

To ensure that owners of all other land make an equitable financial contribution to the cost of carrying out the functions of Council.

Types and Classes

Rateable land having the relevant characteristics described in the Declaration.

Use and level of differential rate

The differential rate will be used to fund some of those items of expenditure described in the budget adopted by Council.

The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

Geographic Location

Wherever located within the municipal district.

Use of Land

Any use permitted under the relevant planning scheme.

Planning Scheme Zoning

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant planning scheme.

Types of Buildings

All buildings which are now constructed on the land or which are constructed prior to the expiry of the 2011/12 Financial Year.

Key Strategic Activities

This section presents a number of key strategic activities to be undertaken during the 2011/12 year and performance targets and measures in relation to these.

Key Strategic Activity	Performance Measure	How data is reported	Performance Target
Nurturing our local character and 'sense of place'			
Emphasising the regional role of the Peninsula	Commencement of project 'Promotion and marketing of the Mornington Peninsula to the National conference industry'.	Monthly report	Commencement by 31 December 2011
Encouraging a distinct 'sense of place'	Completion of 'Heart of Rosebud' precinct plan	Monthly report	Completion by 30 June 2012
Pursuing safe environments and ESD through good design	Implementation of 'Land Subject to Inundation' overlay	Report to Council	Adoption by 30 June 2012
Protecting coastal and rural landscapes	Adoption of the Green Wedge Management plan	Report to Council	Completion by 30 June 2012
Recognition and protection of our heritage assets	Commencement of Stage 1 of Local History Digitisation project	Monthly report	Commencement by 31 December 2011
Protecting our environment and tackling climate change			
Sustaining our natural systems	Adoption of Biodiversity Action Plan	Report to Council	Completion by 30 June 2012
Managing our coast line	Implementation of various Coastal Management Plans	Monthly report	Completion by 30 June 2012
Pursuing sustainable resource use	Commencement of Corporate Water Conservation Project	Monthly report	Commencement by 30 June 2012
Creating safe, healthy and engaged communities			
Fostering a culturally enriched community	Adoption of Arts and Culture Strategy	Report to Council	Adoption by 30 April 2012
Optimising Health and Wellbeing for all ages	Adoption of the Positive Aging Strategy	Report to Council	Adoption by 30 June 2012
Optimising the accessibility and use of community facilities	Commencement of Rosebud West Community Centre	Council minutes	Adoption of tender by 31 December 2011
Supporting an active, connected and informed community	Adoption of Community Engagement Policy	Report to Council	Adoption by 30 June 2012
Making communities safe	Adoption of Foreshore Camping Fire Strategy	Approval by responsible authority	Approval by 30 June 2012

Supporting a sustainable Peninsula economy			
Facilitating a prosperous rural economy	Contribution to Bunyip Food Belt recycled water project	Monthly report	Contribution by 30 June 2012
Marketing the Peninsula as a tourism destination	Commencement of project 'Mornington Peninsula Branded produce' Project.	Monthly report	Commencement by 31 December 2011
Encouraging a resilient Peninsula economy	Continued implementation of 2009-2014 Economic Development Strategy	Annual report	Completion by 30 June 2012
Being responsible, accountable and forward thinking			
Delivering quality service	Implement 'Performance manager' software	Monthly Report	Completion by 30 June 2012
Building a competent and healthy workplace	Annual report on Occupational Health and Safety	Report within Monthly Report	Completion by 30 June 2012
Demonstrating good corporate and democratic operations	Completion of Electoral review	Report to Council	Adoption by 30 June 2012
Engaging with the community	Implementation of new Shire web site	Web site implemented	Implementation by 30 June 2012
Sustainably managing our finances	Victorian Auditor General's assessment of financial sustainability	Victorian Auditor General Report to Parliament	Council Overall Rating = Low Risk

Compliance checklist

This section lists the items that must be included in the budget in order for it to fully comply with the requirements of the Local Government Act 1989 and the Local Government (Finance and Reporting) Regulations 2004.

	Requirement	Act & Regs	Page No.
1.	Standard statements (income statement, balance sheet, cash flows, capital works)	Section 127(2)(a) Regulation 5-7	83-88
2.	Activities and initiatives to be funded in the budget	Section 127(2)(b)	17-32
3.	Statement as to how the activities and initiatives will contribute to achieving the strategic objectives specified in the Council Plan	Section 127(2)(c)	17-32
4.	Key strategic activities to be undertaken and performance targets and measures for each	Section 127(2)(d)	99
5.	Details of the rates to be declared	Section 158(1)	90-98
6.	Total proposed borrowings	Regulation 8(a)	90
7.	Debt redemption	Regulation 8(b)	90
8.	Rate in the dollar	Regulation 8(c)(i)	90
9.	Estimate of rates by type	Regulation 8(c)(ii)	90
10.	Total amount to be raised by rates	Regulation 8(c)(iii)	91
11.	% change to rate in dollar	Regulation 8(c)(iv)	91
12.	Number of assessments by type of rate and change	Regulation 8(c)(v)	91
13.	Total number of assessments	Regulation 8(c)(vi)	91
14.	Basis of valuation used	Regulation 8(c)(vii)	91
15.	Estimated total value of land by type and change	Regulation 8(c)(viii)	91
16.	Municipal charge	Regulation 8(c)(ix)	92
17.	Unit amount to be levied as service rate or charge	Regulation 8(c)(x)	92
18.	Amount to be raised by service rate or charge and change	Regulation 8(c)(xi)	92
19.	Total amount to be raised from rates and charges	Regulation 8(c)(xii)	92
20.	Any significant changes that may affect the amounts to be raised	Regulation 8(c)(xiii)	92



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Appendix A

Capital Works Program

Appendix A

Capital Works Program

This appendix presents a listing of the Capital Works projects that will be undertaken for the 2011/12 year.

The Capital Works projects are grouped by asset class and include the following:

- New works for 2011/12
- Projects carried forward from the 2010/11 year

Capital Works Program 2011 / 2012

Capital Works Area	Externally Funded	Internally Funded	Project Cost
Land			
Asset Renewal	-	-	-
Asset Expansion/Upgrade	-	-	-
New Assets	-	50,000	50,000
Total Land	-	50,000	50,000
Buildings			
Asset Renewal	143,000	3,557,500	3,700,500
Asset Expansion/Upgrade	-	167,500	167,500
New Assets	-	1,220,000	1,220,000
Total Buildings	143,000	4,945,000	5,088,000
Infrastructure - Roads			
Asset Renewal	655,000	6,775,500	7,430,500
Asset Expansion/Upgrade	895,000	3,054,500	3,949,500
New Assets	-	965,000	965,000
Total Infrastructure - Roads	1,550,000	10,795,000	12,345,000
Infrastructure - Drains			
Asset Renewal	-	1,245,000	1,245,000
Asset Expansion/Upgrade	-	1,330,000	1,330,000
New Assets	-	525,000	525,000
Total Infrastructure - Drains	-	3,100,000	3,100,000
Infrastructure - Other			
Asset Renewal	131,000	435,000	566,000
Asset Expansion/Upgrade	550,000	1,280,000	1,830,000
New Assets	-	600,000	600,000
Total Infrastructure - Other	681,000	2,315,000	2,996,000
Plant/Equipment/Other			
Asset Renewal	-	475,000	475,000
Asset Expansion/Upgrade	-	-	-
New Assets	-	-	-
Total Plant/Equipment/Other	-	475,000	475,000
Library Collection			
Asset Renewal	-	1,100,000	1,100,000
Asset Expansion/Upgrade	-	-	-
New Assets	-	-	-
Total Library Collection	-	1,100,000	1,100,000
Total Capital Works 2011/12			
Asset Renewal	929,000	13,588,000	14,517,000
Asset Expansion/Upgrade	1,445,000	5,832,000	7,277,000
New Assets	-	3,360,000	3,360,000
Total Capital Works 2009/10	2,374,000	22,780,000	25,154,000
Developer Contributions (not project aligned - refer section 7.2.2)	2,520,000	(2,520,000)	-
New Borrowings (not project aligned - refer section 7.2.4)	600,000	(600,000)	-
Total External Funding	5,494,000	19,660,000	25,154,000

Capital Works Area	Externally Funded	Internally Funded	Project Cost
Works carried forward from 2010/11			
Asset Renewal	1,504,600	3,994,400	5,499,000
Asset Expansion/Upgrade	940,185	564,815	1,505,000
New Assets	210,870	4,446,130	4,657,000
Total Works carried fwd from 2009/10	2,655,655	9,005,345	11,661,000

Summary

Asset Renewal	2,433,600	17,582,400	20,016,000
Asset Expansion/Upgrade	2,385,185	6,396,815	8,782,000
New Assets	210,870	7,806,130	8,017,000
Developer Contributions	2,520,000	(2,520,000)	-
New Borrowings	600,000	(600,000)	-
Total Summary	8,149,655	28,665,345	36,815,000

Sources of Funding	Externally Funded
Grants	
Building Renovations	143,000
RTR - Racecourse Rd, M'ton-Tyabb to Booker Ave	1,150,000
RTR - High St, Frankston-Flinders Rd to Henderson Rd	400,000
Bus Shelter / School Bus Program	120,000
Somerville Netball Courts	250,000
Balnarring Sports Clubs	300,000
Oval Rehabilitation	11,000
	2,374,000
Contributions	
Developer Contributions	2,420,000
Somerville Needs Strategy - Implementation	100,000
	2,520,000
Projects Carried Forward from 2010/11	
Plant and Equipment Replacement	35,000
Playground Developments	70,900
SCS - Jerula Ave, Mount Eliza	470,805
RTR - Truemans Rd/Browns Rd - Roundabout	280,900
Rosebud West Community Centre	753,000
SCS - Bayview Avenue, Rosebud	51,370
Hastings Boat Ramp Floating Pontoon	134,500
RTR Graydens Rd (Coolart Road Intersection)	47,900
RTR High Street Hastings	462,900
RTR Racecourse Rd M/ton Tyabb Rd	74,300
Sorrento Mechanics Hall (RCLIP)	25,000
Hastings Floating Pontoon (RCLIP)	25,000
Dromana Community House Refurb (RCLIP)	71,500
Bus Shelter Schools (RCLIP)	60,000
SCS - Henderson Rd Hastings	92,580
	2,655,655
New Borrowings	600,000
Total External Funding	8,149,655

Capital Works Program 2011 / 2012

Capital Works Area	Externally Funded	Internally Funded	Project Cost
Streetscape / Township Amenity			
Asset Renewal	-	200,500	200,500
Asset Expansion/Upgrade	-	349,500	349,500
New Assets	-	600,000	600,000
Total Land	-	1,150,000	1,150,000
Roads, Paths and Public Transport			
Asset Renewal	775,000	6,625,000	7,400,000
Asset Expansion/Upgrade	895,000	2,705,000	3,600,000
New Assets	-	510,000	510,000
Total Buildings	1,670,000	9,840,000	11,510,000
Drainage / Flood Prevention			
Asset Renewal	-	1,245,000	1,245,000
Asset Expansion/Upgrade	-	1,330,000	1,330,000
New Assets	-	525,000	525,000
Total Infrastructure - Roads	-	3,100,000	3,100,000
Community Safety / Amenity Control			
Asset Renewal	-	-	-
Asset Expansion/Upgrade	-	-	-
New Assets	-	20,000	20,000
Total Infrastructure - Drains	-	20,000	20,000
Community Facilities Services and Open Space			
Asset Renewal	154,000	4,890,000	5,044,000
Asset Expansion/Upgrade	550,000	1,410,000	1,960,000
New Assets	-	1,700,000	1,700,000
Total Infrastructure - Other	704,000	8,000,000	8,704,000
Natural Environment			
Asset Renewal	-	250,000	250,000
Asset Expansion/Upgrade	-	-	-
New Assets	-	5,000	5,000
Total Plant/Equipment/Other	-	255,000	255,000
Corporate Services			
Asset Renewal	-	377,500	377,500
Asset Expansion/Upgrade	-	37,500	37,500
New Assets	-	-	-
Total Library Collection	-	415,000	415,000
Total Capital Works 2011/12			
Asset Renewal	929,000	13,588,000	14,517,000
Asset Expansion/Upgrade	1,445,000	5,832,000	7,277,000
New Assets	-	3,360,000	3,360,000
Total Capital Works 2009/10	2,374,000	22,780,000	25,154,000
Developer Contributions (not project aligned - refer section 7.2.2)	2,520,000	(2,520,000)	-
New Borrowings (not project aligned - refer section 7.2.4)	600,000	(600,000)	-
Total External Funding	5,494,000	19,660,000	25,154,000

Capital Works Area	Externally Funded	Internally Funded	Project Cost
Works carried forward from 2010/11			
Asset Renewal	1,504,600	3,994,400	5,499,000
Asset Expansion/Upgrade	940,185	564,815	1,505,000
New Assets	210,870	4,446,130	4,657,000
Total Works carried fwd from 2009/10	2,655,655	9,005,345	11,661,000

Summary

Asset Renewal	2,433,600	17,582,400	20,016,000
Asset Expansion/Upgrade	2,385,185	6,396,815	8,782,000
New Assets	210,870	7,806,130	8,017,000
Developer Contributions	2,520,000	(2,520,000)	-
New Borrowings	600,000	(600,000)	-
Total Summary	8,149,655	28,665,345	36,815,000

Sources of Funding	Externally Funded
Grants	
Building Renovations	143,000
RTR - Racecourse Rd, M'ton-Tyabb to Booker Ave	1,150,000
RTR - High St, Frankston-Flinders Rd to Henderson Rd	400,000
Bus Shelter / School Bus Program	120,000
Somerville Netball Courts	250,000
Balnarring Sports Clubs	300,000
Oval Rehabilitation	11,000
	2,374,000
Contributions	
Developer Contributions	2,420,000
Somerville Needs Strategy - Implementation	100,000
	2,520,000
Projects Carried Forward from 2010/11	
Plant and Equipment Replacement	35,000
Playground Developments	70,900
SCS - Jerula Ave, Mount Eliza	470,805
RTR - Truemans Rd/Browns Rd - Roundabout	280,900
Rosebud West Community Centre	753,000
SCS - Bayview Avenue, Rosebud	51,370
Hastings Boat Ramp Floating Pontoon	134,500
RTR Graydens Rd (Coolart Road Intersection)	47,900
RTR High Street Hastings	462,900
RTR Racecourse Rd M/ton Tyabb Rd	74,300
Sorrento Mechanics Hall (RCLIP)	25,000
Hastings Floating Pontoon (RCLIP)	25,000
Dromana Community House Refurb (RCLIP)	71,500
Bus Shelter Schools (RCLIP)	60,000
SCS - Henderson Rd Hastings	92,580
	2,655,655
New Borrowings	600,000
Total External Funding	8,149,655

Capital Works 2011 / 2012

Proj No.	Act No.	Project Title	Location	Committed / Conditional	Cost 2011/12 (\$)	Other Funding 2011/12 (\$)	Net Req' From Rates 2011/12 (\$)
Streetscapes / Township Amenity							
1344	7368	Sorrento Strategy - Implementation	Esplanade Sorrento	Conditional	100,000	0	100,000
<i>Staged implementation of Sorrento Strategy</i>							
1345	7371	Portsea Strategy - Implementation	Point Nepean Road Portsea	Committed	200,000	0	200,000
<i>Staged implementation of Portsea Strategy</i>							
2334	7584	Mornington Activity Centre Structure Plan	Main Street Mornington	Conditional	445,000	0	445,000
<i>Works associated with the implementation of the Mornington Activity Centre Structure Plan</i>							
2930	7658	Gateway Park development	Barkly Street Mornington	Conditional	55,000	0	55,000
<i>Works associated with the development of Gateway Park</i>							
3084	7621	Dromana Streetscape Strategy - Pier Precinct	Point Nepean Road Dromana	Conditional	350,000	0	350,000
<i>Stage 2 of project</i>							
Streetscapes / Township Amenity Total					1,150,000	0	1,150,000

Proj No.	Act No.	Project Title	Location	Committed / Conditional	Cost 2011/12 (\$)	Other Funding 2011/12 (\$)	Net Req' From Rates 2011/12 (\$)
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Roads Paths and Public Transport

2298	7482	Safer Local Roads Program	Shire-Wide	Conditional	4,000,000	0	4,000,000
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Annual Program - Safer Local Roads Program - Capital Projects (Contracted amount)

2354	7489	Rye Traffic Management Strategy - Implementation	Point Nepean Road Rye	Committed	400,000	0	400,000
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Implementation of the Rye Traffic Management Strategy

2756	7552	Blackspot Program	Shire-Wide	Conditional	400,000	0	400,000
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Council contribution to Blackspot funded projects (subject to successful application).

2943	7623	RTR - Racecourse Rd - M'ton-Tyabb Rd to Booker Ave	Racecourse Road Mornington	Committed	1,150,000	1,150,000	0
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Construction - K&C, Drainage and Resheeting of the above project.

Funding Detail	
Capital Grants	1,150,000
Total	1,150,000

2946	7617	RTR - High St - Frankston-Flinders to Henderson Rd	High Street Hastings	Committed	400,000	400,000	0
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Construction - Footpath, K&C and Drainage of the above project.

Funding Detail	
Capital Grants	400,000
Total	400,000

Proj No.	Act No.	Project Title	Location	Committed / Conditional	Cost 2011/12 (\$)	Other Funding 2011/12 (\$)	Net Req' From Rates 2011/12 (\$)
350	7062	Signage - Traffic / Parking Areas	Shire-Wide	Committed	15,000	0	15,000

Annual Program

360	7038	Traffic Management Treatments	Shire-Wide	Committed	250,000	0	250,000
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Annual Program - Minor traffic management improvements including works associated with school children safety and local area traffic management.

Annual Items			
No.	Description	Location	Cost (\$)
2197	Station Street Somerville Pedestrian Crossing	Station Street Somerville	100,000
2198	Jetty Road Rosebud Median Refuge Crossing	Jetty Road Rosebud	50,000
2199	Blacks Camp Rd Traffic Calming	Blacks Camp Road Somerville	50,000
2200	Somers General Store Ped Treatment	The Boulevard Somers	30,000
2201	Fairhills Dr Rye Traffic Calming Treatments	Fairhills Drive Rye	20,000
			<u>250,000</u>

Proj No.	Act No.	Project Title	Location	Committed / Conditional	Cost 2011/12 (\$)	Other Funding 2011/12 (\$)	Net Req' From Rates 2011/12 (\$)
361	7050	Footpaths / Shared Paths / Bike Paths / Boardwalks - Rehabilitation	Shire-Wide	Committed	1,600,000	0	1,600,000

Annual Program - Rehabilitation of Walk Ways / BikePaths / Footpaths / Shared Pathways / Boardwalks that have been identified through service requests and community workshops/forums.

Annual Items			
No.	Description	Location	Cost (\$)
1613	Balcombe Estuary Boardwalk Rehabilitation	Mirang Avenue Mount Martha	300,000
1787	Horse Trail Upgrade for Maintenance	Shire-Wide	75,000
2105	Somerville to Hastings Cycle Path Rehab	Frankston-Flinders Road Somerville	300,000
572	Footpath Replacement for Risk Management	Shire-Wide	400,000
2096	Seventh Ave, Rosebud - Walkway	Seventh Avenue Rosebud	9,000
2097	Eighth Ave, Rosebud - Walkway	Eighth Avenue Rosebud	11,000
2098	Wannanue Pl Rosebud	Wannaeue Place Rosebud	22,000
2099	Balnarring Rd (Hoolies Restaurant to Russell St)	Russell Street Balnarring	19,000
2100	Balnarring Rd/Brooksby Crt to Warrawee Rd	Balnarring Road Balnarring	155,000
2101	Opposite Cook St to Beach	Esplanade Mornington	9,000
2102	Opposite Herbert St to Beach	Esplanade Mornington	43,000
2104	Concrete Grinding Program	Shire-Wide	140,000
795	Provision for Urgent Works	Shire-Wide	117,000
			1,600,000

425	7012	Land Acquisition (Splays, Easements and Small Parcels)	Shire-Wide	Conditional	50,000	50,000	0
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Annual Program - Acquisition of splays, easements and small parcels of land.

Funding Detail	
Property Asset Conv.	50,000
Total	50,000

Proj No.	Act No.	Project Title	Location	Committed / Conditional	Cost 2011/12 (\$)	Other Funding 2011/12 (\$)	Net Req' From Rates 2011/12 (\$)
576	7586	Bus Shelter / School Bus Stop Program	Shire-Wide	Committed	170,000	120,000	50,000

Annual periodic rehabilitation / improvement to bus shelters or replacement with low cost bus shelters.

Funding Detail	
Capital Grants	120,000
Total	120,000

Annual Items			
No.	Description	Location	Cost (\$)
1978	Bus Shelter Program - TBD	Shire-Wide	0
2134	Melbourne Rd/Huges Rd	Melbourne Road Sorrento	10,000
2135	Frankston Flinders Rd/ Thompson Lane	Thompsons Lane Merricks	10,000
2136	Disney St/ Lille St	Disney Street Bittern	10,000
2137	Frankston Flinders Rd/ Lady Nelson PKW	Lady Nelson Parkway Bittern	10,000
2138	Arthurs Seat Rd/ Eatons Cutting	Arthurs Seat Road Red Hill	10,000
2139	Boundary Rd/ Lombardy Av	Boundary Road Dromana	10,000
2140	Mornington-Flinders Rd/ Meakins Rd	Meakins Road Flinders	10,000
2141	Frankston Flinders Rd/ Nelson St	Nelson Street Shoreham	10,000
2142	Osborne Rd/ Helena St	Osborne Drive Mount Martha	10,000
2143	Hodgins Rd/ Frankston Flinders Rd	Hodgins Road Hastings	10,000
2144	Cumberland Dr/Uralla Rd	Cumberland Drive Mount Martha	10,000
2145	Baxter - Tooradin Rd (1)	Baxter-Tooradin Road Baxter	10,000
2146	Baxter - Tooradin Rd (2)	Baxter-Tooradin Road Baxter	10,000
2147	Hodgins Rd/West Park Entrance	Hodgins Road Hastings	10,000
2148	Red Hill Road	Red Hill Road Red Hill	10,000
2149	Arthurs Seat Road	Arthurs Seat Road Red Hill	10,000
2150	Shoreham Road	Shoreham Foreshore Reser Shoreham	10,000
			170,000

691	7042	Rural Intersection Safety	Shire-Wide	Committed	30,000	0	30,000
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Annual program - Significant pavement deterioration occurs on unsealed roads at intersections with arterial sealed roads. Priority intersections have been identified

Proj No.	Act No.	Project Title	Location	Committed / Conditional	Cost 2011/12 (\$)	Other Funding 2011/12 (\$)	Net Req' From Rates 2011/12 (\$)
1284	7558	Kerb and Channel - Rehabilitation	Shire-Wide	Committed	300,000	0	300,000

Annual Program - Kerb & Channel works identified by service requests. This program is for sections of K&C that have failed where the road is still in good condition and not in need of total rehabilitation. The works extends the life of the asset. Annually pavement inspections are undertaken to assess the condition of the road network before works are undertaken.

Annual Items			
No.	Description	Location	Cost (\$)
718	Emergency repairs from service request inspections	Shire-Wide	100,000
1701	Kerb Replacement in Conjunction with Reseal Program	Shire-Wide	200,000
			300,000

1552	7362	Footpath Strategy - Implementation	Shire-Wide	Conditional	1,500,000	0	1,500,000
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Implementation of Footpath Strategy

Annual Items			
No.	Description	Location	Cost (\$)
2108	Humphries Rd - FCC (Shared Cost)	Humphries Road Mount Eliza	220,000
2109	SCS Footpath Old Mornington Rd to Williams Rd	Williams Road Mount Eliza	186,300
2110	SCS Walkers Rd/ Millbank Dr to Humphries Rd	Walkers Road Mount Eliza	213,900
2111	SCS Wilson Rd/ Pt Nepean & Rd to Whitehead Rd	Wilson Road Blairgowrie	26,520
2113	Domino Crt to Benjamin Crt, Somerville	Domino Court Somerville	9,600
2114	Thomas St to McCombe, Rosebud	Thomas Street Rosebud	12,380
2287	Kangerong Avenue/Mary Street (Boundary Rd to Pt Nepean Rd)	Kangerong Avenue Dromana	210,000
2288	Wier St (Between Bimble St/Sth Side No 34)	Weir Street Rye	5,000
2289	Boes Rd (M/ton Tyabb Rd to Island View Dr)	Boes Road Tyabb	80,000
2290	Boneo Rd (Drum Drum Alloc Crk to Coleman Crs)	Boneo Road Boneo	146,200
2291	Shandon St (Tallis Dr to Amelia St)	Shandon Street Mornington	32,100
2292	Back Beach Rd (Pt Nepean Rd to Foreshore)	Back Beach Road Portsea	358,000
			1,500,000

Proj No.	Act No.	Project Title	Location	Committed / Conditional	Cost 2011/12 (\$)	Other Funding 2011/12 (\$)	Net Req' From Rates 2011/12 (\$)
2329	7483	Signage - Directional	Shire-Wide	Conditional	25,000	0	25,000

Comments
As a result of the Shire's Signage Policy and the undertaking of a Directional Signage Strategy which analyses the effectiveness of directional signage on the Mornington Peninsula - there is a need to upgrade directional signage to provide reassurance and safety to residents and visitors to the Peninsula

2407	7496	LATM - Shire Wide	Shire-Wide	Committed	200,000	0	200,000
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Comments
Works associated with the final stage of Local Area Traffic Management programs for Rosebud West/ Tootgarook and Mt Eliza.

Annual Items			
No.	Description	Location	Cost (\$)
2210	Rosebud West/Tootgarook - Final Stage	Tba	100,000
2211	Mount Eliza East LATM - Final Stage	Tba	100,000
			200,000

2548	7549	Bicycle Strategy	Shire-Wide	Committed	300,000	0	300,000
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Comments
The Bicycle Strategy will look at the current Shire-wide bicycle infrastructure to determine the deficiencies in the on-road & off-road bicycle routes. Implementation of improvements will occur in a staged approach, and will include: Constructing on-road bicycle lanes, enhancing intersections to ensure they are bicycle friendly, and constructing missing links on the off-road bicycle network to assist the recreational cyclist.

Proj No.	Act No.	Project Title	Location	Committed / Conditional	Cost 2011/12 (\$)	Other Funding 2011/12 (\$)	Net Req' From Rates 2011/12 (\$)
3195	7659	Urban Road Contributory Scheme Strategy - Implementation	Shire-Wide	Committed	720,000	0	720,000

Council contribution to various Special Charge Schemes under the Urban Road Contributory Scheme Strategy.

Annual Items

No.	Description	Location	Cost (\$)
2233	SCS - Cobb Road, Mt Eliza	Cobb Road Mount Eliza	414,000
2234	SCS - Green Island, Mt Martha	Green Island Avenue Mount Martha	306,000
			<u>720,000</u>

Roads Paths and Public Transport Total

11,510,000 1,720,000 9,790,000

Proj No.	Act No.	Project Title	Location	Committed / Conditional	Cost 2011/12 (\$)	Other Funding 2011/12 (\$)	Net Req' From Rates 2011/12 (\$)
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Drainage / Flood Prevention

344 7053	Drainage - Rehabilitation & Erosion Control	Shire-Wide	Committed	500,000	0	500,000
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Annual Program

Annual Items			
No.	Description	Location	Cost (\$)
1705	Intersection Drainage and Soak Pit Rehabilitation	Shire-Wide	90,000
1706	Bike Safe Grate Replacement	Shire-Wide	80,000
1786	Pit Lid Replacement	Shire-Wide	50,000
2019	Barry Street Rosebud Drainage	Barry Street Rosebud	80,000
283	Emergency Repairs from Maint. Program Inspections	Shire-Wide	100,000
348	Rehab enhancement following invest of Serv Request	Shire-Wide	100,000
			<u>500,000</u>

2431 7559	Drainage - Soak Pit Refurbishment	Shire-Wide	Committed	100,000	0	100,000
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Annual Program - Refurbishment of Soak Pits

845 7054	Drainage - Upgrades	Shire-Wide	Committed	400,000	0	400,000
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Annual Program

Annual Items			
No.	Description	Location	Cost (\$)
649	Investigation & Design development	Shire-Wide	100,000
1323	Storm Water Emergency Response (Shire Wide)	Shire-Wide	100,000
1398	Installation of Soak Pits	Shire-Wide	100,000
2151	Tonkins Rd - Culvert Upgrade	Tonkins Road Red Hill South	75,000
2152	Minor Works Shirewide-Upgrades	Shire-Wide	25,000
			<u>400,000</u>

Proj No.	Act No.	Project Title	Location	Committed / Conditional	Cost 2011/12 (\$)	Other Funding 2011/12 (\$)	Net Req' From Rates 2011/12 (\$)
2951	7593	Integrated Flood Management and Drainage Strategy	Shire-Wide	Committed	2,100,000	0	2,100,000

Flooding is a natural phenomenon. In urban areas where drainage relies on pipe networks, open channels and creeks flooding can cause infrastructure damage (both private and public), loss of amenity, environmental degradation and pose safety risks.

With improved knowledge of the drainage systems and flooding, the Shire and individuals will gain greater certainty which can lead to reduce economic loss through the implementation of flood mitigation, planning control and emergency action plans. This will also enhance community confidence.

Climate change has raised the need to act expeditiously to plan to achieve knowledge of the performance of the Peninsula's drainage infrastructure network, flood vulnerable areas and put this knowledge into practice to establish flood mitigation works, planning controls and community understanding.

The Local Integrated Flooding and Drainage Management Strategy provides the collective steps required to gain the knowledge and achieve outcomes to support sustainable living on the Peninsula.

Annual Items			
No.	Description	Location	Cost (\$)
1893	Drainage design/ investigation	Shire-Wide	200,000
2153	Dromana Catchment	Point Nepean Road Dromana	200,000
2154	Murray Anderson Catchment	Point Nepean Road Rosebud	475,000
2155	Fishersmans Creek Catchment	Nepean Highway Mornington	475,000
2156	Kings Creek Catchment	Frankston-Flinders Road Hastings	200,000
2157	Ballar Creek Catchment	Canadian Bay Road Mount Eliza	350,000
2158	Nepean Drainage Line	Nepean Highway Safety Beach	200,000
			2,100,000

Drainage / Flood Prevention Total

3,100,000	0	3,100,000
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Proj No.	Act No.	Project Title	Location	Committed / Conditional	Cost 2011/12 (\$)	Other Funding 2011/12 (\$)	Net Req' From Rates 2011/12 (\$)
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Comments

Community Safety / Amenity Control

351 7063		Signage - General	Shire-Wide	Committed	20,000	0	20,000
<i>Annual Program</i>							

Community Safety / Amenity Control Total

20,000	0	20,000
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Proj No.	Act No.	Project Title	Location	Committed / Conditional	Cost 2011/12 (\$)	Other Funding 2011/12 (\$)	Net Req' From Rates 2011/12 (\$)
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Community Facilities Services and Open Space

946 7260	Playground Developments - New / Refurbishment	Shire-Wide	Conditional	300,000	0	300,000
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Development of new playgrounds and/ or major upgrades to existing facilities in accordance with the Playground Strategy.

Annual Items			
No.	Description	Location	Cost (\$)
397	Balnarring Village Reserve, Balnarring	Frankston-Flinders Road Balnarring	50,000
1859	Project Management Recreation	Shire-Wide	25,000
1594	Repl. of play equipment removed as unservicable	Shire-Wide	75,000
2054	Mornington Park Regional PG Upgrade	Esplanade Mornington	20,000
2265	Rye Foreshore - (Contribution to Community Build)	Point Nepean Road Rye	60,000
2266	Karina/Kiandra Street, Mornington	Karina Street Mornington	20,000
2317	Mt Arthur Ave, Rosebud	Mt Arthur Avenue Rosebud	50,000
			<u>300,000</u>

Proj No.	Act No.	Project Title	Location	Committed / Conditional	Cost 2011/12 (\$)	Other Funding 2011/12 (\$)	Net Req' From Rates 2011/12 (\$)
954	7263	Long Term - Recreation Master Plans - Implementation	Shire-Wide	Conditional	1,150,000	650,000	500,000

Continuing program for the implementation of the Recreation Master Plans.

Funding Detail	
Reserves	650,000
Total	650,000

Annual Items			
No.	Description	Location	Cost (\$)
1262	Howard Parker - Implementation	Canadian Bay Road Mount Eliza	80,000
1560	Long Point Reserve	Long Point Road Cape Schanck	100,000
1850	John Bulter Reserve	Mount Eliza Way Mount Eliza	50,000
2278	Projects funded from Rec.Land Res.	Shire-Wide	650,000
2279	Civic Reserve	Dunns Road Mornington	150,000
2067	Mt Martha House Parade Ground	Esplanade Mount Martha	80,000
2068	Bunguyan Reserve	Frankston-Flinders Road Tyabb	40,000
			<u>1,150,000</u>

Proj No.	Act No.	Project Title	Location	Committed / Conditional	Cost 2011/12 (\$)	Other Funding 2011/12 (\$)	Net Req' From Rates 2011/12 (\$)
1998	7401	Building Renovations - Major Building Refurbishment	Shire-Wide	Committed	2,093,000	143,000	1,950,000

Annual Program - Major refurbishment program for Council buildings

Funding Detail	
Capital Grants	143,000
Total	143,000

Annual Items			
No.	Description	Location	Cost (\$)
1640	Currawong Community Centre, Mornington	Currawong Street Mornington	700,000
1679	Dromana Senior Citizens	Pier Street Dromana	50,000
1744	Program Design Cost	Shire-Wide	63,000
2281	Rye Hall - Roof Refurbishment	Napier Street Rye	30,000
2318	Mornington Park Preschool	Currawong Street Mornington	50,000
2037	Municipal Office (Rosebud) - Airconditioning Replacement	Besgrove Street Rosebud	950,000
2045	Dromana Neighbourhood House	Gibson Street Dromana	250,000
			<u>2,093,000</u>

2916	7610	Rosebud West Community Centre	Allambi Avenue Rosebud West	Committed	610,000	0	610,000
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Construction of Rosebud West Community Centre abutting Eastbourne Primary School. Centre. Includes multi-purpose community spaces, maternal and child health facilities, occasional child care facilities, associated outdoor play spaces, car parking, landscaping and utilities.

349	7031	Library Books / Materials - Acquisitions	Shire-Wide	Committed	1,100,000	0	1,100,000
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Annual Program - For annual acquisition of bookstocks for the libraries

Proj No.	Act No.	Project Title	Location	Committed / Conditional	Cost 2011/12 (\$)	Other Funding 2011/12 (\$)	Net Req' From Rates 2011/12 (\$)
362	7016	Oval Rehabilitation	Shire-Wide	Committed	96,000	11,000	85,000

Annual program of oval drainage improvements

Funding Detail	
Capital Grants	11,000
Total	11,000

Annual Items			
No.	Description	Location	Cost (\$)
2046	Citation Reserve	Helen Street Mount Martha	61,000
2047	Dallas Brookes Reserve	Mornington-Tyabb Road Mornington	24,000
2246	Red Hill Reserve	Red Hill Road Red Hill	11,000
			96,000

608	7032	MPRG - Art Acquisitions (Works on Paper)	Dunns Road Mornington	Conditional	20,000	0	20,000
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Annual Program - To purchase works for the Gallery's specialist collection of works on paper through the annual National Works on Paper exhibition.

Annual Items			
No.	Description	Location	Cost (\$)
318	Purchase - Bi Annual "Works on Paper"	Council Council	20,000
			20,000

757	7067	Signage - Local Laws on Reserves	Shire-Wide	Committed	15,000	0	15,000
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Annual Program - Additional signage and replacement of outdated signage on roads and public places associated with new local law controls or special events management.

764	7027	Toilet Strategy - Implementation	Shire-Wide	Conditional	200,000	0	200,000
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Next stage of implementation of the toilet strategy (following Council adoption).

Proj No.	Act No.	Project Title	Location	Committed / Conditional	Cost 2011/12 (\$)	Other Funding 2011/12 (\$)	Net Req' From Rates 2011/12 (\$)
1056	7272	Hall Improvements - Asset Replacement	Shire-Wide	Committed	75,000	0	75,000

Annual Program - Periodic replacement of furniture and equipment, building works, and infrastructure works (at various hall locations).

<u>Annual Items</u>			
No.	Description	Location	Cost (\$)
1891	Hall building works as required	Shire-Wide	35,000
2088	Soundproofing PCT	Wilsons Road Mornington	10,000
2090	Replacement of Bi-Fold Doors PCT	Wilsons Road Mornington	10,000
2087	Replacement of PCT Foyer Carpet and Hall Runners	Wilsons Road Mornington	5,000
2089	Replacement of Chairs and Tables PCT	Wilsons Road Mornington	15,000
			<u>75,000</u>

1057	7273	Parks & Reserves (Active) - Asset Replacement	Shire-Wide	Committed	90,000	0	90,000
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On going project to rectify safety issues
- 5 year program as identified in safety audit

<u>Annual Items</u>			
No.	Description	Location	Cost (\$)
2074	Narambi Reserve, Mornington	Narambi Road Mornington	50,000
2247	Settlers Cove Tennis Court	Lady Nelson Drive Sorrento	20,000
2248	Minor Fencing	Shire-Wide	20,000
			<u>90,000</u>

Proj No.	Act No.	Project Title	Location	Committed / Conditional	Cost 2011/12 (\$)	Other Funding 2011/12 (\$)	Net Req' From Rates 2011/12 (\$)
1992	7402	Building Improvements - Recreation Facilities	Shire-Wide	Committed	100,000	0	100,000

Provision for building improvements at Council's recreation facilities

Annual Items			
No.	Description	Location	Cost (\$)
1789	DCLC Storage Areas, Mornington	Dunns Road Mornington	3,500
2184	PPRC - UV Systems Lamps	Marine Parade Hastings	10,000
2172	DCLC MPR Door Replacement	Dunns Road Mornington	4,000
2173	MMPGC - Stage 3 Balcony Improvements	Forest Drive Mount Martha	30,000
2174	MMPGC - Depot Repairs	Forest Drive Mount Martha	9,500
2175	CPP - Electrical Board Upgrade Stage 2	Governors Road Crib Point	20,000
2176	SRCC - Entry Door (Entrance)	Edward Street Somerville	8,000
2179	Hasting Community Hub, Hastings	Frankston-Flinders Road Hastings	15,000
			<u>100,000</u>

1997	7400	BBQ - Upgrades / New	Shire-Wide	Committed	40,000	0	40,000
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Annual Program - Ungrade or provision of new BBQ's.

Annual Items			
No.	Description	Location	Cost (\$)
2082	Truemans Reserve - Tootgarook	Truemans Rd Recreation R Tootgarook	10,000
2083	Tom Salt Reserve - Rosebud	Point Nepean Road Rosebud	10,000
2084	Hanns Creek Reserve - Balnarring	Frankston-Flinders Road Balnarring	10,000
2086	Government Rd Rye Foreshore - Rye	Government Road Rye	10,000
			<u>40,000</u>

2301	7463	Plant & Equipment - Replacement (Pelican Pantry)	Marine Parade Hastings	Committed	25,000	0	25,000
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Annual Program - Periodic replacement of plant & equipment

Proj No.	Act No.	Project Title	Location	Committed / Conditional	Cost 2011/12 (\$)	Other Funding 2011/12 (\$)	Net Req' From Rates 2011/12 (\$)
2302	7464	Plant & Equipment - Replacement (Recreation Facilities)	Marine Parade Hastings	Committed	15,000	0	15,000
<i>Annual Program - Periodic replacement of plant & equipment</i>							
2349	7486	Southern Peninsula Aquatic Recreation Centre	Point Nepean Road Rosebud	Conditional	250,000	0	250,000
<i>Design and scoping of an Indoor Aquatic and Recreation Centre in Rosebud.</i>							
2524	7504	Signage - Township/Corporate	Shire-Wide	Committed	50,000	0	50,000
<i>To replace signage at township entrances and Council buildings</i>							
2889	7554	Skate & BMX Strategy	Shire-Wide	Conditional	265,000	0	265,000
<i>Implementation of the Skate & BMX Strategy.</i>							

Annual Items			
No.	Description	Location	Cost (\$)
2203	Balnarring Skate Park, Balnarring	Frankston-Flinders Road Balnarring	250,000
2204	Mt Martha Skate Park	Tba	15,000
			265,000

Proj No.	Act No.	Project Title	Location	Committed / Conditional	Cost 2011/12 (\$)	Other Funding 2011/12 (\$)	Net Req' From Rates 2011/12 (\$)
3198	7660	Pavilion Strategy - Implementation	Shire-Wide	Conditional	850,000	750,000	100,000

Progressive implementation of the Sporting Pavilions upgrade strategy (pending Council adoption).

Funding Detail	
Reserves	750,000
Total	750,000

Annual Items			
No.	Description	Location	Cost (\$)
2277	Strategy - Implementation	Shire-Wide	100,000
2261	Crib Point Recreation Reserve	Governors Road Crib Point	450,000
2262	Dallas Brooks Park (Beleura Jnr F/ball Club)	Mornington-Tyabb Road Mornington	300,000
			<u>850,000</u>

3290	7652	Sporting Facilities Lighting Program	Shire-Wide	Committed	100,000	100,000	0
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Implementation - Sporting Facilities Lighting Program

Funding Detail	
Reserves	100,000
Total	100,000

3292	7653	Somerville Netball Courts - Upgrade	Jones Road Somerville	Conditional	250,000	250,000	0
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State Gov't funding to upgrade Somerville Netball Courts

Funding Detail	
Capital Grants	250,000
Total	250,000

Proj No.	Act No.	Project Title	Location	Committed / Conditional	Cost 2011/12 (\$)	Other Funding 2011/12 (\$)	Net Req' From Rates 2011/12 (\$)									
3293	7654	Balnarring Sports Clubs - Contribution to Facilities	Balnarring Road Balnarring	Conditional	300,000	300,000	0									
<i>State Gov't funding for Balnarring Sports Clubs</i>																
					<table border="1"> <thead> <tr> <th colspan="3">Funding Detail</th> </tr> </thead> <tbody> <tr> <td>Capital Grants</td> <td></td> <td>300,000</td> </tr> <tr> <td>Total</td> <td></td> <td>300,000</td> </tr> </tbody> </table>			Funding Detail			Capital Grants		300,000	Total		300,000
Funding Detail																
Capital Grants		300,000														
Total		300,000														
3294	7655	Somerville Needs Strategy - Implementation	Eramosa Road West Somerville	Conditional	100,000	100,000	0									
<i>Contribution from a developer towards a community facility in Somerville (to be considered within Somerville Needs Strategy - Implementation)</i>																
					<table border="1"> <thead> <tr> <th colspan="3">Funding Detail</th> </tr> </thead> <tbody> <tr> <td>Contributions</td> <td></td> <td>100,000</td> </tr> <tr> <td>Total</td> <td></td> <td>100,000</td> </tr> </tbody> </table>			Funding Detail			Contributions		100,000	Total		100,000
Funding Detail																
Contributions		100,000														
Total		100,000														
3304	7656	Dromana Lifesaving Clubrooms	Point Nepean Road Dromana	Conditional	260,000	0	260,000									
<i>Council contribution towards (a) the construction of the Dromana Lifesaving Clubrooms and (b) works on Council facilities associated with the project.</i>																
3305	7657	Former M'ton Sec. College Classrooms - Refurbishment	Wilsons Road Mornington	Committed	350,000	0	350,000									
<i>Completion of the refurbishment of the former Mornington Secondary College classrooms</i>																
Community Facilities Services and Open Space Total					8,704,000	2,304,000	6,400,000									

Proj No.	Act No.	Project Title	Location	Committed / Conditional	Cost 2011/12 (\$)	Other Funding 2011/12 (\$)	Net Req' From Rates 2011/12 (\$)
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Natural Environment (bushland coast and waterways)

575	7065	Foreshore Facilities Rehab. - Boat Ramps / Boarding Jetties	Shire-Wide	Committed	50,000	0	50,000
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Annual Program

Annual Items			
No.	Description	Location	Cost (\$)
2196	Rye Jetty Repairs	Point Nepean Road Rye	50,000
			50,000

579	7066	Signage - Safety/Warning Signs on Res. and Foreshores	Shire-Wide	Committed	5,000	0	5,000
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Annual Program

3176	7626	Foreshore Camping Areas - Amenity Block Refurbishment	Rosebud Beach Rosebud	Committed	200,000	0	200,000
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Refurbishment of amenity blocks at the Rosebud/Rye/Sorrento camping areas

Natural Environment (bushland coast and waterways) Total					255,000	0	255,000
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Proj No.	Act No.	Project Title	Location	Committed / Conditional	Cost 2011/12 (\$)	Other Funding 2011/12 (\$)	Net Req' From Rates 2011/12 (\$)
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Corporate Services

345 7010		Plant & Equipment - Replacement (Motor Vehicles & Min.Plt)	Council	Committed	125,000	10,000	115,000
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Annual Program
Periodic replacement of plant and equipment.

Funding Detail	
Plant Realisation	10,000
Total	10,000

346 7028		Office Furniture - Replacement	Council	Conditional	20,000	0	20,000
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Annual replacement program

1676 7363		Photocopier - Replacement	Council	Committed	10,000	0	10,000
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Annual replacement program

1993 7403		Building Improvements - Municipal Buildings	Shire-Wide	Conditional	75,000	0	75,000
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Provision for improvements to Municipal Buildings

Annual Items			
No.	Description	Location	Cost (\$)
1831	Municipal Office Building East Rosebud Carpet	Besgrove Street Rosebud	75,000
			75,000

Proj No.	Act No.	Project Title	Location	Committed / Conditional	Cost 2011/12 (\$)	Other Funding 2011/12 (\$)	Net Req' From Rates 2011/12 (\$)
2666	7522	Enterprise Content Management System	Council	Committed	185,000	0	185,000
<p><i>Continued implementation of Corporate Information System (Enterprise Content Management System).</i></p> <p><i>The goal of the project is to manage the massive amount of information the Shire receives, distributes and holds in the most efficient and effective means possible (especially given the direction towards e-business), and to make available and share this information to all who can benefit from it so that the best decisions are made. Historically, information was held in a variety of systems and databases (some of which can 'talk' to each other, but some cannot).</i></p> <p><i>To benefit from the efficiencies that it can deliver as well as better use our knowledge base, we must embrace electronic records as a way of doing business.</i></p> <p><i>Efficiencies are also necessary to manage workloads because the Shire is increasingly doing business electronically, leading to a growth in the number electronic documents that are generated.</i></p>							
Corporate Services Total					415,000	10,000	405,000

Proj No.	Act No.	Project Title	Location	Committed / Conditional	Cost 2011/12 (\$)	Other Funding 2011/12 (\$)	Net Req' From Rates 2011/12 (\$)
<i>Comments</i>							

Report Total

25,154,000	4,034,000	21,120,000
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Capital Works Carry-Forwards To 2011-12

No.	Posting A/c	Project Description	Contrib'n (\$)	Budget (\$)	Comments	Committed Conditional
17010		Plant & Equipment Replacement				
	Y501	CEO's Motor Vehicle	10,000	60,000	Project deferred to 2011/12	
	Y517	Mayor's Motor Vehicle	25,000	40,000	Project deferred to 2011/12	
17016		Oval Rehab - Drainage & Sprinklers				
	Q018	Red Hill Oval Resurfacing		46,800	Funding received 2010/11	
	7032	Acquisitions - M'ton Pen Reg Gallery		20,000	External contribution 2010/11	
17038		Traffic Management Treatments				
	C111	Somers Gen Store (Raised Ped Crossing)		26,800	Project not yet complete	
	C115	Mt Martha PS		19,500	Project not yet complete	
	C117	Balnarring PS (Carpark Design)		6,000	Project not yet complete	
	C118	Graf Road (Raised School Crossing)		12,400	Project not yet complete (contract let)	
17050		Rehab - Walkways/bike paths/footpaths				
	E511	Provision for Urgent Works		30,000	DSC funding received 2010/11	
	E522	Somerville to Hastings Cycle Path		35,400	Project complete - final payment pending	
	E523	Balcombe Creek Boardwalk		157,000	Project partly completed due to wet weather	
	E544	Bayview Road, Hastings		95,000	Project deferred to 2011/12	
	E548	Balnarring Pony Club		21,600	Funding received 2010/11	
	E549	Caraar Crk Foothpath		66,000	Project not yet complete	
17260		Playground developments				
	7260	Playground Developments - Transfers from Reserve	70,900			
	S038	Rosebud Pier		44,600	Project not yet complete	
	S044	Mt Arthur Rd		26,300	Project not yet complete	
	S101	Dromana Park		3,000	Project not yet complete	
	S102	Benton Square		49,000	Project not yet complete	
	S106	Mount Eliza Neighbourhood Centre		30,000	Project not yet complete	
17263		Implementation of Recreation Master Plans				
	T024	Civic Reserve Schematic Plans		23,000	Project not yet complete	
	T025	John Butler Reserve		100,000	Project not yet complete	
	T026	Howard Parker Reserve		130,200	Project not yet complete	
	T028	Civic Reserve		179,300	Project not yet complete	
17272		Hall Improvements Asset Replacement				
	J512	Red Hill Hall		4,400	Project not yet complete	
17362		Footpath Strategy - Implementation				
	H340	Harold Reid Reserve, Baxter (BMX)		80,000	Project not yet complete	
	7363	Photocopier Replacement		7,700	Project complete - final payment pending	
	7371	Portsea Strategy - Impl. Stage 1		23,000	Project delayed due to weather conditions	

No.	Posting A/c	Project Description	Contrib'n (\$)	Budget (\$)	Comments	Committed Conditional
	7381	Skate Park Facility - Mt Eliza		70,000	Project deferred to 2011/12	
	7385	SCS-Wonderland Terrace, Mt Martha		23,000	Project complete - final payment pending	
17401		Building Renovations - Major Buildings				
	K064	Dromana Senior Citizens		328,200	Project not yet complete	
	K068	Mornington Park Hall		138,500	Project not yet complete	
	K069	RJ Rowley Res, Rye - Roof Renewal		20,000	Project deferred to 2011/12	
	7444	Hastings Com Area Parking & TMT Imp		238,200	Project not yet complete (contract let)	
17465		LT - Coastal Mgt/Master Plan Impl				
	Z000	Safety Beach Shared Footpath		54,900	Drainage works yet to be completed	
	7473	St Mitchell Circuit, M'ton Railway Crossing		119,200	Project deferred to 2011/12	
	7486	Southern Peninsula Aquatic Recreation Centre		206,900	Project deferred to 2011/12	
	7489	Rye Traffic Man Strategy Implementation		31,700	Project not yet complete	
	7490	Police Point Park Improvements		64,200	Project not yet complete	
17496	L308	Mt Eliza LATM		27,000	Project deferred to 2011/12	
	7522	Enterprise Content Management System		129,800	Project not yet complete	
	7533	Bus Stop DDA Program		20,088	Project not yet complete (contract let)	
	7548	Dromana Community Hall Extension		37,500	Project not yet complete	
	7551	Mornington North Precinct Road and Ped.Infr.Imp.		352,400	Project complete - final payment pending	
	7554	Skate & BMX Strategy		366,500	Project not yet complete	
	7570	Emil Madsen Reserve Pavilion Upgrade		27,900	Project complete - final payment pending	
	7584	Activity Centre Structure Plan - Implementation		450,000	Project not yet complete	
	7585	SCS - Tintagel / Freemans, Mt.Eliza		101,000	Project complete - final payment pending	
	L702	Bus Shelter Program		61,200	Project not yet complete (contract let)	
	7592	SCS - Jerula Ave, Mount Eliza	470,805	470,700	Project not yet complete	
17593		Integrated Flood Management and Drainage				
	D401	The Eyrie McCrae		767,400	Project delayed due to weather conditions	
	D403	Peninsula Ave Rye		336,000	Project delayed due to weather conditions	
	D404	Dromana Drainage Works		55,000	Project delayed due to weather conditions	
	D405	Tanti Ave, Mornington		271,100	Project delayed due to weather conditions	
	D406	Nepean Drainage Line		277,600	Project delayed due to weather conditions	
	D410	Dromana Minor Upgrades		35,000	Project delayed due to weather conditions	
	7594	Dromana Visitors Centre - Major Upgrade		12,900	Project deferred to 2011/12	
	7596	RTR - Truemans Rd / Browns Rd - Roundabout	280,900	280,900	Project complete - final payment pending	
	7606	B/Spot Tyabb Tooradin Rd Bungower		172,700	Project not yet complete	
	7607	B/Spot Hodgins/Boes/ Henderson Rd		168,100	Project not yet complete	
	7610	Rosebud West Community Centre	753,000	1,354,700	Project not yet complete	
	7611	SCS - Bayview Ave, Rosebud	51,370	179,400	Project not yet complete	
	7613	Hastings Boat Ramp Floating Pontoon	134,500	121,900	Project not yet complete	
	7615	Moorooduc Pavilion		48,000	Project not yet complete	
	7616	RTR Graydens Rd (Coolart Road Intersection)	47,900	47,900	Project not yet complete (contract let)	

No.	Posting A/c	Project Description	Contrib'n (\$)	Budget (\$)	Comments	Committed Conditional
7617		RTR High Street Hastings	462,900	462,900	Project not yet complete (contract let)	
7618		RTR Racecourse Rd M/ton Tyabb Rd	74,300	74,300	Project not yet complete	
7629		Safety Beach CC Path to Lift Access		29,800	Project deferred to 2011/12	
7630		Peninsula DriveSafe		51,800	TAC funded program, finalisation 2011-12	
7631		SCS St Johns Wood Rd Blairgowrie		31,400	Project complete - final payment pending	
7641		BSpot Elizabeth Street Herring St		599,500	Project part complete (awaiting action from service authority)	
7642		BSpot Church St and Victoria St		285,308	Project part complete (awaiting action from service authority)	
7643		BSpot High St and Queen St		455,300	Project part complete (awaiting action from service authority)	
7644		BSpot Melbourne Rd and Hughes Road		175,359	Project not yet complete	
7646		Sorrento Mechanics Hall (RCLIP)	25,000	48,900	Project complete - final payment pending	
7647		Hastings Floating Pontoon (RCLIP)	25,000	50,000	Project not yet complete	
7648		Dromana Community House Refurb (RCLIP)	71,500	132,000	Project not yet complete	
7649		Bus Shelter Schools (RCLIP)	60,000	120,000	Project not yet complete (contract let)	
7650		SCS - Henderson Rd Hastings	92,580	340,300	Project not yet complete (contract let)	
			<u>2,655,655</u>	<u>11,661,355</u>		
7547		Land Sales	<u>1,000,000</u>		Land Sale not yet complete	
			<u>3,655,655</u>	<u>11,661,355</u>		



COMMITTED TO A
SUSTAINABLE
PENINSULA

Appendix B

Priority Works Program

Appendix B

Priority Works Program

Priority Works are “almost” capital works, but are not capitalised into the balance sheet and depreciated over time, because they are either –

- Funds expended on other entities’ assets (such as works on VicRoads roads).
- Works that are not material enough to be capitalised (such as small improvements).
- Works that do not add “value” to an asset (such as earthworks or beautifications works).

The program for 2011/12 is budgeted to be \$4.259m (gross), plus \$k (gross) of projects carried forward from 2010/11. A detailed list of works is attached.

Priority Works 2011 / 2012

Proj No.	Act No.	Project Title	Location	Committed / Conditional	Cost 2011/12 (\$)	Other Funding 2011/12 (\$)	Net Req' From Rates 2011/12 (\$)
<i>Comments</i>							
Streetscapes / Township Amenity							
3278	6298	Baxter Township - Amenity Works	Frankston-Flinders Road Baxter	Committed	20,000	0	20,000
<i>Baxter Township - Amenity Works</i>							
3279	6299	Tyabb Township - Amenity Works	Frankston-Flinders Road Tyabb	Committed	20,000	0	20,000
<i>Tyabb Township - Amenity Works</i>							
3277	6297	Somerville Township - Amenity Works	Frankston-Flinders Road Somerville	Committed	20,000	0	20,000
<i>Somerville Township - Amenity Works</i>							
919	6064	Streetscape Works (Minor) - Commercial Centres	Shire-Wide	Committed	200,000	0	200,000
<i>Minor street works associated with commercial centres, township entrances and other similar works. A range of works were initially identified in a Streetscape Consultants report, and these are being implemented over time.</i>							
1328	6108	Street Furniture	Shire-Wide	Committed	70,000	0	70,000
<i>Annual Program</i>							
Streetscapes / Township Amenity Total					330,000	0	330,000

Proj No.	Act No.	Project Title	Location	Committed / Conditional	Cost 2011/12 (\$)	Other Funding 2011/12 (\$)	Net Req' From Rates 2011/12 (\$)
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Roads Paths and Public Transport

558 6004		Access All - Disabled Facilities (Road Res. and Carparks)	Shire-Wide	Committed	50,000	0	50,000
<i>Upgrade of existing facilities Shire wide, (includes provision of kerb laybacks at parking bays, nearby pram crossings as well as ramp accesses).</i>							
1349 6109		Minor Traffic Improvements	Shire-Wide	Committed	50,000	0	50,000
<i>Provides for minor traffic requests that arise through the year.</i>							
1582 6151		Main Roads - Improvement Works	Shire-Wide	Committed	30,000	0	30,000
<i>Contribution to works carried out in conjunction with Vicroads.</i>							
Roads Paths and Public Transport Total					130,000	0	130,000

Proj No.	Act No.	Project Title	Location	Committed / Conditional	Cost 2011/12 (\$)	Other Funding 2011/12 (\$)	Net Req' From Rates 2011/12 (\$)
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Drainage / Flood Prevention

399 6003		Developer Works - Contribution	Shire-Wide	Conditional	20,000	0	20,000
<i>Council contribution to developer works (these are generally minor works, and mainly drainage upgrades).</i>							
3048 6278		Integrated Flood Mgt & Drainage Strategy - Catchment Investigation	Shire-Wide	Committed	900,000	0	900,000
<i>Catchment Investigation</i>							
<i>With improved knowledge of the drainage systems and flooding, the Shire and individuals will gain greater certainty which can lead to reduce economic loss through the implementation of flood mitigation, planning control and emergency action plans.</i>							
Drainage / Flood Prevention Total					920,000	0	920,000

Proj No.	Act No.	Project Title	Location	Committed / Conditional	Cost 2011/12 (\$)	Other Funding 2011/12 (\$)	Net Req' From Rates 2011/12 (\$)
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Strategic Land Use

3276	6296	Crib Point Township Plan - Implementation	Stony Point Road Crib Point	Committed	25,000	0	25,000
<i>Implementation of the Crib Point Township Plan.</i>							
3275	6295	Bittern Township Plan - Implementation	Frankston-Flinders Road Bittern	Committed	25,000	0	25,000
<i>Implementation of the Bittern Township Plan.</i>							
Strategic Land Use Total					50,000	0	50,000

Proj No.	Act No.	Project Title	Location	Committed / Conditional	Cost 2011/12 (\$)	Other Funding 2011/12 (\$)	Net Req' From Rates 2011/12 (\$)
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Community Safety / Amenity Control

348 6001		Fireplugs - New Installations	Shire-Wide	Conditional	10,000	0	10,000
<i>Annual Program</i>							
846 6013		Street Lighting - Improvements	Shire-Wide	Conditional	65,000	0	65,000
<i>Various locations throughout the Shire where street lighting is inadequate. (Normally via request from residents).</i>							
1278 6105		Tree Removal Program	Shire-Wide	Committed	50,000	0	50,000
<i>Removal and management of dead trees along rural roads that have been impacted as result of the drought conditions.</i>							
Community Safety / Amenity Control Total					125,000	0	125,000

Proj No.	Act No.	Project Title	Location	Committed / Conditional	Cost 2011/12 (\$)	Other Funding 2011/12 (\$)	Net Req' From Rates 2011/12 (\$)
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Community Facilities Services and Open Space

944 6065		Sewerage Connection - Council Buildings	Shire-Wide	Conditional	20,000	0	20,000
<i>Progressive connection of sewerage to Council owned buildings at: Balnarring, Rye Tyabb, Sorrento, Portsea, Blairgowrie Commercial areas. South East Water have completed construction of sewer mains in the above areas.</i>							
3291 6292		Somerville Pre-School - Relocation	Eramosa Road East Somerville	Conditional	400,000	0	400,000
<i>Council contribution to the relocation of the Somerville Pre-School (project is also subject to the sale of Council land).</i>							
358 6002		Cricket Pitches - Resurfacing	Shire-Wide	Committed	15,000	0	15,000
<i>Annual program - Resurfacing of cricket pitches and playing fields - Upgrades to minimum standards. Shire wide.</i>							
578 6006		Foreshore Facilities (Ped. Ramps / Steps / Fences) - Rehabilitation	Shire-Wide	Committed	50,000	0	50,000
<i>Annual periodic rehabilitation / improvement of foreshore facilities under Shire responsibility - foreshore walks, pedestrian ramps, steps, stairs, picnic tables, fences, etc. Shire wide.</i>							
627 6007		Sports Club Support	Shire-Wide	Conditional	25,000	0	25,000
<i>To support clubs with minor works not covered in SIMS, subject to audit</i>							

Proj No.	Act No.	Project Title	Location	Committed / Conditional	Cost 2011/12 (\$)	Other Funding 2011/12 (\$)	Net Req' From Rates 2011/12 (\$)
685 6009		MPRG - Conservation of Works	Dunns Road Mornington	Conditional	25,000	0	25,000
<i>Conservation works to the collection. To enable public display of works currently in need of conservation and stop further deterioration of Council's \$1.6 million asset held in trust for the community.</i>							
763 6030		Implementation of dog leash free areas	Shire-Wide	Committed	58,000	0	58,000
<i>Implementation of a program of dog leash free areas at specified reserves throughout the Peninsula. Includes continued improvements to existing facilities (gates, disposal bins etc)</i>							
<i>New areas include - Baxter, Tyabb, Hastings, Balnarring Beach, Shoreham & Tootgarook</i>							
840 6012		Building - Demolition	Shire-Wide	Conditional	20,000	0	20,000
<i>Demolition of buildings no longer required.</i>							
854 6039		Access All - Disabled Facilities (Council Buildings)	Shire-Wide	Conditional	30,000	0	30,000
<i>Construction of disabled facilities (inclusive of access & toilet facilities) to Council owned/managed buildings.</i>							
909 6015		Half Cost Fencing	Shire-Wide	Conditional	20,000	0	20,000
<i>Annual Program</i>							
1288 6107		Building Renovations - Minor Building Refurbishment	Shire-Wide	Committed	50,000	0	50,000
<i>Minor works on building or bringing to current day standard.</i>							

Proj No.	Act No.	Project Title	Location	Committed / Conditional	Cost 2011/12 (\$)	Other Funding 2011/12 (\$)	Net Req' From Rates 2011/12 (\$)
1333	6170	Recreation Strategic Plans	Shire-Wide	Committed	50,000	0	50,000

Development of of Recreation Strategic Plans (both sports-based and location/facility based).

Annual Items

No.	Description	Location	Cost (\$)
2217	Netball Audit	Shire-Wide	10,000
2218	Tennis Audit	Shire-Wide	10,000
2249	Woolleys Reserve	The Esplanade Crib Point	30,000
			<u>50,000</u>

1643	6152	Parks & Reserves (Passive) - Rehabilitation	Shire-Wide	Committed	50,000	0	50,000
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Progressive rehabilitation of garden beds and some grassed areas in high profile Shire wide parks and reserves.

1927	6172	Asbestos Removal Program	Shire-Wide	Conditional	200,000	0	200,000
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Asbestos Removal Program - Audit of Council sites to identify actions required to remove identified asbestos.

2684	6261	Telecommunication Tower Projects	Shire-Wide	Conditional	24,000	0	24,000
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Subject to resolution of Council and satisfactory application, availability of 50% of the rental for capital works projects to each of the recreation reserve which have a telecommunications tower on-site.

*Note - not applicable to all facilities. Reserves include:
Red Hill Recreation Reserve,
Long Point Reserve, Cape Schank;
Truemans Rd Reserve, Tootgarook.*

Proj No.	Act No.	Project Title	Location	Committed / Conditional	Cost 2011/12 (\$)	Other Funding 2011/12 (\$)	Net Req' From Rates 2011/12 (\$)
3281	8302	Library Buildings - Furniture & Fittings Renewal	Shire-Wide	Committed	30,000	0	30,000
<i>Replacement of outdated shelving & furniture</i>							
Annual Items							
No.	Description		Location	Cost (\$)			
2231	Rosebud Library (Shelving replacement)		Mcdowell Street Rosebud	30,000			
				30,000			
3309	Pavilion Strategy - Priority Works		Shire-Wide	Committed	400,000	0	400,000
<i>Provision to enable a priority response to support the Pavilion Strategy</i>							
Community Facilities Services and Open Space Total					1,467,000	0	1,467,000

Proj No.	Act No.	Project Title	Location	Committed / Conditional	Cost 2011/12 (\$)	Other Funding 2011/12 (\$)	Net Req' From Rates 2011/12 (\$)
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Community Engagement / Development

1478	6147	Infrastructure - Investigations, Studies, Analysis and Reports	Shire-Wide	Conditional	40,000	0	40,000
<i>Emergency investigations required to address urgent drainage and traffic issues prior to recommendation of remedial works.</i>							
1816	6167	Special Charge Scheme Design	Shire-Wide	Conditional	30,000	0	30,000
<i>Provision to allow for the investigation and design of potential Special Charge Schemes before they are adopted as a scheme.</i>							
Community Engagement / Development Total					70,000	0	70,000

Proj No.	Act No.	Project Title	Location	Committed / Conditional	Cost 2011/12 (\$)	Other Funding 2011/12 (\$)	Net Req' From Rates 2011/12 (\$)
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Natural Environment (bushland coast and waterways)

3003 6274		Bungower Rd (Net Gain)	Two Bays Road Mount Eliza	Committed	48,603	0	48,603
<p><i>The Net Gain Offset Management Plan describes a schedule of on-ground works for restoring and maintaining bushland over a 10 year period and is a condition of the planning permit.</i></p>							
2904 6273		Arthurs Seat Rd Shared Pathway (Net Gain)	Arthurs Seat Road Red Hill	Committed	9,753	0	9,753
<p><i>Implement Offset Plan for restoring and maintaining bushland over 10 year period as per planning permit condition P04/1177.</i></p>							
750 6028		Watson's Creek and Westernport Parks Catchment Program Partne	Baxter-Tooradin Road Baxter	Committed	10,000	0	10,000
<p><i>To implement priority actions designated in the 1999 CAP as the responsibility of Council. Works to be carried out on Watson Creek and surrounding locations which contribute to waterflow to Marine National Parks in the Westernport area</i></p>							
928 6044		Boatramps - Dredging	Shire-Wide	Conditional	50,000	0	50,000
<p><i>Continuing program</i></p>							
1562 6149		Signage - Bushland / Roadside Reserves	Shire-Wide	Committed	20,000	0	20,000
<p><i>Signage for roadsides and bushland reserves to upgrade the level of interpretive, regulatory and directional signage in line with the Open Space Strategy</i></p>							

Proj No.	Act No.	Project Title	Location	Committed / Conditional	Cost 2011/12 (\$)	Other Funding 2011/12 (\$)	Net Req' From Rates 2011/12 (\$)
2304	6275	Long Term - Coastal Management/Master Plan - Implementation	Shire-Wide	Committed	350,000	0	350,000

Implementation of Councils Coastal Master Plans and Management Plans

Annual Items			
No.	Description	Location	Cost (\$)
1724	Mornington Coastal Management Plan	Esplanade Mornington	40,000
1725	Mt Martha Coastal Management Plan	Esplanade Mount Martha	40,000
1726	Safety Beach Foreshore Master Plan	Safety Beach Foreshore Safety Beach	40,000
1727	Rosebud Coastal Management Plan	Rosebud Beach Rosebud	40,000
1728	Flinders Coastal Management Plan	Flinders Beach Flinders	30,000
1729	Hastings Coastal Management Plan	Hastings Foreshore Reserve Hastings	20,000
1755	Rye Foreshore	Point Nepean Road Rye	30,000
1785	Mt Eliza Foreshore Project	Nepean Highway Mount Eliza	50,000
1838	Portsea Foreshore Project	Point Nepean Road Portsea	30,000
2272	Sorrento Coastal Management Master Plan	Point Nepean Road Sorrento	30,000
			<u>350,000</u>

Natural Environment (bushland coast and waterways) Total

488,356 0 488,356

Proj No.	Act No.	Project Title	Location	Committed / Conditional	Cost 2011/12 (\$)	Other Funding 2011/12 (\$)	Net Req' From Rates 2011/12 (\$)
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Renewable Resources (including waste)

1123	6112	Risk management initiatives at former land fill sites	Shire-Wide	Conditional	200,000	0	200,000
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Ongoing program determined by EPA auditor to address risk management initiatives at former landfill sites.

Annual Items

No.	Description	Location	Cost (\$)
2193	Mt Eliza Rehabilitation Plan	Two Bays Road Mount Eliza	25,000
2194	Crib Point Rehabilitation Plan (Review)	Disney Street Crib Point	25,000
2195	Transport Modelling Crib Point	Disney Street Crib Point	15,000
2243	Remediation Action Plan and Initial Works (Rosebud West)	Truemans Road Rosebud West	100,000
2244	Crib Point (Installation of additional monitoring bores)	Disney Street Crib Point	20,000
2316	Transport Modelling Mt Eliza	Two Bays Road Mount Eliza	15,000
			200,000

2305	6226	Landfill Cell Capping Provision	Truemans Road Rosebud West	Committed	200,000	0	200,000
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Provision for Landfill Cell Capping at Rye Landfill

1005	6146	Landfills / Transfer Stations / Hoppers - Infrastructure Upgrades	Shire-Wide	Conditional	200,000	0	200,000
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Infrastructure works to address OH/S risk and operational issues identified through waste review process.

Proj No.	Act No.	Project Title	Location	Committed / Conditional	Cost 2011/12 (\$)	Other Funding 2011/12 (\$)	Net Req' From Rates 2011/12 (\$)																												
1040	6123	Sustainable Energy Fund - Initiatives	Shire-Wide	Committed	140,000	140,000	0																												
<p><i>Comments</i></p> <p>Various sustainable energy initiatives to Council Properties. Works include -</p> <ul style="list-style-type: none"> - Energy Audits - Retrofitting of equipment - Tariff Review - Power Correction - Metering Amendments & Separate Metering 																																			
					<table border="1"> <thead> <tr> <th colspan="3">Funding Detail</th> </tr> </thead> <tbody> <tr> <td>Reserves</td> <td></td> <td>140,000</td> </tr> <tr> <td>Total</td> <td></td> <td>140,000</td> </tr> </tbody> </table>			Funding Detail			Reserves		140,000	Total		140,000																			
Funding Detail																																			
Reserves		140,000																																	
Total		140,000																																	
2346	6228	Corporate Water Conservation Program	Shire-Wide	Committed	150,000	0	150,000																												
<p><i>Comments</i></p> <p>The Corporate Water Conservation Program has been developed to meet the objectives identified in the 'Local Action Plan for Corporate Water Conservation and Water Quality'</p> <p>Implementing these actions will reduce corporate water consumption and result in significant savings over the mid-long term. Initiatives include installation of water saving devices in Council buildings, gardens and recreational facilities</p> <p>Potential for matched funding from State and Federal is always sought.</p>																																			
<table border="1"> <thead> <tr> <th colspan="4">Annual Items</th> </tr> <tr> <th>No.</th> <th>Description</th> <th>Location</th> <th>Cost (\$)</th> </tr> </thead> <tbody> <tr> <td>2221</td> <td>Camp Ground Water (efficiency upgrade)</td> <td>Corporate Corporate</td> <td>75,000</td> </tr> <tr> <td>2222</td> <td>Public Hall Water Tank Program</td> <td>Corporate Corporate</td> <td>25,000</td> </tr> <tr> <td>2223</td> <td>Monitoring and Research</td> <td>Corporate Corporate</td> <td>20,000</td> </tr> <tr> <td>2224</td> <td>Matching funding for Grants</td> <td>Corporate Corporate</td> <td>30,000</td> </tr> <tr> <td colspan="3"></td> <td>150,000</td> </tr> </tbody> </table>								Annual Items				No.	Description	Location	Cost (\$)	2221	Camp Ground Water (efficiency upgrade)	Corporate Corporate	75,000	2222	Public Hall Water Tank Program	Corporate Corporate	25,000	2223	Monitoring and Research	Corporate Corporate	20,000	2224	Matching funding for Grants	Corporate Corporate	30,000				150,000
Annual Items																																			
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2221	Camp Ground Water (efficiency upgrade)	Corporate Corporate	75,000																																
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2223	Monitoring and Research	Corporate Corporate	20,000																																
2224	Matching funding for Grants	Corporate Corporate	30,000																																
			150,000																																
3280	8301	Eco Living Display Centre - Upgrade of Innovations	Nepean Highway Mount Martha	Committed	25,000	0	25,000																												
<p><i>Comments</i></p> <p>Eco Living Display Centre - Upgrade of Innovations</p>																																			
Renewable Resources (including waste) Total					915,000	140,000	775,000																												

Proj No.	Act No.	Project Title	Location	Committed / Conditional	Cost 2011/12 (\$)	Other Funding 2011/12 (\$)	Net Req' From Rates 2011/12 (\$)
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Corporate Services

830 6036		Shire Office renovations (Three Offices)	Council	Conditional	50,000	0	50,000
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Allows for any minor building restructure or office modifications in any of the three major offices.

1835 6171		IT Systems - Upgrades and Development	Council	Committed	254,000	0	254,000
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Provision for IT systems upgrades and system development. This program also accommodates the periodic changes or upgrades to Microsoft licencing.

Corporate Services Total

					304,000	0	304,000
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Proj No.	Act No.	Project Title	Location	Committed / Conditional	Cost 2011/12 (\$)	Other Funding 2011/12 (\$)	Net Req' From Rates 2011/12 (\$)
<i>Comments</i>							

Report Total

4,799,356	140,000	4,659,356
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Priority Works Carry-Forwards To 2011-12

No.	Posting Account	Program Description	Contrib'n (\$)	Budget (\$)	Comments	Committed Conditional
56013	V503	Street Lighting Improvements. Street Lighting Imp - Barrett Lane Carpark		29,600	Project not yet complete	
56067	X002	Coastal Reserves Biodiversity Cons. Mornington Foreshore Reserve		3,000	Project not complete (Externally Funded)	
	X047	Olivers Creek Bush Guardians Grant		4,000	Project not complete (Externally Funded)	
	X048	Greens Bush Rd Res Bush Guardians Grant		4,000	Project not complete (Externally Funded)	
	X051	COG Balcombe Creek Restoration		18,800	Project not complete (Externally Funded)	
	X069	Westernport Ramsar Protection Project		45,500	Project not complete (Externally Funded)	
	X079	Bittern Coastal Wetlands		16,500	Project not complete (Externally Funded)	
	X085	Connecting Kings Creek	70,000	99,800	Project not complete (Externally Funded)	
	X086	Kackeraboite Crk Stage 2		2,300	Project not complete (Externally Funded)	
	X088	Mann Rd Reserve Mt Eliza		9,000	Project not complete (Externally Funded)	
	X089	Hearn Cr Restoration		8,000	Project not complete (Externally Funded)	
	X090	Finlayson Reserve		23,900	Project not complete (Externally Funded)	
	X091	Chinamans Creek Bush Guardians		3,000	Project not complete (Externally Funded)	
	X092	Merricks Crk		20,000	Project not complete (Externally Funded)	
	X093	Peninsula Gardens Restoration		10,000	Project not complete (Externally Funded)	
56107	6294	Building Renovations Misc. Barkly Street Cenotaph		6,000	Externally funded project	
	K529	HACC Minor Capital Works		49,000	Externally funded project	
56112	L808	Risk Mgt Initiatives former Landfill Landfill Site Monitoring at Hastings		6,900	Project not yet complete	
	L810	Rosebud West Remediation Feasibility		26,000	Project not yet complete	
	L811	Greenhouse Gas Mointoring All Sites		11,600	Project not yet complete	
	L812	Crib Point Groundwater Monitoring		9,000	Project not yet complete	
	L813	Tootgarook Wetland Ecological Study		15,000	Project not yet complete	
56146	L609	Infrastructure Upgrades - Landfills Rye Landfill-Methane Gas Recovery		20,000	Project not yet complete	
56170	T511	Open Space Strategy - Implementation Basketball Feasibility Study Southern Peninsula		21,000	Project not yet complete	
56171	Y070	IT Systems Upgrades and Development Technology One CI Upgrade- Stage 1		11,800	Project not yet complete	
56261	6261	Telecommunications Projects		17,000	Project not yet complete	
56275		Long Term Coastal Mgt Master Plans				

No.	Posting Account	Program Description	Contrib'n (\$)	Budget (\$)	Comments	Committed Conditional
	Z062	Coastal Risk Mitigation		39,000	Project not yet complete	
	Z072	Vegetation Management		61,000	Project not yet complete	
	Z071	Modelling- Northern Finger Jetty		18,000	Project not yet complete	
56277	6277	Martha Cove Fish Ladder	114,626	114,626	Project partly completed due to wet weather	
56278	6278	Investigations of catchments		356,000	Project not yet complete (contract let)	
56289	6289	Mt Martha North Beach Renourishment		67,200	Project partly completed due to wet weather	
56293	6293	WOL Balcombe Military Heritage Area		10,000	Project not complete (Externally Funded)	
			<u>184,626</u>	<u>1,156,526</u>		
56262	6262	Land Sales		400,000	Land Sale not yet complete	
			<u>584,626</u>	<u>1,156,526</u>		
			Net	571,900		



COMMITTED TO A
SUSTAINABLE
PENINSULA

Appendix C

Priority Projects Program

Appendix C

Priority Projects Program

Priority Projects are operating expenditures that do not normally recur annually. They are of a discretionary nature, and include works such as consultancies, preparation of master plans etc.

The program is \$2.043m (gross) in 2011/12, plus carryover projects from 2010/11 \$m (gross). A detailed project list and a list of carryover projects is attached.

Priority Projects 2011 / 2012

Proj No.	Act No.	Project Title	Location	Cost 2011/12 (\$)	Other Funding 2011/12 (\$)	Net Req' From Rates 2011/12 (\$)
3081	8714	Disability Action Plan	Shire-Wide	15,000	0	15,000
<i>This allocation supports the implementation of the Disability Action Plan priorities.</i>						
3085	8715	Community Network of welfare services	Shire-Wide	3,000	0	3,000
<i>This project allows Council participation in a community network of welfare services, community agencies and other Government departments that operate for the purpose of sharing information, advocacy around local issues, coordinating service response, community development and professional development.</i>						
3187	8760	Visitor Information Centre's staffing contribution	Shire-Wide	50,000	0	50,000
<i>This continues the program of funding to assist community bodies with staffing costs in Sorrento and Mornington Visitor Information Centres (specifically over week ends).</i>						

Proj No.	Act No.	Project Title	Location	Cost 2011/12 (\$)	Other Funding 2011/12 (\$)	Net Req' From Rates 2011/12 (\$)
3191	8761	Mornington Peninsula Branded Produce	Shire-Wide	50,000	0	50,000
<p><i>In November 2010, the Mornington Peninsula Shire Council approved the MP Agricultural Audit. One of the key "Opportunities for action" identified in the audit was to have a project that identified Mornington Peninsula Branded Produce.</i></p> <p><i>The audit highlighted there are hundreds of small acreage, existing operations scattered across the peninsula landscape whose impact is minimal in terms of price setting for product. Cooperative type arrangements have been suggested as possible outlets for establishing a Mornington Peninsula regional brand that signifies the many aspects of the region that are appealing to the consumer e.g. quality assurance, freshness, local effort, carbon & food miles, environmental management, transport efficiencies and triple bottom line elements more strongly aligned to product branding (MP Agricultural Audit 2010).</i></p> <p><i>By better promotion of what defines the Mornington Peninsula Region in terms of its food and agricultural products a stronger identity and connection with food and artisan produce has great potential to tap into the consumer (both residents and tourists) to increase awareness of the availability of local produce.</i></p> <p><i>The project aims to deliver effective and efficient pathways to raise broadscale awareness of Mornington Peninsula regional produce, identify a number of promotional opportunities and produce promotional and marketing material.</i></p> <p><i>The project is estimated to be \$100k over three years with the funding in year 1 used to employ a specialist to develop the strategy.</i></p>						
3202	8762	Police Point Houses	Franklin Road Portsea	30,000	0	30,000
<p><i>The Police Point houses have been established by Council as a holidays/weekends respite opportunity for the residents of communities affected (initially) by fire and now floods. This is an estimate of cost towards the operations and maintenance (cleaning, gas and utilities, maintenance, repairs as well as occasional emergencies).</i></p>						
3204	8763	Interface Municipalities Community Services Group	Council	10,000	0	10,000
<p><i>This project enables research on specific topics on community service activities, ultimately assisting with advocacy and advisory work required by State Government and a number of associations.</i></p>						

Proj No.	Act No.	Project Title	Location	Cost 2011/12 (\$)	Other Funding 2011/12 (\$)	Net Req' From Rates 2011/12 (\$)
3207	8764	Mobility Maps	Shire-Wide	30,000	0	30,000
<i>To enable the development and printing of 2 mobility maps as an integral part of the Scooter Policy.</i>						
3214	8735	Bunyip Food Belt		25,000	0	25,000
<i>Contribution towards establishment of a recycled water scheme for the Bunyip Food belt project.</i>						
3217	8766	Opening of the Hastings Community Hub	Frankston-Flinders Road Hastings	5,000	0	5,000
<i>Council contribution towards a community celebration of the opening of the Hastings Community Hub (there will be a \$5,000 matching contribution from the Department of Human Services).</i>						

Proj No.	Act No.	Project Title	Location	Cost 2011/12 (\$)	Other Funding 2011/12 (\$)	Net Req' From Rates 2011/12 (\$)
3218	8767	Review and replacement of ticket machines At Boat Ramps	Shire-Wide	15,000	0	15,000
<p><i>The aim of the project is to review the use of new technology implemented by other municipalities which allow for the removal of the ticket machines. The technology allows for members of the community to purchase daily passes via internet prior to arrival at the ramp or by phone prior to launching. It removes the need to maintain infrastructure at the ramp other than signage as well as the cost and risk associated with the removal of coin from the machines.</i></p> <p><i>The Shire currently manages a number of boat ramps across the Peninsula where at each of these ramps (except Fishermans Beach Mornington) there is a coin operated ticket machine that allows a member of the community to access a daily ticket to park and launch their vessel.</i></p> <p><i>These machines are now at the end of their working lives and are plagued with problems associated with the environment and vandalism. They are regularly off line and the cost in repair and replacement parts has escalated over recent years. In addition to the ongoing maintenance required, there are significant costs in emptying the coin machines.</i></p> <p><i>Currently, these machines do not provide the community the level of service that they should. In addition they create problems in relation to enforcement due to the machines being regularly off line.</i></p>						
3222	8768	Implementation of Positive Ageing	Shire-Wide	40,000	0	40,000
<p><i>The draft Positive Ageing Strategy (which included review of our previous Elder Citizens Strategy) will be considered by Council and available for public exhibition at the end of 2010/11.</i></p> <p><i>This project will fund the implementation of the Plan when adopted.</i></p>						
3223	8769	Peninsula for Parents publication	Shire-Wide	10,000	0	10,000
<p><i>A draft publication has been completed, and this project will fund the graphic design, printing and promotion.</i></p>						

Proj No.	Act No.	Project Title	Location	Cost 2011/12 (\$)	Other Funding 2011/12 (\$)	Net Req' From Rates 2011/12 (\$)
3224	8770	Mapping of the early years service system and referral pathways	Shire-Wide	5,000	0	5,000
<p><i>There is currently no central place where comprehensive information on what is available Shire wide for children aged 0 to 8 years and their families is recorded. There is also no tool available to measure the levels of social support and community connectedness at a township level across the Shire.</i></p> <p><i>The Early Years team will work in conjunction with the community and the State-wide Outcomes Branch within State Government to establish a tool for collection of robust data on early years health and wellbeing at the township level.</i></p> <p><i>The Early Years team will further work with the broader early years sector to establish a robust system for mapping of the service system and clarifying referral pathways. This will result in improved access and awareness of the early years across the Shire.</i></p>						
3225	8771	Indigenous playgroups	Tba	10,000	0	10,000
<p><i>This project will establish indigenous playgroups that provide opportunities for culturally appropriate supports to indigenous families with children aged 0 to 6 years.</i></p> <p><i>The project will fund the establishment of up to 2 playgroups, including hire of venue, catering, play resources and other supports required to support attendance by indigenous families.</i></p>						
3226	8772	Conduct a conference for early years professionals	Shire-Wide	10,000	0	10,000
<p><i>The project will target all professionals across the Shire including those that work in services that outreach from the City of Frankston.</i></p> <p><i>The project will include venue, catering and the engagement of suitable key note speakers.</i></p>						
3228	8773	Defibrillator supply, install and train staff	Shire-Wide	10,500	0	10,500
<p><i>Following on from a pilot project, the project will support the provision (including training) of four defibrillators in locations determined by the OHS Steering Committee.</i></p>						

Proj No.	Act No.	Project Title	Location	Cost 2011/12 (\$)	Other Funding 2011/12 (\$)	Net Req' From Rates 2011/12 (\$)
3229	8774	Field based system enhancements for upgrade for Env. Health team	Corporate Corporate	30,000	0	30,000
<p><i>Building on previous projects aimed at field based processing, the project will support further field based system enhancements to automate processes in the field for the Environmental Health team.</i></p> <p><i>Using a specific example, the Department of Health now have mandatory reporting for activities under the Food Act. Automating processing in the field will save double handling of documents for the EPU Administration team and the Records Management team.</i></p>						
3232	8775	Continuation of the Community Animal Shelter Upgrade	Watt Road Mornington	10,000	0	10,000
<p><i>The project focuses on OH&S works, disabled access for the community and Code of Practice compliance works at the Commuunity Animal Shelter.</i></p>						
3234	8776	Community education project for new Local Laws	Shire-Wide	10,000	0	10,000
<p><i>The current local law review is likely to introduce a number of changes. The project will provide a public communication and education program.</i></p>						
3239	8777	Arts & Culture Strategy Implementation Project	Shire-Wide	40,000	0	40,000
<p><i>This project will commence the implementation of the recommendations of the Arts & Culture Strategy (when adopted), including the establishment of the Arts and Culture Advisory Panel and the holding of community forums across the municipality.</i></p>						

Proj No.	Act No.	Project Title	Location	Cost 2011/12 (\$)	Other Funding 2011/12 (\$)	Net Req' From Rates 2011/12 (\$)
3241	8778	Literacy Villages Project	Shire-Wide	64,000	0	64,000
<p><i>The Literacy Villages Partnership Project commenced in 2010, and is a partnership between the Department of Education (Southern Region), City of Frankston and Mornington Peninsula Shire to build literacy success for children and youth aged 0-18 years via a 'whole of community' approach.</i></p> <p><i>The project will fund the initiatives of the 6 local Literacy Villages to be established in the Shire (\$6k per Village = \$36k). It will also enable implementation of the "Library on Legs" Outreach program to build literacy awareness amongst all preschools, playgroups and community houses across the Shire (\$28k).</i></p>						
3243	8779	Radio Frequency Identification Feasibility Study project	Shire-Wide	12,000	0	12,000
<p><i>Radio Frequency Identification (RFID) systems are currently being introduced in public libraries globally and offer potentially significant savings and service improvements in library lending and collection management functions.</i></p> <p><i>Services are sought from a specialist consultant to assist in assessing feasibility of implementation of RFID systems at MP Library Service and the development of a business case.</i></p>						
3245	8780	Local History Digitisation Project	Shire-Wide	18,000	0	18,000
<p><i>The Draft Local History Development Plan proposes a 3 year Priority Project to accelerate the digitisation of significant and at-risk historical records held within local history museums.</i></p>						
3246	6674	Municipal Health And Well Being Implementation Plan	Shire-Wide	30,000	0	30,000
<p><i>The Municipal Health and Well Being Plan is a strategic document and resource that serves as an umbrella to a number of other plans and policies. The Plan is a mandatory requirement of the State Government through the State Health Act.</i></p> <p><i>The new Plan includes the implementation of actions from the previous Drug and Alcohol Strategy and thus combines the two. The project is to implement the Health Plan over the next three years in line with requirements of State Health Act.</i></p>						

Proj No.	Act No.	Project Title	Location	Cost 2011/12 (\$)	Other Funding 2011/12 (\$)	Net Req' From Rates 2011/12 (\$)
3248	8782	Reconciliation Action Plan	Shire-Wide	30,000	0	30,000
<p><i>The Reconciliation Action Plan brings together a range of e policies on indigenous issues, providing an opportunity for concrete examples of Shire commitment and takes a holistic co-ordinated approach to indigenous affairs for the shire.</i></p> <p><i>The project is to implement the Reconciliation Action Plan over the next three years</i></p>						
3249	8783	Food Access Plan	Shire-Wide	20,000	0	20,000
<p><i>The Food Access Policy is currently being drafted.</i></p> <p><i>This project will enable the implementation of the policy through agreed actions, continued research in partnership with Monash University for the Healthy Food basket survey (which over time provides a more informed and accurate assessment), help raise the profile of food access and support a number of food access forums to encourage Council departments and other key stakeholders to include food access in their planning.</i></p>						
3250	8784	Neighbour Day Rosebud West	Tba	6,000	0	6,000
<p><i>The celebration of Neighbour Day provides an opportunity for all ages and abilities to get together and have access to information about a range of services and facilities available to them in their community.</i></p>						
3253	8785	Music and Social Change workshops	Shire-Wide	20,000	0	20,000
<p><i>The project will work with Music Victoria and the Local Government Cultural Development Network to host the forums/workshops. Some place based workshops will be directed to areas such as Tanti Park.</i></p>						

Proj No.	Act No.	Project Title	Location	Cost 2011/12 (\$)	Other Funding 2011/12 (\$)	Net Req' From Rates 2011/12 (\$)
3254	8786	Rosebud Design Strategy	Point Nepean Road Rosebud	60,000	0	60,000
<p><i>The strategy builds on the draft Rosebud Structure Plan to resolve vision and key design issues for the Rosebud Major Activity Centre and to provide for integration of urban design and land use planning.</i></p> <p><i>The project proposes to establish a stronger economic analysis of the role of Rosebud on the Peninsula and to develop a limited number of alternative development scenarios with accompanying design strategies i.e. demonstrating what the alternative scenarios would mean in terms of built form, The project will provide an evaluation of the scenarios e.g. in terms of promoting economic development, sustainability, reduced car dependence/ dominance community benefit etc and through a consultative process establish a preferred future vision, this will then form the basis for more detailed form based guidelines for future development of the Rosebud centre, including height provisions, size and distribution of public space and the treatment of Point Nepean Road.</i></p> <p><i>The aim is to fully integrate a design strategy with land use planning, building on and refining the draft Rosebud Structure Plan. Design frameworks are often completed after a Structure Plan is completed but in the case of Rosebud some of the design issues are central to the plan and therefore completion of the Structure Plan and Design Strategy is proposed in tandem</i></p>						
3256	8787	Legal Advice - Waste Contract Development	Shire-Wide	30,000	0	30,000
<p><i>Provision of expert assistance in the preparation of new waste contracts -hard waste & disposal of inert waste</i></p>						
3257	8788	Heritage Review - Stage 2	Shire-Wide	60,000	0	60,000
<p><i>Review of Heritage Classifications, including nominated sites, in the Dromana, Rosebud and Rye areas</i></p> <p><i>Specifically the project will review existing Heritage Overlay properties and those that have been nominated for inclusion in the Heritage Overlay, including the preparation of statements of significance and management guidelines</i></p>						

Proj No.	Act No.	Project Title	Location	Cost 2011/12 (\$)	Other Funding 2011/12 (\$)	Net Req' From Rates 2011/12 (\$)
3258	8789	Biodiversity Action Plan	Shire-Wide	65,000	0	65,000
<p><i>This project builds on the Ecological Vegetation Class Survey, Fauna Atlas and Biodiversity Modelling, with the aim of producing a coherent Biodiversity Action Plan which is consistent with the Regional Catchment Strategy.</i></p> <p><i>It will also guide future actions on public and private land to improve habitat restoration and biodiversity outcomes.</i></p>						
3261	8790	Music Instrument and Bursary Program Priority Project	Shire-Wide	15,000	0	15,000
<p><i>The 'Access to Music' Project is a recommendation in the Draft Arts and Culture Strategy. It seeks to work with the Peninsula Music Society and the Mornington Peninsula Music Network to improve access by gifted Peninsula youth to musical instruments, music tuition and music bursary programs.</i></p> <p><i>It is widely recognised that Peninsula children and youth have very limited access to musical instruments and tuition programs; the project will support and extend the Peninsula Music Society bursary program and investigate the opportunity for external funding to provide a range of music opportunities for disadvantaged Peninsula youth.</i></p> <p><i>Subject to assessing its success, the project may be recommended for recurrent funding.</i></p>						
3262	8791	Foreshore Camping Fire Strategy	Shire-Wide	60,000	0	60,000
<p><i>A Fire Strategy for the three camping areas is required to meet new CFA fire requirements.</i></p>						
3266	8792	Stream Watch/Water Watch Program	Shire-Wide	25,000	0	25,000
<p><i>Funding represents the Shire's contribution to a continuing community education and information program administered by Melbourne Water and aimed at establishing Stream Watch and Water Watch programs in various locations on the Mornington Peninsula.</i></p>						

Proj No.	Act No.	Project Title	Location	Cost 2011/12 (\$)	Other Funding 2011/12 (\$)	Net Req' From Rates 2011/12 (\$)
3267	8793	Land Subject to Inundation Overlay implementation	Shire-Wide	15,000	0	15,000
<p><i>As new drainage modelling is completed across the Shire, it needs to be converted into the relevant Planning Scheme Overlay (e.g. Land Subject to Inundation Overlay) through a Planning Scheme amendment process.</i></p> <p><i>This process involves public exhibition and, if there are opposing submissions, the conduct of an independent panel. During the Panel hearings Council would be expected to provide expert evidence about the modelling process and, if any new issues have been raised by the submitters, further expert investigation of those issues.</i></p> <p><i>This project will assist with the provision of general expert evidence with a panel appearance and some (minimal) investigation of new issues.</i></p>						
3268	8794	Maintenance of 3D planning visualisation model	Corporate Corporate	20,000	0	20,000
<p><i>The project will allow updating of Council's 3D GIS models enabling accurate assessment of new development applications</i></p>						
3269	8795	Heart of Rosebud Precinct Plan	Point Nepean Road Rosebud	45,000	0	45,000
<p><i>The project will enable the detailed design of a key public space identified in the Rosebud Activity Centre Structure Plan</i></p>						
3283	8796	Community Engagement Policy and Guidelines - Implementation	Council	45,000	0	45,000
<p><i>The project provides for implementation of the Community Engagement Policy and Guidelines, including the development and distribution of a social media policy and general community engagement policy and guidelines for communication and training.</i></p>						
3284	8798	Implement Performance Manager Software	Corporate Corporate	22,000	0	22,000
<p><i>The project is designed to implement a monitoring and reporting system which measures progress towards achieving the goals of Shire Strategic Plan and Unit Business Plans.</i></p>						

Proj No.	Act No.	Project Title	Location	Cost 2011/12 (\$)	Other Funding 2011/12 (\$)	Net Req' From Rates 2011/12 (\$)
3285	8799	Ranelagh Conservation Management Plan - Implementation	Wimbledon Avenue Mount Eliza	18,000	0	18,000
<p><i>The project will enable implementation of the Ranelagh Conservation Management Plan.</i></p>						
3296	8802	Development of new web site for the Shire	Council	60,000	0	60,000
<p><i>The Shire's website was redeveloped in 2007 using the preferred software of Victorian Councils at the time (43 Councils).</i></p> <p><i>While the website has served us well in the past four years (including being highlighted at the Bushfires Royal Commission as a template other municipalities should follow), it has a number of technical limitations which limit our ability to adopt new and emerging technologies – particularly in the area of social media.</i></p> <p><i>Limitations of our existing website include –</i></p> <ul style="list-style-type: none"> - Unable to support video files - Unable to support blogs - Single 'top story' on homepage - Limited number of page links from homepage - Level A WC3 compliant (basic accessibility standard) - Complex navigation - Unable to support social networking (links to twitter, facebook etc) - One-way communication – not two-way, or 'push-pull' - Limited functionality with payments online (current payments go to external website) - No support from website developer, product obsolete (homepage hard coded in, so unable to change without paying for it) <p><i>A new website will allow us to address the above, whilst generally increasing electronic community engagement (supported by social networking) and offering expanded opportunities to connect with our community (an example being the ability to conduct online targeted surveys)</i></p>						

Proj No.	Act No.	Project Title	Location	Cost 2011/12 (\$)	Other Funding 2011/12 (\$)	Net Req' From Rates 2011/12 (\$)
3306 8808		Shire Strategic Plan - Review and Consultation Process	Council	25,000	0	25,000
<p><i>Council has a legal requirement to complete a new Shire Strategic Plan six months after the elections in 2012. Planning and consultation should commence in 2011/12 in order to meet the statutory timeframes.</i></p> <p><i>The funding will be used to undertake community consultation with Council participation at the local level.</i></p>						
3308 8809		Promotion and Marketing of Mornington Peninsula to the National c	Council	50,000	0	50,000
<p><i>The project seeks to promote and market the Mornington Peninsula as a region capable of hosting national conferences.</i></p> <p><i>The project is a three year project and is subject to matching tourism industry contribution.</i></p>						
930 6502		Community Partnerships program	Shire-Wide	65,000	0	65,000
<p><i>The Shire encourages non-profit community groups to apply for funding for new, innovative and creative community projects.</i></p> <p><i>Priority is given to projects which focus on strengthening local involvement and providing a more caring and supportive Peninsula community.</i></p>						

Proj No.	Act No.	Project Title	Location	Cost 2011/12 (\$)	Other Funding 2011/12 (\$)	Net Req' From Rates 2011/12 (\$)
1078	6581	Community and Special Events	Shire-Wide	180,000	0	180,000
<p><i>The Shire supports an wide range of major and minor events undertaken in the Shire. This project funds the following:</i></p> <p><i>150th Peninsula Township Celebrations (\$40k)</i> <i>Volunteer Week (\$10k)</i> <i>NAIDIOC Week (\$5k)</i> <i>Arthur's Seat Bay 2 Bay 2012 (\$30k)</i> <i>Peninsula Festival of Arts and Ideas (\$25k)</i> <i>Seniors Week (\$5k)</i> <i>Community Event Education Training (\$15k)</i> <i>Pet & Pony Expo 2011 (\$45k)</i> <i>Kids Go Expo (\$5k)</i></p>						
1688	8646	Provision for matching funding for grant applications	Shire-Wide	200,000	0	200,000
<p><i>Where Council submits an application for State or Federal funding for a project or activity, there is often the need for Council to also contribute.</i></p> <p><i>This allocation allows Council to respond to successful grant applications without sacrificing other budget items.</i></p>						
1953	6736	Conduct of Careers Expo	Council	30,000	0	30,000
<p><i>This project allows the conduct of the annual Careers Expo</i></p>						
2491	6766	Geotechnical Investigations	Shire-Wide	50,000	0	50,000
<p><i>This project is a continuing program of slope stability across the Shire. It also provides for individual projects as they arise relating to slope stability problems.</i></p>						

Proj No.	Act No.	Project Title	Location	Cost 2011/12 (\$)	Other Funding 2011/12 (\$)	Net Req' From Rates 2011/12 (\$)
2676	6794	Responsible Gaming Policy	Shire-Wide	5,000	0	5,000
<i>This project maintains and supports the Responsible Gaming Committee; provides funding for information and forums on council's policy and changes that impact on community, enables council response to new gaming applications.</i>						
2678	8619	Triple A Housing Policy	Shire-Wide	25,000	0	25,000
<i>This allocations supports the Shire's Housing Policy, which aims to promote better housing outcomes and choices for people on the Mornington Peninsula especially households that are disadvantaged or vulnerable.</i>						
3288	8800	Best Practice Review of MPS Community Engagement and Commun	Corporate Corporate	35,000	0	35,000
<i>The project is a Best Practice Review of Mornington Peninsula Shire Community Engagement and Communications.</i>						
<i>It is primarily a strategic analysis of stakeholder views and expectations (through in-depth market research) and an assessment of the effectiveness of existing and potential engagement and communication efforts. The review will enhance Council's understanding of the diverse views of the broader community and their preferences.</i>						
3295	8801	Integrated Facility (Building) Management Review	Shire-Wide	50,000	0	50,000
<i>The project is a continuation of the extensive Best Value Review for the next generation of SIMS Buildings, involving a fully integrated facility management services for the Shire's 800 plus building stock.</i>						
<i>Funds are required to engage external expert support resources in this significant piece of work which will continue over the next few years, to ensure the community and Council receive quality, sustainable outcomes and value for money building services in the next generation of the contract commencing April 2013.</i>						

Proj No.	Act No.	Project Title	Location	Cost 2011/12 (\$)	Other Funding 2011/12 (\$)	Net Req' From Rates 2011/12 (\$)
3297	6931	SIMS Contract Document review	Shire-Wide	50,000	0	50,000
<p><i>This project is a continuation of the extensive Best Value Review for the next generation of SIMS Cleansing, Parks & Roadsides and Furniture & Signs with a focus on a fully integrated asset maintenance approach.</i></p> <p><i>Funds are required to engage external expert support resources in this significant piece of work, which will continue over the next few years, to ensure the community and Council receive quality, sustainable and value for money services in the next generation commencing April 2013.</i></p>						
3298	8804	Communities That Care Student Survey	Shire-Wide	35,000	0	35,000
<p><i>The projects provides funding for the next Communities That Care Student Survey.</i></p> <p><i>To be able to keep comparative benchmarking measures in place, the survey must be undertaken at the scheduled intervals. The survey is on a 5 year cycle with the next survey due in 2012.</i></p>						
3299	8805	Youth Services - Repl. of public internet accessed computers & prin	Shire-Wide	25,000	0	25,000
<p><i>Within the youth area, the public internet accessed computers have become a vital link in servicing community needs and expectations.</i></p> <p><i>We currently have 20 public access computers within Youth Centres (Hastings = 8 PC's, Rosebud = 7 PC's and the Mobile Youth Bus (The Beachcomber) = 5 PC's.</i></p> <p><i>These were all originally funded through external grants.</i></p> <p><i>This project seeks to have the network of computers and ancillary equipment (printers etc) provided and supported by the Shire. Subject to Council support, this project will become an recurrent budget commitment into the future.</i></p>						

Proj No.	Act No.	Project Title	Location	Cost 2011/12 (\$)	Other Funding 2011/12 (\$)	Net Req' From Rates 2011/12 (\$)
3300	8806	Community Grant Scheme - ArtsStream	Shire-Wide	25,000	0	25,000
<p><i>Arts and Cultural groups across the Shire have regularly sought funding from Governments and others for a range of innovative services and programs for which no specific funding program exists.</i></p> <p><i>This program is a recommendation of the Draft Arts and Culture Strategy. While occasional arts programs are funded via Council and other sources, they often do not strongly meet selection criteria and accordingly an arts/cultural focused program is necessary.</i></p> <p><i>Subject to assessing its success, the project may be recommended for recurrent funding.</i></p>						
3301	8807	Electoral Review	Shire-Wide	45,000	0	45,000
<p><i>The Shire has been advised that it must undertake an Electoral Review prior to the next (2012) Council elections.</i></p> <p><i>This is planned for July-October 2011, with the Victorian Electoral Commission now automatically appointed by the Minister for Local Government as the electoral Reviewer</i></p>						
Report Total				2,043,500	0	2,043,500

Priority Projects Carry-Forwards To 2011-12

Posting A/c	Project Description	Contrib'n (\$)	Budget (\$)	Comments
Sustainable Communities				
6795	Drug and Alcohol Strategy		10,000	Project not yet complete
6797	Positive Ageing Strategy		11,600	Project not yet complete
6910	Reconciliation Action Plan		1,550	Project not yet complete
6911	Somerville Community Needs Assessment		33,000	Project not yet complete
6938	Community Arts Metro Access Project		10,000	Project deferred to 2011/12
8630	Contribution - Establishment of the Balnarring Pony Club CoM		35,000	Project deferred to 2011/12
8654	Early Home Learning P'ship (PRC)		24,550	Externally funded MCH project
8666	Climate Change and Social Justice Project		3,100	Project not yet complete
8700	Equestrian Strategy		40,000	Project deferred to 2011/12
8705	MPS Sustainable Food Project		5,500	Project not yet complete
8713	Library on Legs Project		9,100	Project not yet complete
8716	Warrenda - Oral History project		8,000	Project not yet complete
8717	Library Services to Older Residents		4,350	Project not yet complete
8721	Rooming House Policy development		8,650	Project not yet complete
8722	Tanti Park Active Community project		4,950	Project not yet complete
8751	Rosebud West Family Access Project		575,000	Externally funded project
8752	WOL 150th Anniversary Celebrations		10,000	Project deferred to 2011/12
8753	Refurb Former Mton Sec Classrooms		70,000	Project not yet complete
8757	Iron Bar Project		10,000	Project deferred to 2011/12
8759	WOL Equipment Pilot		15,000	Externally funded project
8811	WOL Universal Access Planning & Change Management		20,000	Externally funded project
Sustainable Environment				
6482	Rosebud Activity Centre Structure Plan		31,200	Project not yet complete
6483	Hasting Activity Centre Structure Plan		22,200	Project not yet complete
6496	Business Development Plan for Mornington		11,000	Project deferred to 2011/12
6679	Rosebud Promotional Fund		22,550	Payment deferred to 2011/12
6680	Mt Eliza Promotional Fund		12,100	Payment deferred to 2011/12
6717	Mton Coastal Mgt Plan incl Mton Pk		20,000	Project deferred to 2011/12
6718	Green Wedge Action Plan		19,500	Project not yet complete
6742	Prep of Conservation Master Plans		4,700	Project not yet complete

Posting A/c	Project Description	Contrib'n (\$)	Budget (\$)	Comments
6770	Domestic Wastewater Management Impl		8,000	Project not yet complete
6774	M'ton Pen Sustainable Water Initiatives		12,000	Project deferred to 2011/12
6779	Flinders Village Landscape Masterplan		3,000	Project not yet complete
6901	Crib Point Investigation Area Study		6,200	Project not yet complete
6923	Red Hill Character Assessment and Design		41,000	Project not yet complete
6926	Parking Precinct Plans		39,900	Project not yet complete
6927	Port Phillip Urban Design Framework		43,000	Project not yet complete
8603	Local Housing and Settlement Strategy		32,250	Project not yet complete
8605	Tyabb Structure Plan		19,100	Project not yet complete
8606	Character Assessment and Design Guidelines		50,000	Project deferred to 2011/12
8649	Parking Precinct Plan Mornington Township		36,750	Project not yet complete
8669	Spatial Employment Strategy		40,000	Project deferred to 2011/12
8670	Mount Eliza Town Centre Plan		30,000	Project deferred to 2011/12
8671	Somerville Town Centre Plan		2,050	Project not yet complete
8674	Biodiversity Action Plan Modelling		27,350	Project not yet complete
8675	Stony Point Coastal Management/Framework		10,000	Project deferred to 2011/12
8676	Hastings Port Land Use and Transport Strategy		15,000	Project deferred to 2011/12
8678	Township Design Guideline Brochures		14,900	Project not yet complete
8679	Heritage Review - Stage 2 Analysis		4,300	Project not yet complete
8680	Green Wedge Management Plan consultation		20,000	Project deferred to 2011/12
8681	3D Visualisation computer model update		17,750	Project not yet complete
8692	Sorrento Recreational Boating Precinct Plan		42,500	Project deferred to 2011/12
8706	Land Management Overlay Implementation		15,000	Project deferred to 2011/12
8708	Implementation of Food Act Amendment		42,050	Project not yet complete
8709	Community Animal Shelter - stage 2		7,300	Project not yet complete
8724	Public Recreation Space Strategy		70,000	Project deferred to 2011/12
8725	Police Point Conservation Management		45,000	Project deferred to 2011/12
8726	Dromana Activity Centre Structure Plan		50,000	Project deferred to 2011/12
8728	Review of Coastal Mgt Plans S/Beach		15,000	Project deferred to 2011/12
8736	Soil Mapping - Various Locations		43,750	Project not yet complete
8737	Signage Policy Review		22,700	Project not yet complete
8748	Rye Coastal Process Study		35,000	Project deferred to 2011/12
8755	Mornington Promotional Fund SCS		72,200	Payment deferred to 2011/12
8758	Peninsula Link Implications Study		20,000	Project not yet complete
8810	WOL Bushfire Planning Provision		20,000	Externally funded project

Posting A/c	Project Description	Contrib'n (\$)	Budget (\$)	Comments
Sustainable Infrastructure				
8701	Bittern Traffic Management Strategy		23,850	Project not yet complete
8710	South East Council Climate Change Project		15,000	Project deferred to 2011/12
8712	Sustainable Management of Community Buildings		5,000	Project deferred to 2011/12
8731	Local Coastal Vulnerability Assessment		40,000	Project deferred to 2011/12
8732	Climate Change Community Engagment		18,400	Project not yet complete
8733	Waste Strategy Impl - Education Program		8,500	Project not yet complete
8734	Waste Strategy Impl - Resource Recovery		35,000	Project deferred to 2011/12
Sustainable Organisation				
8646	Provision - Matching Grant Applications		200,000	Project not yet complete
8672	Local Law Review and Rewrite		10,000	Project not yet complete
The CEO's Office				
8742	Community Engagement Policy & Guide		25,000	Project deferred to 2011/12
8754	SMRMF Community Engagement Tool Kit	57,600	71,600	Project not yet complete
8756	Community Infrastructure Project		11,000	Project not yet complete
	Ward Discretionary Fund - Balcombe		2,800	Balance carried forward as per policy
	Ward Discretionary Fund - Cerberus		7,807	Balance carried forward as per policy
	Ward Discretionary Fund - Kangerong		5,131	Balance carried forward as per policy
	Ward Discretionary Fund - Morningson		10,000	Balance carried forward as per policy
	Ward Discretionary Fund - Mount Eliza		10,000	Balance carried forward as per policy
	Ward Discretionary Fund - Red Hill		1,583	Balance carried forward as per policy
	Ward Discretionary Fund - Rye		5,000	Balance carried forward as per policy
	Ward Discretionary Fund - Truemans		8,000	Balance carried forward as per policy
	Ward Discretionary Fund - Watson		10,000	Balance carried forward as per policy
		57,600	2,549,321	
		Net	2,491,721	



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Appendix D

Unit Budgets Overview

Organisational Analysis

This section summarises the Operating Budget by Unit in accordance with Council's organisational structure. It shows -

- where Council's rates and charges will be directed
- where significant changes in Unit net costs are expected

Unit	Reference	Adopted Budget 2010/11 \$'000	Forecast 2010/11 \$'000	Budget 2011/12 \$'000	Variance to 2010/11 Budget (Unfav) \$'000	Variance to 2010/11 F'cast (Unfav) \$'000
Recurrent						
Unit budgets (in total)		(82,618)	(83,117)	(89,820)	(7,202)	(6,703)
Net Interest		(1,499)	(926)	(1,261)	238	(335)
Depreciation & Amortisation		(19,996)	(19,996)	(21,255)	(1,259)	(1,259)
		<u>(104,112)</u>	<u>(104,039)</u>	<u>(112,336)</u>	<u>(8,223)</u>	<u>(8,297)</u>
Funded by						
Rates and Charges		104,214	104,437	113,378	9,164	8,941
Grants Commission		5,546	5,546	6,084	538	538
Efficiency Savings		0	0	400	400	400
		<u>109,760</u>	<u>109,983</u>	<u>119,862</u>	<u>10,101</u>	<u>9,479</u>
Recurrent Surplus/(Deficit)		<u>5,648</u>	<u>5,944</u>	<u>7,526</u>	<u>1,878</u>	<u>1,582</u>
Non-Recurrent						
Priority Works		(5,067)	(4,955)	(5,631)	(564)	(676)
Priority Projects		(3,865)	(2,543)	(4,535)	(670)	(1,992)
Capital Income		12,035	10,105	7,444	(4,591)	(2,661)
Reserve Transfers		(64)	(94)	(211)	(148)	(118)
Asset Revaluations and Adjustments		0	0	0	0	0
New Subdivisions		7,500	7,500	7,000	(500)	(500)
Operating surplus (deficit)		<u>16,187</u>	<u>15,958</u>	<u>11,592</u>	<u>(4,594)</u>	<u>(4,366)</u>

The overall surplus on recurrent operations is budgeted to be a surplus of \$7.526M or a favourable variance of \$1.878M to last year's budget and \$1.582M to forecast.

In total, the Units are budgeted to cost of \$89,820K or an increase to last year's budget of \$7,202K and \$6,703K to forecast. This will cover both the on-going costs for the year and also planned service expansions and enhancements.

Unit Budgets (in total) (\$7.202m increase to budget and \$6.703m increase to forecast)

A detailed summary of unit budgets is included following this commentary. Readers may want to particularly note –

- **Strategic Planning (+) \$119K.** Primarily due to additional resourcing within the existing staff establishment (to manage existing workloads) and an increase in external professional services to allow senior staff to contribute to a review of the Planning Scheme. This has been offset by a reduction in legal costs, reflecting the above average provision which was made in last years budget in anticipation of the Mornington Boat Harbour panel hearing and EES advisory committee.
- **Statutory Planning (+) \$156K.** As would be expected with a large staff establishment, the budget increase is primarily due to on-going costs such as EBA increases. Increases in the workcover premium and a revised method of allocation of workcover (based more on staff establishment) have also contributed to the increase, as well as increases in other recharges.

It is worth noting that income relating to development approvals is expected to marginally increase, while external professional services and legal costs have been retained at the same level as 2010/11.

- **Environment Protection (+) \$328K.** Whilst there is the usual year on year increases, a key impact is Animal Shelter employee costs which have increased by \$120k to include penalty rates and additional casual salaries to ensure the shelter is staffed at appropriate levels. Another 'cost shift' is the additional cost of school crossing salaries, which have increased in line with the Award requirements without a consequential subsidy increase. In the Shire Rangers team, infringement income is budgeted to be less than 2010/11, however this is offset by an increase in Building income.
- **Economic Development (+) \$105K.** Increases in tourism operations (employee costs/ bank charges/ travel) have been the major increase in this area. In addition, an increase in funding of \$10K for economic development sponsored major events has also been included.
- **Infrastructure Maintenance (+) \$3,316K.** A range of significant service enhancements have been included - Emergency management \$25k; Unsealed road crushed rock resheeting \$200k; Wind storm and high intensity rainfall \$50k; Wind storm response Parks and Roadsides \$50k; Beach cleaning \$50k; clear coat sealing of footpaths \$100k; Electrical Line Clearance annual inspection program \$50k; Responsive maintenance (Schedule of Rates) Buildings \$200k; Programmed maintenance Buildings \$200k.

Annual contract adjustments and provisions for growth have also been provided for within the Unit budget.

- **Infrastructure Project Management (+) \$113K.** Revenue from statutory fees associated with land subdivisions is reduced, mainly as a result of a reduction in the number of broad acre subdivisions.
- **Renewable Resources (+) \$367K.** Primarily due to increases in the Green waste mulching contract and the cost of landfill and transfer station. A further increase in the landfill levy payment to State Government – bringing the total payment to the State Government (EPA) to \$3.3M – is also provided for. Of this \$2.2M is paid direct by the Shire and we pay an additional \$1.1M to Devil Bend landfill for the Landfill Levy that is then passed on to State Government. Monitoring costs for open and closed landfills has increased.
- **Child Youth and Family Care (+) \$798K.** Increase is primarily due 'whole of life' funding received in previous years for the Literacy Partnership Program that will be expended in 2011/12. In addition, an increase in the staff establishment in Maternal and Child Health to cover relieving options and ensure that staff-client ratios are met is made, plus expenditure for Supported Parent Group and Play Room program for which funding was received in previous years. The operation of Annie Sage Child Care Centre for six months, until closure, has been budgeted for. Income has been reduced by \$590K to \$195K, which has a significant effect on this budget area.
- **Aged and Disabled Care (-) \$9K.** With a large labour budget, increases primarily relate to increased employee costs, organisational recharges and workcover premiums allocated to this area. There has however been an increase in State funding, and the Council contribution is capped at \$4m, which is consistent with 2010/11.
- **Recreation and Leisure (+) \$377K.** The Active Peninsula program is a three year program for which funding was received last financial year; this is therefore a issue of timing. An increase in waste collection costs for foreshore camping was agreed by Council at the 2010/11 mid year review and is now reflected in this new budget. Additional costs relating to community halls (including property recharges which do not impact on the Shire bottom line) is also contributing to the increase.
- **Libraries (+) \$432K.** Primarily relate to the on-going costs of running a large library operation (staffing/ internal IT costs etc)

- **Director Sustainable Communities (+) \$186K.** Primarily due to an increase in the establishment for 0.8 FTE for the Community Disability Planner position and 0.8 FTE for the Volunteer Program Co-ordinator position.
- **Governance and Corporate Support (+) \$272K.** Primarily due to normal operational increases. In addition, increases in insurance premiums, corporate subscriptions and memberships have contributed to the increase. The animal contributions levy has also increased, but this has been fully covered by the increase in fees.
- **Property and Valuations (-) \$281K.** Increases in income from valuations and rental income has contributed to the favourable result. In addition, increases in the property recharge (notional rental cost allocated to Council property for Competitive Neutrality) has contributed favourably \$207k – this however does not impact on the Shire bottom line.
- **Information Services (+) \$168K.** Increase primarily due to increases in maintenance and support, particularly Microsoft licensing for the new version of the Microsoft SQL Server.
- **Finance (+) \$154K.** Primarily due to an increase in establishment 0.5FTE and casual salaries to assist in managing workloads. Increases in postage and stationary due to growth in the number of ratable properties has also contributed to the increase.
- **Communications (+) \$149K.** Increase primarily due to an increase in the establishment by 1.2 FTE reflection position bids for a Online Communications Coordinator and an increase to the Peninsula Wide Editor position. An increase in the printing and postage of Peninsula Wide and Peninsula Wide talking tapes has also contributed.
- **Team Support and Development (+) \$102K.** Primarily due to increases in the cost of advertising for job vacancies and an increase in external studies fee reimbursements. An increase to the paid parental leave program (maternity leave) and a decrease in rehabilitation employee costs have been budgeted for. In addition, an increase towards improving the Best Practice review process has been included.
- **Corporate Planning and Projects (+) \$173K.** Increases in casual salaries for leave coverage, costs for the provision of population data and community consultation relating to the review of the community plan have contributed to the increase.

Income Statement (Net Cost) 2011 / 2012

	Adopted Budget 2010/11 \$'000	Forecast 2010/11 \$'000	Budget Year 1 2011/12 \$'000	Variance to Bgt 2010/11 \$'000	Variance to Fcst 2010/11 \$'000
Recurrent					
Strategic Planning	(1,492)	(1,533)	(1,611)	(119)	(78)
Statutory Planning	(3,554)	(3,887)	(3,710)	(156)	177
Environment Protection	(4,546)	(4,561)	(4,874)	(328)	(313)
Economic Development	(1,375)	(1,415)	(1,480)	(105)	(65)
Director Sustainable Environment	(385)	(365)	(439)	(55)	(75)
Infrastructure Strategy	(1,786)	(1,792)	(1,859)	(72)	(67)
Infrastructure Maintenance	(32,544)	(32,546)	(35,859)	(3,316)	(3,314)
Infrastructure Project Management	(940)	(948)	(1,053)	(113)	(105)
Renewable Resources	(10,415)	(10,322)	(10,782)	(367)	(460)
Director Sustainable Infrastructure	(489)	(489)	(502)	(13)	(13)
Child, Youth and Family Care	(4,316)	(4,371)	(5,114)	(798)	(743)
Aged and Disability Services	(4,037)	(4,037)	(4,029)	9	9
Recreation and Leisure	(3,946)	(4,008)	(4,322)	(377)	(314)
Libraries, Arts and Culture	(4,330)	(4,321)	(4,762)	(432)	(440)
Director Sustainable Communities	(973)	(1,132)	(1,159)	(186)	(28)
Governance and Corporate Support	(4,230)	(4,177)	(4,502)	(272)	(325)
Property and Valuation	4,571	4,815	4,852	281	37
Information Services	(2,084)	(2,084)	(2,253)	(168)	(168)
Finance	(1,980)	(1,976)	(2,134)	(154)	(158)
Director Sustainable Organisation	(449)	(459)	(472)	(23)	(13)
Communications	(899)	(903)	(1,048)	(149)	(145)
Team Support and Development	(1,188)	(1,318)	(1,290)	(102)	28
Corporate Planning and Projects	(695)	(726)	(868)	(173)	(142)
Internal Audit	(0)	(30)	(0)	(0)	30
The CEO's Office	(534)	(531)	(550)	(15)	(19)
Unit Budgets	(82,618)	(83,117)	(89,820)	(7,202)	(6,703)
Rates and Charges	104,214	104,437	113,378	9,164	8,941
Grants Commission	5,546	5,546	6,084	538	538
Depreciation and Amortisation	(19,996)	(19,996)	(21,255)	(1,259)	(1,259)
Efficiency Savings	-	-	400	400	400
Interest (Net)	(1,499)	(926)	(1,261)	238	(335)
Recurrent Surplus / (Deficit)	5,648	5,944	7,526	1,878	1,582
Non-Recurrent					
Grants - Capital	6,112	5,036	4,309	(1,803)	(727)
Special Charge Schemes	3,014	2,427	615	(2,399)	(1,812)
Contributions	2,909	2,643	2,520	(389)	(123)
Profit/(Loss) on Sale of Assets	-	-	-	-	-
Priority Projects (Net)	(3,865)	(2,543)	(4,535)	(670)	(1,992)
Priority Works (Net)	(5,067)	(4,955)	(5,631)	(564)	(676)
Asset Revaluations and Adjustments	-	-	-	-	-
Non-Recurrent Surplus / (Deficit)	3,103	2,607	(2,723)	(5,826)	(5,330)
Surplus / (Deficit) before Adjustments	8,751	8,551	4,803	(3,948)	(3,748)
Contributed Assets	7,500	7,500	7,000	(500)	(500)
Transfers From / To Reserves (Net)	(64)	(94)	(211)	(148)	(118)
Surplus / (Deficit)	16,187	15,958	11,592	(4,595)	(4,366)

Priority Projects (Net) and Priority Works (Net) include internal expenditure.

STRATEGIC PLANNING

Activities

Strategic Planning involves thinking about the future in ways which are both critical (to address current and emerging problems) and creative (to build opportunities). The **Strategic Planning Unit** seeks to engage with the community and to provide Council with the best possible advice on strategic land use planning matters, within the context of Council's overarching goal of moving towards a Sustainable Peninsula.

The **Strategic Planning Unit** is involved in six major activities:

- Land use strategy and policy development – relating to areas including Housing and Settlement strategy, Activity Centre planning, Green Wedge Management, Port Area planning and the connections between these issues, including the role of infrastructure and transport networks which influence the development pattern on the Peninsula. This activity also includes analysis of policy proposals from other agencies and levels of government and the development of responses which reflect the particular role and values of the Mornington Peninsula, as expressed in the Shire's Strategic Plan.
- Local area projects, including town centre plans, township plans and design frameworks and streetscape plans.
- Heritage planning & urban design, including issues relating to neighborhood character.
- Coastal planning, including the development and review of Coastal Management Plans for specific areas of the coast.
- Natural systems planning, including the development of a Biodiversity Action Plan for the Shire.
- Planning Scheme review, maintenance and upgrading, as a major element of policy implementation.

Budget

Net Cost by Team (\$'000)	Adopted Budget 2010/11	Forecast 2010/11	Budget Year 1 2011/12	Variance to Bgt 2010/11	Variance to Fcst 2010/11
Manager Strategic Planning	(1,492)	(1,533)	(1,611)	(119)	(78)
Operating Surplus / (Deficit)	(1,492)	(1,533)	(1,611)	(119)	(78)

Net Cost by Classification (\$'000)	Adopted Budget 2010/11	Forecast 2010/11	Budget Year 1 2011/12	Variance to Bgt 2010/11	Variance to Fcst 2010/11
Revenue					
Statutory Fees and Fines	34	34	33	(1)	(1)
User Fees	10	13	10	-	(3)
Grants - Recurrent	10	12	10	-	(2)
Total Revenue	54	59	53	(1)	(6)
Expenses					
Employee Costs	1,083	1,083	1,176	(94)	(94)
Materials and Services	326	366	340	(14)	27
Other Expenses	5	9	5	-	4
Internal Expenditure	133	133	143	(10)	(10)
Total Expenses	1,546	1,592	1,664	(118)	(72)
Operating Surplus / (Deficit)	(1,492)	(1,533)	(1,611)	(119)	(78)

Financial Impact

The net cost of \$1,611K is an increase of \$119K to last year's budget and \$78K to forecast due primarily due to additional resourcing within the existing staff establishment (to manage existing workloads) and an increase in external professional services to allow senior staff to contribute to a review of the Planning Scheme. This has been offset by a reduction in legal costs, reflecting the above average provision which was made in last years budget in anticipation of the Mornington Boat Harbour panel hearing and EES advisory committee.

Resources Impact

FTE	Perm't (\$ '000)	Casual (\$ '000)	O/time (\$ '000)	Agency Labour (\$ '000)	Other (\$ '000)	W/cover (\$ '000)	Total Costs (\$ '000)
11.80	1,132	11	12	-	0	22	1,176

The staff establishment remains unchanged, however there is some provision for the employment of casual staff and agreed additional hours/overtime to provide for (frequent) attendance at out of hours community meetings (such as Foreshore Advisory Groups). The use of casual staff to relieve professional officers from some administrative tasks is also considered to provide better value than the employment of external professional consultants.

Key Deliverables

Many of the projects to be delivered in 2011/12 commenced in the 2010/11 financial year reflecting the relatively long preparation, consultation and review processes involved in plan development and the need to co-ordinate efforts with other groups and State government agencies. Much of the coming year will be focused on:

- Completion of the Housing and Sustainable Settlement Strategy. The intention of the project is to include a co-ordinated review of housing with other key factors which affect the sustainability and liveability of settlements, including access to employment, the availability of transport services, neighbourhood character, the availability of open space and recreation areas, the demand for community facilities etc.
- Exhibition of the Green Wedge Management Plan, including policy provisions which aim to support the long term values of the Green Wedge.
- Development of the Employment Land Requirements study, identifying the current Township Economic Profiles and future prospects for economic development and employment growth.
- Preparation of the Peninsula Open Space and Recreation Strategy to identify the need for new recreational spaces and facilities having regard to the Peninsula's changing community and projected growth in population and visitor numbers.
- Exhibition of the draft Rosebud Structure Plan to help guide the town's development as the principal commercial centre for the southern Peninsula. The original draft is to be complemented by the development of an urban design strategy for Rosebud.
- The exhibition of the Hastings Activity Centre Structure Plan, with proposals for the planned growth of the commercial centre and housing opportunities.
- Completion of town centre or township structure plans for Tyabb, Crib Point, Mount Eliza, Somerville and Dromana.
- The completion of the Port Phillip Urban Design Framework and Western Port Character Study and Design Guidelines, including a character study and development guidelines for the Red Hill township.
- Ongoing advocacy linked with the foreshadowed preparation of a new Mornington Peninsula planning statement by the State government and a review of the Green Wedge Zone.
- A review of the potential impact of port area development in order to support future advocacy by the Shire on behalf of local communities.
- Completion of the Rosebud Foreshore Coastal Management Plan to ensure proper future management of this key coastal activity node and the surrounding recreation and conservation areas.

- Completion of the Mornington Foreshore Coastal Management Plan, incorporating the findings of the Schnapper Point Framework Plan and work undertaken in the assessment of the Mornington Boat Harbour proposal.
- Completion of the Hastings South Coastal Management Plan, including the extensive areas of public land adjacent to the Western Port Marina.

New Initiatives

Specific allocations have been made in Priority Projects for:

- Preparation (first stage) of the Biodiversity Action Plan, being the development of habitat restoration strategies \$65K.
- The second stage in a comprehensive review of Shire's heritage classifications, with the aim of ensuring that the community's expectations regarding protection of heritage buildings and places are soundly based \$60K.
- 'Land Subject to Inundation Overlay' implementation \$15K
- Rosebud Design Strategy \$60K
- Maintenance of 3D planning visualisation model \$20K
- 'Heart of Rosebud' Precinct Plan \$45K
- Stream Watch / Water Watch program \$25K

Fees and Charges Impact

Fees and charge represent a minor element of the Strategic Planning Unit Budget and are expected to decrease slightly, as the number of major projects is not anticipated to be as great as in 2010/11.

Strategic Plan Impact

The successful performance of the Shire's strategic planning function will help ensure that future land use planning on the Mornington Peninsula continues to be of a high standard and, through this activity, that the future amenity of residents preserved and enhanced.

This function links directly into a number of areas of the Shire's Strategic Plan, but most specifically

Goal	Key Outcomes
Goal 1 Nurturing our local character and sense of place	<ul style="list-style-type: none"> • A sustainable development pattern consistent with the regional role of the Peninsula. • Townships and villages with a distinct sense of place. • New development based on good design, safe environments and ecologically sustainable development. • Protected coastal and rural landscapes. • Recognised and protected heritage.
Goal 2 Protecting our environment and tackling climate change	<ul style="list-style-type: none"> • Sustainable natural systems. • A well managed coast.
Goal 4 Supporting a sustainable Peninsula economy	<ul style="list-style-type: none"> • Prosperous rural economy. • Sustainable tourism. • Resilient economy

STATUTORY PLANNING

Activities

The **Statutory Planning Unit** implements Council's vision for the development and use of land as expressed in the Mornington Peninsula Planning Scheme.

The primary function of the Statutory Planning Unit is to assess the use and /or development of land for a specific purpose. This may involve extensive consultation with the community and advice on land and planning matters. The Unit also provides a significant customer service role to our community and anyone interested in using or developing land in the Shire, through our planning counter at the Mornington Office and through telephone / email enquiries.

The Unit processes approximately 3,300 applications per year and has consistently done so for some years.

Budget

Net Cost by Team (\$'000)	Adopted Budget 2010/11	Forecast 2010/11	Budget Year 1 2011/12	Variance to Bgt 2010/11	Variance to Fcst 2010/11
Statutory Planning	(3,554)	(3,887)	(3,710)	(156)	177
Operating Surplus / (Deficit)	(3,554)	(3,887)	(3,710)	(156)	177

Net Cost by Classification (\$'000)	Adopted Budget 2010/11	Forecast 2010/11	Budget Year 1 2011/12	Variance to Bgt 2010/11	Variance to Fcst 2010/11
Revenue					
Statutory Fees and Fines	1,403	1,117	1,373	(30)	256
User Fees	240	272	307	67	35
Grants - Recurrent	-	3	-	-	(3)
Total Revenue	1,643	1,391	1,680	37	289
Expenses					
Employee Costs	3,530	3,576	3,686	(156)	(110)
Materials and Services	1,129	1,169	1,137	(8)	32
Other Expenses	15	15	15	-	-
Internal Expenditure	523	519	552	(29)	(33)
Total Expenses	5,197	5,278	5,390	(193)	(111)
Operating Surplus / (Deficit)	(3,554)	(3,887)	(3,710)	(156)	177

Financial Impact

The net cost for Statutory Planning Unit is \$3,710K, which is an increase of \$156K on last year's budget and a decrease of \$177K to 2010/11 forecast.

The increase relates to the normal costs of operations. The income generated by the Statutory Planning Unit is not something that can be controlled, given that income is dependent upon the number of planning applications received and costs associated with this process. There being no significant changes made to the Mornington Peninsula Planning Scheme in the next 12 months which may affect the trigger for a planning permit; the income for planning applications is budgeted to be the same as for 2010/11.

This Unit continues to employ legal representation and external planning professionals to assist with workload (in providing expert advice and representing Council on a variety of matters, often heard by VCAT). This is budgeted to continue at the same rate as in the 2010/11 financial year.

In addition to the planning merits (which must be considered in any application), there is increasing interest from the "local" community on applications. Managing the "people" component has become a significant (and costly) component of the planning process.

Council is funding approximately two-thirds of the operation of the Unit; with Applicant's fees funding the remaining one third, which is estimated to be \$1,680K in the 2011/12 financial year. This is consistent with experience over previous years.

Resources Impact

FTE	Perm't (\$ '000)	Casual (\$ '000)	O/time (\$ '000)	Agency Labour (\$ '000)	Other (\$ '000)	W/cover (\$ '000)	Total Costs (\$ '000)
44.80	3,531	18	33	33	1	71	3,686

The staff establishment remains unchanged.

Key Deliverables

We anticipate that the number of applications received will remain in the vicinity of 3,300 for 2011/12.

New Initiatives

Much of the coming year will be focused on:

- Environmentally Sustainable Design (ESD)
- The MAV STEPS programme
- Succession planning

Environmentally Sustainable Design (ESD)

A position was approved in the 2010/11 Budget for an ESD officer. This Unit has made some progress in appointing an ESD officer, mainly by joining the Council Alliance for Sustainable Built Environment (CASBE) which is a local government initiative, administered by MAV, for Councils committed to incorporating ESD into the planning application process. In the 2011/12 financial year, this Unit will scope the most effective use of this position and new processes for integrating ESD in the planning application process.

The MAV STEPS program

Statutory Planning is participating in the MAV "STEPS" program, which is a program designed to increase the productivity of Local Government Statutory Planning Units by leaning the steps (or reducing the number of steps) required to make a planning decision. Our commitment to this program has already proved beneficial in reducing our internal timeframes. Throughout the 2011/12 financial

year, the Unit will be looking to ensure that our membership to this program ultimately reduces the number of days taken (on average) to decide a planning application.

Succession planning

Following changes made in staffing at a senior level, this Unit will use the 2011/12 financial year to focus on resource and succession planning within the Unit. Such planning will ensure our sustainability and knowledge base within the Unit, as well as help to reduce funds spent on casual staff and external professional consultancies (in terms of writing overflow reports). This may ultimately lead to a bid for additional resourcing in the 2012/13 financial year, so that the Unit might again take on trainees.

Fees and Charges Impact

Most fees and charges are set by regulation and cannot be varied by Council. Other non-statutory council fees are currently being reviewed; with a view to assess their cost efficiency in our overall statutory function.

Strategic Plan Impact

A successful Statutory Planning function will ensure that the amenity of residents is preserved where possible through appropriate control of development and competent and careful implementation of the Shire's Planning Scheme. Managing people through the change is becoming as important as producing a quality product.

This function links directly into a number of areas of the Shire's Strategic Plan, but most specifically:

Goal	Key Outcomes
Goal 1 Nurturing our local character and sense of place	<ul style="list-style-type: none">• Townships and villages with a distinct sense of place• New development based on good design, safe environments and ecologically sustainable development• Protected coastal and rural landscapes• Recognised and protected heritage

ENVIRONMENT PROTECTION

Activities

The **Environment Protection Unit** provides a range of services that protect the amenity of the Peninsula and maintain harmony within neighbourhoods. This is achieved primarily through the application of local laws and various other Acts and Regulations promulgated by the State Government and with the Shire's Strategic Plan as a focus.

The Environment Protection Unit administers eight major activities:

Fire Prevention - It is necessary for the Shire to manage fire risk in association with the CFA and its many local brigades to protect the community against loss of life or property. Through the adoption and implementation of the Shire's Fire Prevention Plan, participation in the Integrated Fire Management Planning with all related agencies, programs are designed and undertaken to reduce the risk of fire in the community and help facilitate a community resilient to emergencies.

Shire Rangers are involved in protecting the amenity of the Peninsula and maintaining harmony within neighbourhoods. This is achieved primarily through the application of local laws and various other Acts and Regulations promulgated by the State Government. The Shire Rangers provide emergency after hours response to the community.

Animal Management program ensures that the responsibilities of the Shire primarily under the Domestic Animals Act are undertaken in such a way as to achieve responsible animal ownership and care in the community and act to reduce any nuisance. The Shire manages the Community Animal Shelter which cares for lost pets and other animals.

Traffic and Parking Management's purpose is to monitor and regulate vehicle parking within the Municipality with the objective of protecting public safety and convenience.

School Crossings are a vital road safety facility that are coordinated and managed through the Shire. At present there are 76 Supervised Children's Crossings in the Shire and more than 100 permanent and relieving staff engaged in this important service.

Planning Compliance - Is directed at ensuring that the use and development of land within the Peninsula is carried out in accordance with the provisions of the Mornington Peninsula Planning Scheme and the Planning and Environment Act.

Environmental Health - The protection and promotion of public health is an important function of the Environmental Health Officers. The Shire's responsibilities in the area of public health include food safety, domestic wastewater management, disease control, tobacco control and community education. The team also plays a role in the Shire's emergency management functions.

Statutory Building - Is committed to ensuring that the amenity and safety of the community is maintained when using Buildings and Places of Public Entertainment. This team also plays a role in the Shire's emergency management functions.

Since the introduction of the privatised system for the issue of building permits in Victoria the majority of building permits are now issued by private building surveyors. The Statutory Building team still provide as a service, advice and inspections across a broad range of issues including –

- Attendance during emergencies to assess the degree of structural damage to buildings following major impact
- Essential services in buildings for fire protection, alarms and exits.
- Swimming pool safety barriers
- Identifying areas of land subject to flooding and bushfire.
- Providing property owners with 'Report and Consent' consideration
- Property information
- Event occupancy permits
- Place of Public Entertainment Permits

Budget

Net Cost by Team (\$'000)	Adopted Budget 2010/11	Forecast 2010/11	Budget Year 1 2011/12	Variance to Bgt 2010/11	Variance to Fcst 2010/11
Environment Protection Admin	(1,074)	(1,015)	(1,110)	(35)	(94)
Environmental Health	(469)	(459)	(448)	21	11
Planning Enforcement	(507)	(550)	(563)	(56)	(13)
Shire Rangers	(768)	(834)	(909)	(141)	(75)
School Crossings	(913)	(913)	(960)	(47)	(47)
Fire Prevention	(139)	(139)	(149)	(10)	(10)
Animal Shelter Mornington	(150)	(246)	(278)	(128)	(33)
Building Survey - Statutory	(187)	(66)	(93)	94	(26)
Environment Protection Special Projects	(153)	(153)	(163)	(10)	(10)
Manager Environment Protection	(185)	(185)	(202)	(17)	(16)
Operating Surplus / (Deficit)	(4,546)	(4,561)	(4,874)	(328)	(313)

Net Cost by Classification (\$'000)	Adopted Budget 2010/11	Forecast 2010/11	Budget Year 1 2011/12	Variance to Bgt 2010/11	Variance to Fcst 2010/11
Revenue					
Statutory Fees and Fines	1,905	2,074	2,019	114	(54)
User Fees	746	854	740	(6)	(114)
Grants - Recurrent	202	274	334	132	60
Total Revenue	2,853	3,202	3,093	240	(108)
Expenses					
Employee Costs	5,579	5,771	6,080	(502)	(310)
Materials and Services	619	765	621	(1)	144
Other Expenses	80	83	83	(3)	(0)
Internal Expenditure	1,120	1,144	1,183	(63)	(39)
Total Expenses	7,399	7,762	7,967	(568)	(205)
Operating Surplus / (Deficit)	(4,546)	(4,561)	(4,874)	(328)	(313)

Financial Impact

The net cost of \$4,874K is an increase of \$328K to last year's budget and \$313K to forecast.

Major variations include:

- **Planning Enforcement** – increase in employee costs due to changes in bandings within the team, noting that this has been offset by a reduction in employee costs in Statutory Building.
- **Shire Rangers** – decrease in income due to a reduction in the number of infringements. In addition, an increase in employee costs primarily associated with EBA increases and workcover. Changes in usage of vehicles has also resulted in an increase in cost.
- **Fire Prevention** - an additional officer employed as an Emergency Management (Fire) Coordinator is offset by a State Government grant to fund the position.
- **School crossings** – increase in employee costs associated with Award changes.
- **Animal Shelter** – increase in employee costs due to increases in casual and overtime salaries to ensure that the shelter is staffed at the appropriate levels – including the payment of penalty rates as applicable.
- **Building Survey – Statutory** – favourable variation primarily due to an increase in income. In addition, a decrease in employee costs due to changes in bandings.

Resources Impact

FTE	Perm't (\$ '000)	Casual (\$ '000)	O/time (\$ '000)	Agency Labour (\$ '000)	Other (\$ '000)	W/cover (\$ '000)	Total Costs (\$ '000)
72.48	5,463	379	72	10	0	155	6,080

The staff establishment has increased by 4.3 FTE. A new position 1FTE, Emergency Management (Fire) Coordinator, has been included, noting that this is fully offset by grant funding.

In addition, during 2010/11 the FTE in the school crossing team was adjusted to bring all positions to actual FTE in line with the EBA. The current EBA annualises the hourly rate, where in the past the FTE was annualised.

Key Deliverables

- The Administration team takes around 48,000 phone calls per annum.
- Fire Prevention services undertake 4,200 inspections and issue 2,000 notices and 300 infringements per annum.
- Ranger Services undertake 12,000 service requests per annum.
- Animal Control sees around 1,500 dogs and 600 cats impounded annually.
- Approximately 6,000 parking and traffic infringements are issued per annum.
- Planning Enforcement deal with around 1,200 cases per annum.
- Environmental Health deal with 1,400 food premises, 700 temporary food permits, 225 health premises and 450 septic tank permits.
- Statutory Building record 4,000 building permits issued by private building surveyors and issues approximately 400 building notices/orders and 600 reports and consents.

New Initiatives

Much of the coming year will be focused on maintaining service delivery to the community and responding to concerns.

New initiatives include;

- Developing a Food Business Incentive Program that has been initiated as part of the Shire's Food Safety Management Policy.

- Implementing mobile field technologies to enable quicker more efficient collection of data in the field and reduce administration burdens.
- Continuing with and developing further the Shire's ability to accept Building Permits electronically.

Specific allocations have been made in Priority Projects for:

- Review & Replacement of Ticket Machines At Boat Ramps \$15K
- Continuation of the Community Animal Shelter Upgrade \$10K
- Community education project for new local laws \$10K
- Mobility upgrade for Environmental Health (to allow greater functionality from the field) \$30K

Fees and Charges Impact

There are some changes to the Food Premises Registration fees, with the lowest risk food premises now not required to pay a fee and some increases to the higher risk food premises.

Solicitor's inquiries which come about a result of the purchase of a food premises have increased from \$237 to \$400, this increase represents a cost recovery approach.

Infringements increase each year inline with CPI and at the direction of the Department of Justice.

Domestic Animal Business Annual licence fees have increased from \$150 to \$200 as a cost recovery.

Strategic Plan Impact

The successful operations of the Environment Protection Unit will protect the amenity of residents and visitors through the competent delivery of a range of regulatory functions that control the operations of business and the behaviour of private citizens.

The operations in this area link directly to a number of areas within the Shire's Strategic Plan, but generally:

Goal	Key Outcomes
Goal 3 Creating safe, healthy and engaged communities	<ul style="list-style-type: none"> • Optimal health and wellbeing for all ages and abilities • A safe and supportive community

ECONOMIC DEVELOPMENT

Activities

The **Economic Development Unit** facilitates economic activity that is compatible with the Peninsula's special character and which fits within the strategic vision developed by Council and the community. The maintenance of a sustainable Mornington Peninsula economy is the key focus of the EDU. In a sense the EDU nurtures and grows local business rather than trying to attract industry from elsewhere.

The achievement of this goal is facilitated through two broad, core functional areas:

Business Development – Has the primary role of identifying, facilitating and nurturing appropriate and sustainable economic development opportunities. The team provides advice and assistance on business expansion and establishment, training and mentoring opportunities, preliminary planning advice, monitoring of economic trends, publication of a quarterly newsletter for the business community, and facilitation of business and industry networking opportunities.

The team works proactively to increase the capacity of the region to underpin business viability through support for major projects, e.g. water recycling, telecommunications and transport opportunities e.g. Stony Pont – Cowes Vehicular Ferry project.

Tourism - Mornington Peninsula Tourism's aim is to promote the Mornington Peninsula region as a year round, world class holiday destination to all regions within Victoria, Australia and internationally. The team works closely with over 400 member operators from a diverse range of tourism businesses on the Peninsula. Further, the unit assists the eleven Local Tourism Associations [LTA's] to achieve common group goals whereby visitors experience a great time whilst visiting the region.

The year will see the implementation of the Tourism industry Board restructure, to better align with Tourism Victoria's new strategic directions and hopefully to facilitate more local tourism product.

Budget

Net Cost by Team (\$'000)	Adopted Budget 2010/11	Forecast 2010/11	Budget Year 1 2011/12	Variance to Bgt 2010/11	Variance to Fcst 2010/11
Business Development	(455)	(495)	(472)	(17)	23
Tourism, Tourism General	(630)	(630)	(694)	(64)	(64)
Tourism, Tourism Projects	-	-	-	-	-
Manager Economic Development	(290)	(290)	(315)	(25)	(25)
Operating Surplus / (Deficit)	(1,375)	(1,415)	(1,480)	(105)	(65)

Net Cost by Classification (\$'000)	Adopted Budget 2010/11	Forecast 2010/11	Budget Year 1 2011/12	Variance to Bgt 2010/11	Variance to Fcst 2010/11
Revenue					
User Fees	601	1,060	650	49	(409)
Contributions	-	8	-	-	(8)
Grants - Recurrent	175	240	175	-	(65)
Internal Income	-	3	-	-	(3)
Total Revenue	776	1,311	825	49	(486)
Expenses					
Employee Costs	1,019	1,045	1,081	(62)	(37)
Materials and Services	924	1,470	1,005	(81)	465
Other Expenses	17	19	19	(2)	0
Internal Expenditure	191	192	200	(9)	(8)
Total Expenses	2,151	2,726	2,305	(155)	420
Operating Surplus / (Deficit)	(1,375)	(1,415)	(1,480)	(105)	(65)

Financial Impact

The net cost of \$1,480K is an increase of \$105K to last year's budget and \$65K to forecast.

The major variation relate to the cost of tourism operations (employee costs/ bank charges/ travel). Managing and operating the Mornington Peninsula Enterprise Centre in Pound Road Hastings has been included, however there is no material bottom line effect. An increase in funding of \$10K for economic development sponsored major events has also been included.

Resources Impact

FTE	Perm't (\$ '000)	Casual (\$ '000)	O/time (\$ '000)	Agency Labour (\$ '000)	Other (\$ '000)	W/cover (\$ '000)	Total Costs (\$ '000)
12.10	1,036	14	9	-	1	21	1,081

The staff establishment is unchanged from the previous year.

Key Deliverables

- Continued implementation of the 2009-2014 Economic Sustainability Strategy
- Ongoing support for the 5 commercial centre's Special Charge Schemes
- Undertaking of the biennial Business Survey
- 40 Liquor Licensed Footpath Trading Permits administered
- 350 Footpath Trading permits issued and administered
- Development and publication 125,000 Official Visitor Guides
- Raising \$500k of tourism industry cooperative marketing funds
- Adoption of the 5 year Sustainable Tourism Marketing Plan
- Complete and implementation of the Regional Tourism Board Restructuring
- Undertaking of 10 Excellence in Tourism Industry Workshops
- Conduct initial Business Excellence Awards recognizing local enterprises
- Review of the Mornington Peninsula Shire Signage Policy
- Continued representation on the Melbourne South East group of Councils and utilities for regional economic development opportunities
- Undertake the 2011 Careers Expo in Mornington

New Initiatives

Specific allocations in Priority Projects have been made for:

- Contribution to Sorrento and Mornington Visitor Information Centre resourcing (weekend staffing to assist visitor services) \$50K
- Conduct of a Careers Expo \$30K
- Mornington Peninsula Branded Produce (work with Mornington Peninsula Gourmet on 'branding' local produce and elevating the status of the Mornington Peninsula as a significant food producing area \$50K
- National Conference Industry – Promotion and Marketing \$50K

In addition, the Unit will continue to work on the Stony Point to Cowes Car Ferry project by determining whether any other local sites are suitable and undertake a scoping study of the Marine Sector and conduct a follow up workshop with participants on identified issues.

Fees and charges Impact

There are no changes in the fees and charges

Strategic Plan Impact

A sustainable economy is essential, providing meaningful employment for all who seek it, and services that reflect the community's needs. The Shire works collaboratively with government, business and industry sectors to build and sustain a skilled, well informed and innovative business community, which is competitive and able to adapt to change.

The operations of this Unit link directly to the following Strategic Plan Goal -

Goal	Key Outcomes
Goal 4 Supporting a sustainable Peninsula economy	<ul style="list-style-type: none">• Prosperous rural economy• Sustainable tourism• Increased investment• Resilient economy

DIRECTOR SUSTAINABLE ENVIRONMENT

Activity

This area recognises the role of the Director in providing leadership and direction to the Group.

Budget

Net Cost by Team (\$'000)	Adopted Budget 2010/11	Forecast 2010/11	Budget Year 1 2011/12	Variance to Bgt 2010/11	Variance to Fcst 2010/11
Director Sustainable Environment	(385)	(365)	(439)	(55)	(75)
Operating Surplus / (Deficit)	(385)	(365)	(439)	(55)	(75)

Net Cost by Classification (\$'000)	Adopted Budget 2010/11	Forecast 2010/11	Budget Year 1 2011/12	Variance to Bgt 2010/11	Variance to Fcst 2010/11
Expenses					
Employee Costs	297	280	346	(49)	(66)
Materials and Services	9	12	10	(2)	2
Other Expenses	26	22	26	-	(3)
Internal Expenditure	53	51	58	(5)	(7)
Total Expenses	385	365	439	(55)	(75)
Operating Surplus / (Deficit)	(385)	(365)	(439)	(55)	(75)

Financial Impact

The net cost of \$439K is an increase of \$55K to last year's budget and \$75K to forecast, with the normal Award and EBA increases contributing to the increase.

Resources Impact

FTE	Perm't (\$ '000)	Casual (\$ '000)	O/time (\$ '000)	Agency Labour (\$ '000)	Other (\$ '000)	W/cover (\$ '000)	Total Costs (\$ '000)
2.00	339	-	-	-	0	7	346

The staff establishment is unchanged from the previous year.

Key Deliverables

- Protection and enhancement the Peninsula’s built, natural, social and economic environments through timely and comprehensive strategic planning processes and effective and efficient administration and delivery of all statutory planning services.
- Encouragement and promotion of sustainable land management practices that contribute to the retention and enhancement of the conservation and landscape values of the peninsula through research, policy development and community education in the areas of natural systems, heritage planning and integrated coastal management.
- Maintenance of a high quality local amenity through effective and efficient administration and implementation of all regulatory functions including local laws, building control, environmental health, fire prevention and planning compliance across the Shire.
- Contribution to the building a diverse and resilient local economy through supporting local business growth, promoting sustainable investment through project facilitation and marketing of the peninsula particularly in the areas of tourism and sustainable agriculture.

New Initiatives

No new initiatives are proposed.

Fees and Charges Impact

No fees and charges are relevant to this area.

Strategic Plan Impact

The success of Directorate operations will be judged by the relative success and performance of the various areas within the Directorate and the various Strategic Plan impacts relevant to the Director’s area. Goal 5, ‘Responsive and Accountable Governance’ is also relevant.

Goal	Key Outcomes
Goal 1 Nurturing our local character and sense of place	<ul style="list-style-type: none"> • A sustainable development pattern consistent with the regional role of the Peninsula • Townships and villages with a distinct sense of place • New development based on good design, safe environments and ecologically sustainable development • Protected coastal and rural landscapes • Recognised and protected heritage
Goal 3 Creating safe, healthy and engaged communities	<ul style="list-style-type: none"> • Optimal health and wellbeing for all ages and abilities • A safe and supportive community
Goal 4 Supporting a sustainable Peninsula economy	<ul style="list-style-type: none"> • Prosperous rural economy • Sustainable tourism Resilient economy • Increased investment
Goal 5 Being responsive, accountable and forward looking	<ul style="list-style-type: none"> • Quality service • Quality people • Good governance • Effective leadership, advocacy & engagement

INFRASTRUCTURE STRATEGY

Activities

The **Infrastructure Strategy** Unit consists of four teams.

Infrastructure Planning and Policy Team is involved in a wide range of activities associated with policy development and planning for the delivery of infrastructure projects by Council or others. These include monitoring and development of the Capital Works Program, planning for all forms of transport including public transport, infrastructure policy development and coordinating external funding programs for infrastructure and services.

Asset Management Team is responsible for development and operational systems in relation to the Shire's physical assets include: asset register and knowledge management system, pavement management system, road register, road management plans and asset management plans.

Assets include, for example:

- 1,650 kilometres of roads
- 550 km of footpaths
- 1,200 km of drainage pipes with 47,000 pits
- 1,700 hectares of open space parks
- over 580 buildings

Traffic and Road Safety Team is responsible for the management of traffic and operation of Mornington Peninsula Shire controlled roadways (local roads). The traffic engineers and Road Safety Officers work closely with the community to address concerns regarding road related infrastructure with a focus on road safety and developing a safer road environment.

Special Charge Scheme team is involved with the implementation of Council's Infrastructure projects using the Special Charge provisions of the Local Government Act. The issue of owner liability (properties abutting the proposed works) and community benefit from the works and extent to which the community or Council should contribute towards the construction of a particular road, footpaths, drains or car parks.

Budget

Net Cost by Team (\$'000)	Adopted Budget 2010/11	Forecast 2010/11	Budget Year 1 2011/12	Variance to Bgt 2010/11	Variance to Fcst 2010/11
Asset Management	(691)	(658)	(728)	(37)	(70)
Infrastructure Planning and Policy	(226)	(235)	(226)	0	9
Traffic Mgt and Customer Service	(386)	(414)	(433)	(48)	(19)
Road Safety	(112)	(113)	(119)	(7)	(6)
Special Projects	(143)	(147)	(152)	(8)	(5)
Transport Connections	(35)	(35)	-	35	35
Manager Infrastructure Strategy	(192)	(189)	(200)	(8)	(11)
Operating Surplus / (Deficit)	(1,786)	(1,792)	(1,859)	(72)	(67)

Net Cost by Classification (\$'000)	Adopted Budget 2010/11	Forecast 2010/11	Budget Year 1 2011/12	Variance to Bgt 2010/11	Variance to Fcst 2010/11
Revenue					
Statutory Fees and Fines	1	1	1	(0)	(0)
Grants - Recurrent	80	85	88	8	2
Total Revenue	80	86	88	8	2
Expenses					
Employee Costs	1,355	1,365	1,451	(95)	(86)
Materials and Services	229	217	183	46	34
Other Expenses	10	15	10	-	4
Internal Expenditure	272	281	302	(30)	(21)
Total Expenses	1,867	1,878	1,947	(80)	(69)
Operating Surplus / (Deficit)	(1,786)	(1,792)	(1,859)	(72)	(67)

Financial Impact

The net cost of \$ \$1,859K is an increase of \$72K to last year's budget and \$67K to forecast.

Major variances include:

- **Asset Management** - the normal Award and EBA increments and changes in bandings. In addition, \$20K was reallocated from external professional services to casual salaries.
- **Traffic Management and Customer Service** – the normal Award and EBA increments and changes in bandings.
- **Transport Connections Project** – the budget takes into account the coordinator position going from a 4 day to a 5 day a week position, noting that this program is fully funded.

Resources Impact

FTE	Perm't (\$ '000)	Casual (\$ '000)	O/time (\$ '000)	Agency Labour (\$ '000)	Other (\$ '000)	W/cover (\$ '000)	Total Costs (\$ '000)
18.10	1,371	47	-	-	0	33	1,451

The staff establishment remains unchanged.

Key Deliverables

- Planning and monitoring of the Capital Works program
- Development of the Asset Management Plans
- Revision of the Road Management Plan
- Development of submissions for VicRoads Blackspot and Roads to Recovery funding
- Bicycle Strategy Implementation
- Assessment of Development Applications (traffic issues)
- Development and implementation of Road Safety initiatives
- Development of Public Toilet Strategy
- Development of Commercial Car Park Construction Strategy
- Implementation of the Footpath Construction Strategy
- Implementation of the Urban Road Contributory Scheme Strategy
- Advocacy and progression of Public Transport enhancements

New Initiatives

Much of the coming year will be focused on Strategic Development of key infrastructure policies and strategies, which are focused around commercial parking, road safety and public toilets.

Participation in the Interface Council's Public Transport Working Group will be a key focus to progress Public Transport enhancements on the Peninsula.

Investigations into advances in Asset Management systems to introduce efficiency gains within the team will be also be a focal point of the Unit.

Fees and Charges Impact

The only fee in this area is the Directional Signage Applications, which is split between Traffic & Road Safety, Economic Development and the Tourism teams to which no changes are proposed.

Strategic Plan Impact

The successful performance of his area will ensure that the Shire's existing infrastructure asset base will be managed and periodically refurbished in a sustainable and economically viable way, as well as planning for the provision of new infrastructure assets.

The operations of this Unit link directly to strategies relevant to the appropriate planning and provision of infrastructure assets, including -

Goal	Key Outcomes
Goal 1 Nurturing our local character and sense of place	<ul style="list-style-type: none">• Townships and villages with a distinct sense of place
Goal 3 Creating safe, healthy and engaged communities	<ul style="list-style-type: none">• Planning, developing and maintaining community assets• Accessible, valued and well utilised community resources• A safe and supportive community• Optimal health and wellbeing for all ages and abilities
Goal 5 Being responsive, accountable and forward looking	<ul style="list-style-type: none">• Effective leadership, advocacy and engagement

INFRASTRUCTURE MAINTENANCE

Activities

The role of the **Infrastructure Maintenance Unit** is to facilitate a range of maintenance and cleansing services for our built and natural infrastructure.

The Unit is responsible for the following seven key service activities:

Safer Local Roads (SLR's) - Routine and programmed maintenance of all Shire sealed and unsealed roads, drains, kerb and channel, carparks, paths and (Shire controlled) boat ramps, including annual program of road resealing and rehabilitation (renewal) for preservation of the existing sealed road and car park network. Emergency management involving Municipal Emergency Resource Officer (MERO) role also forms part of the SLR's activities.

Cleansing - Routine and programmed cleansing services involving street sweeping, street litter bin collection, public toilet cleaning, BBQ cleaning, beach cleaning, loose litter collection and underground stormwater drain and pit cleaning.

Furniture and Signs - Routine and programmed maintenance of furniture and signs along roadsides, in parks, on foreshores, within commercial areas and includes fences, litter bins, seats, bollards, line marking, corporate signage and non standard street lighting.

Parks and Roadsides - Maintenance of active and passive open spaces, including foreshores and roadsides, through routine and programmed grass cutting, weed control, vegetation (tree and shrub) management, garden bed maintenance, power line clearance (for declared areas) and storm damage clean up.

Natural Systems - Maintenance of bushland, foreshore and roadside areas containing identified significant flora and fauna in an environmentally managed manner involving weed control, vegetation re-establishment programs, friends groups, community partnerships, fire prevention and community education.

Conservation Parks – Operation of the Briars Park and Warringine Park as Shire icon cultural and natural heritage conservation parks. The Shire Indigenous Plant Nursery operations, involving local provenance plant production through seed collection, propagation, plant production, supply of plants, community education and planting advice also falls into this area.

Buildings - Provision of routine and programmed maintenance of over 800 Shire buildings, including security, energy management, cleaning and essential services.

Budget

Net Cost by Team (\$'000)	Adopted Budget 2010/11	Forecast 2010/11	Budget Year 1 2011/12	Variance to Bgt 2010/11	Variance to Fcst 2010/11
Contract Auditing	(124)	(126)	(129)	(5)	(3)
Customer Support/Business Support	(271)	(274)	(285)	(14)	(11)
Roads, Road Maintenance Administration	(103)	(96)	(151)	(49)	(55)
Roads, Roads - SIMS	(5,208)	(5,217)	(6,195)	(987)	(977)
Cleansing Services, Cleansing Services Administration	(198)	(162)	(119)	79	43
Cleansing Services, Cleansing - SIMS	(5,670)	(5,761)	(6,298)	(628)	(537)
Parks and Roadside Services, Parks and Roadsides Admin	(155)	(163)	(185)	(29)	(22)
Parks and Roadside Services, Parks and Roadsides - SIMS	(9,267)	(9,355)	(9,936)	(669)	(581)
Parks and Roadside Services, Furniture and Signs - SIMS	(2,955)	(2,939)	(3,179)	(223)	(240)
Natural Systems Services, Natural Systems Administration	(438)	(438)	(454)	(17)	(17)
Natural Systems Services, Warrigine Park	(196)	(196)	(213)	(17)	(17)
Natural Systems Services, Natural Systems Services	(2,386)	(2,386)	(2,455)	(70)	(70)
Natural Systems Services, The Briars	(537)	(537)	(574)	(37)	(37)
Natural Systems Services, Shire Nursery	(168)	(168)	(176)	(8)	(8)
Building Maintenance Services, Building Administration	(473)	(471)	(526)	(52)	(54)
Building Maintenance Services, Buildings - SIMS	(3,637)	(3,501)	(4,112)	(475)	(611)
Building Maintenance Services, Building Costs	(417)	(410)	(388)	29	23
Fleet and Plant Management	(69)	(69)	(75)	(6)	(6)
Manager Infrastructure Maintenance	(272)	(277)	(410)	(137)	(133)
Operating Surplus / (Deficit)	(32,544)	(32,546)	(35,859)	(3,316)	(3,314)

Net Cost by Classification (\$'000)	Adopted Budget 2010/11	Forecast 2010/11	Budget Year 1 2011/12	Variance to Bgt 2010/11	Variance to Fcst 2010/11
Revenue					
User Fees	161	289	172	11	(117)
Grants - Recurrent	108	311	114	5	(197)
Internal Income	472	482	507	35	25
Total Revenue	742	1,082	793	51	(289)
Expenses					
Employee Costs	1,889	1,909	2,087	(198)	(178)
Materials and Services	30,675	30,974	33,818	(3,144)	(2,845)
Other Expenses	99	119	120	(21)	(1)
Internal Expenditure	623	626	627	(4)	(1)
Total Expenses	33,286	33,628	36,652	(3,367)	(3,025)
Operating Surplus / (Deficit)	(32,544)	(32,546)	(35,859)	(3,316)	(3,314)

Financial Impact

The net overall cost for Infrastructure Maintenance of \$35,859k has increased by \$3,316K to last year's budget and by \$3,314K to forecast.

Major variations include:

Sustainable Infrastructure Maintenance Service (SIMS, including SLR's and Natural Systems)

The increase is primarily due to the following three key factors within the delivery of services under SIMS, SLR's and the Bushland Reserves:

- Allowance for annual adjustment for the effects of contract indexation as per contract requirements
- Allowance for growth as new or additional assets are added to the service delivery scope
- Allowance for new initiatives / service enhancements.

Across the service procurement contracts, the collective increase in budget from 2010/11 for these factors is \$2,825k.

The following is a more detailed explanation of these factors:

1. Allowance for annual adjustment for the effects of contract indexation:

An allowance has been made for contract adjustments, based on movements in the Australian Bureau of Statistics (ABS) Indices. The estimated increases for contract adjustments based on the previous 12 months ABS data are 3.5% for the SIMS Contracts – Cleansing, Park & Roadsides, Buildings and Furniture & Signs. The 3.5% also applies to the Bushland Reserves contracts.

For SLR's, the contract adjustment allowance is 7.5%. While the Australian Bureau of Statistics (ABS) Indices for 2011/12 is part of the contract adjustment for SLR's and is expected to be 3.5%, the other key index for SLR's is the Petroleum and Coal (Bitumen) Indices. Based on the movement in this index since July 2010 an overall allowance of 7.5% has been made in the budget for the annual contract adjustment, noting that in the past this index has been very volatile.

2. Allowance for growth for new or additional assets:

An allowance has also been made in each service contract for growth due to new or additional assets being provided through new subdivisions by developers or Council's Capital Works program. Growth allowances include the following:

- a. Buildings: additional building footprints for Hastings Community Hub, Rosebud West Community Centre, Aboriginal Awareness Centre Hastings and minor buildings (such as sheds and shelters) as newly identified as part of the SIMS Review.
- b. Cleansing: new stormwater culverts, pipes, pits and additional street sweeping due to new roads or car parks with kerb & channel (created through Council projects or new development) and litter bins (e.g. through new streetscape works).
- c. Parks & Roadsides: new or additional open space areas, landscaped areas and garden beds created through developer works and Council capital projects (e.g. streetscape works, car park construction). Included in growth is an allowance for extra activities associated with the sports field upgrade program which can now include the ongoing maintenance of pumps, pipes, pits, monitoring and electrical systems, etc. installed as part of the water conservation initiatives.

- d. Furniture & Signs: various signage, street lights and furniture created as part of developer works and Council capital projects (e.g. streetscape works, local area road safety schemes, playgrounds and open space improvements).
- e. SLR's: new or upgraded roads, paths and car parks created through Council's capital works program (e.g. special charge contributory scheme) or developer works.

3. Allowance for new initiatives / service enhancements:

Included in the 2011/12 operational budget is a range of new initiatives or service delivery enhancements. The specifics of these are detailed later under the heading "New Initiatives".

The following is a summary of the above increases for each service:

Service	CPI	Growth	New Initiative / Service Enhancement
Natural Systems (Bushland Reserves)	\$70k (3.5%)	0	0
SLR's	\$657k (7.5%)	\$50k	\$225k
SIMS Furniture & Signs	\$98k (3.5%)	\$80k	0
SIMS Buildings	\$118k (3.5%)	\$60k	\$400k
SIMS Parks & Roadsides	\$315k (3.5%)	\$170k	\$100k
SIMS Cleansing	\$199k (3.5%)	\$83k	\$200k

Conservation Parks - the Briars & Warringine Park, and the Shire Nursery

The operational budget for the Briars and Warringine Park has increased by \$64k from the 2010/11 budget.

Resources Impact

FTE	Perm't (\$ '000)	Casual (\$ '000)	O/time (\$ '000)	Agency Labour (\$ '000)	Other (\$ '000)	W/cover (\$ '000)	Total Costs (\$ '000)
23.40	2,021	-	4	6	0	55	2,087

The staff establishment has increased by 1 FTE. A new position Contracts Coordinator SIMS has been included and will be involved in the delivery of services under SIMS. The role will primarily be engaged with contract coordination activities under SIMS to assist in the increasing operational, strategic planning, risk management, asset renewal, customer engagement and impact of climate change roles of the Infrastructure Maintenance Team as part of delivering sustainable services to the community.

Key Deliverables

- Achievement of all service standards and asset maintenance outcomes as required under the service procurement contracts for SIMS, SLR's and the Bushland Reserves.
- Asset renewal/rehabilitation programs (pathways, drainage, sporting fields, kerb and channel, roads)
- Compliance with:
 - Essential Services Act (buildings)
 - Electrical Lines Clearance Act (vegetation management)
 - Roads Management Act (roads)
 - Road Safety Act
 - Environment Protection Act
 - OH&S Act
 - Emergency Management Act
 - Litter Act
 - Building Control Act
 - Local Government Act
 - Environment Protection and Biodiversity Conservation Act (federal)
 - Flora and Fauna Guarantee Act
 - Prevention of Cruelty to Animals Act (feral animal control)
 - Country Fire Authority Act
 - Catchment and Land Protection Act
 - Crown Land (Reserves) Act
 - Fences Act
 - Water Restrictions
 - Geographic Place Names Act
- Managing volunteers and increasing community partnerships, community groups and schools
- Implementing fire management strategies for bushland reserves
- Engagement with the community across the vast range of maintenance activities the Infrastructure Maintenance Team is involved in the delivery of.

New Initiatives

Included in the 2011/12 operational budget for the Infrastructure Maintenance Team is an additional \$925k for a range of new initiatives or service delivery enhancements. These new initiatives / service enhancements are essentially in response to growing pressures on existing service standards through increased usage levels or rising expectations of the community, as determined from community engagement, monitoring of activities, analysis of MERIT and / or trialing of changed services. The new initiatives / service enhancements, as listed below, provide for adjustments to *what* services standards we deliver and *how* we deliver these services across the SIMS, SLR's and Bushland Reserves service delivery contracts.

- **Emergency Management (additional \$25k)** - Coming out of the Black Saturday Fires Royal Commission, changes were introduced for the requirements of the Municipal Emergency Coordination Centre (MECC). The Shire is now required to provide an alternate power source to enable the MECC (located in the Mornington Office Chamber) to remain operational in the event of power outage. This has necessitated placing a generator on standby for the fire season so that it can be connected as soon as the MECC is activated by the Police to ensure legal requirements under the Emergency Management Act are adhered to.
- **Responsive Maintenance Schedule of Rates Buildings (additional \$200k)** - Each year there is considerable pressure on the SoR's budget allocation for funding to respond to a range of unplanned reactive works. Priority is given to risk / safety issues with many other desirable works having to be planned into the future. The additional funds will allow for improved delivery of services to the community and reduce the level of annual pressures for reactive unplanned works on buildings.

- **Programmed Maintenance Buildings (additional \$200k)** - Each year there has been increasing pressure on using the programmed building maintenance budget allocation to carry out renewal works (e.g. replacement of decking, replacement of roof, etc) therefore resulting in reduced building (cyclic) preservation works (e.g. painting programs). These additional funds will allow for improved delivery of services to the community and building preservation programs.
- **Unsealed Road Crushed Rock Resheeting (\$200k)** – At present funding levels (\$425k pa) each road on the Shire’s unsealed road network will receive a crushed rock resheet every twenty-five years. We have experienced two extremely wet seasons which have impacted heavily on the unsealed road network, and a large amount of unsealed roads require the addition of crushed rock to ensure the safety of the community and road users. Importantly, the increase in capacity now \$625k) has been delivered in the last four years.
- **Electrical Line Clearance Annual Inspection Program (\$50k)** - With the current changes introduced to the Electrical Lines Act 2010, there is a stronger emphasis being placed on a risk management approach to reporting and acting on to ensure the legal requirements under the Act are adhered to. An adjustment to the existing Electrical Lines Clearance activity in the Parks and Roadsides contract involving the introduction of an annual inspection of trees in the declared areas is required to meet these changes in risk management.
- **Wind Storm and High Intensity Rainfall (\$50k)** - Increasing levels of extreme weather events over the past months involving strong winds causing extensive dropping of vegetation debris and intense rainfall causing flooding and loose material wash outs onto roadways has required an initial reactive response to make things safe and then leads to a progressive clean up / recovery over the following period of time – often taking many months. These funds will allow for an enhanced, prompt, effective and efficient response can be provided.
- **Wind Storm Response Parks and Roadsides (\$50k)** - Increasing levels of extreme weather events over the past months involving strong winds causing extensive vegetation damage has required an initial reactive response to make vegetation issues safe and then leads to a progressive clean up / recovery over the following period of time. The Fathers Day storm event (2010) required four months of clean up. These funds will allow for an enhanced clean up recovery response to be provided.
- **Clear Coat sealing of footpaths (\$100k)** - In 2010/11, a trial involving the clear coat sealing of exposed aggregate footpaths in Blairgowrie, Mt Eliza and Dromana was conducted prior to the summer period. The treatment is expected to last 10 years and provides benefits in terms of ease of cleansing and enhanced amenity in shopping centres. This additional funding will allow for further aggregate footpaths to be treated.
- **Beach Cleaning (\$50k)** - The busier beaches are currently cleaned on the following regime; Weekly - 1 Nov - 28 Feb, Fortnightly - 1 March - 30 April, Monthly - 1 May - 31 Oct. There have been constant calls for the beaches to be cleaned more often, particularly in the summer season. This additional budget will allow for some additional services to be provided over the peak summer period.

In terms of Infrastructure Maintenance, over the last four years, service enhancements totaling \$4.2m have been provided.

Specific allocations have been made in Priority Projects for –

- SIMS Contract Document Review \$50k
- Integrated Facility (Buildings) management service review \$50k

Fees and Charges Impact

Fees and charges for the Briars Homestead reflect increases that are generally in line with CPI increases.

Strategic Plan Impact

The continued successful performance of Infrastructure Maintenance will ensure that the Shire's existing built and natural asset base will be maintained and presented in a way that achieves best value out of those assets. Specifically relevant are the following goals:

Goal	Key Outcomes
Goal 2 Protecting our environment and tackling climate change	<ul style="list-style-type: none">• Sustainable natural systems• Sustainable resource use
Goal 3 Creating safe, healthy and engaged communities	<ul style="list-style-type: none">• Accessible, valued and well utilized community resources• Planning, developing and maintaining community assets• A safe and supportive community

INFRASTRUCTURE PROJECT MANAGEMENT

Activities

The **Infrastructure Project Management Unit** designs, constructs, develops and protects the physical environment in which we live. Roads, community buildings and sporting pavilions, boardwalks, drains and irrigation systems all play a critical role in supporting the physical environment in which we live and enjoy.

These activities range from the delivery of the annual Capital Works Program, the management of the development of subdivisions, the protection of our street assets from building activity and preventing flooding due to storm activity.

The subdivision team manages the development of subdivisions. An important part of this role involves working with the service authorities to ensure services such as water supply and sewerage disposal keeps pace with the development growth.

Budget

Net Cost by Team (\$'000)	Adopted Budget 2010/11	Forecast 2010/11	Budget Year 1 2011/12	Variance to Bgt 2010/11	Variance to Fcst 2010/11
Project Management, Construction	(295)	(289)	(327)	(33)	(38)
Project Management, Design	(324)	(314)	(341)	(17)	(26)
Subdivisions and Services	(257)	(269)	(303)	(45)	(34)
Infrastructure Project Management	(64)	(76)	(82)	(18)	(6)
Operating Surplus / (Deficit)	(940)	(948)	(1,053)	(113)	(105)

Net Cost by Classification (\$'000)	Adopted Budget 2010/11	Forecast 2010/11	Budget Year 1 2011/12	Variance to Bgt 2010/11	Variance to Fcst 2010/11
Revenue					
Statutory Fees and Fines	218	198	202	(16)	4
User Fees	418	454	408	(10)	(45)
Internal Income	-	41	-	-	(41)
Total Revenue	636	693	610	(26)	(83)
Expenses					
Employee Costs	1,265	1,250	1,336	(71)	(86)
Materials and Services	(87)	(33)	(93)	7	60
Other Expenses	0	1	8	(7)	(6)
Internal Expenditure	397	423	413	(16)	10
Total Expenses	1,576	1,641	1,663	(87)	(22)
Operating Surplus / (Deficit)	(940)	(948)	(1,053)	(113)	(105)

Financial Impact

The net cost of \$1,053K is an increase of \$113K to last year's budget and \$105K to forecast. The increase is primarily due to normal operating increases. Further impacting is a reduction in revenue from statutory fees associated with land subdivisions, the impact mainly as a result of a reduction in the number of broad acre subdivisions.

Resources Impact

FTE	Perm't (\$ '000)	Casual (\$ '000)	O/time (\$ '000)	Agency Labour (\$ '000)	Other (\$ '000)	W/cover (\$ '000)	Total Costs (\$ '000)
27.00	1,289	-	-	-	0	46	1,336

The staff establishment remains unchanged.

Key Deliverables

- Design and implementation of the Capital Works Program
- Implementation of the Building Refurbishment Program
- Implementation of the Local Integrated Drainage Strategy
- Assessment of referred Development Application assessments (infrastructure)
- Inspection and approval of major private developments
- Monitoring the impact of private development works on public infrastructure.

New Initiatives

Much of the coming year will be focused on the monitoring of the delivery of the Shire's extensive capital works program. Updated computer software "Projects Pro" will be utilised to report on expenditure and timing of projects.

Specific allocations have also been made in for flood mapping catchment investigations. This will provide better knowledge on flooding risks and measures to protect against future damage. It also assists with prioritising future drainage improvement works and development of planning controls.

Specific allocations have been made in Priority Projects for:

- Geotechnical investigations \$50K

Fees and Charges Impact

Very little change has been made to fees, most being determined by State Government legislation.

Strategic Plan Impact

The successful performance of this area will ensure that the protection and construction of new or refurbished infrastructure assets will be delivered in a timely, efficient and effective manner. Key areas of impact include –

Goal	Key Outcomes
Goal 3 Creating safe, healthy and engaged communities	<ul style="list-style-type: none"> • Planning, developing and maintaining community assets • Accessible, valued and well utilised community resources • A safe and supportive community

RENEWABLE RESOURCES

Activities

There are a number of emerging strategic matters confronting the Shire in the medium to long term in the areas of waste, energy, water and climate change. These issues must be adequately resourced to ensure all appropriate strategic investigation and integrated planning is in place for the timely and smooth delivery of sustainable outcomes for the community. The Shire's facilities and services need to be ready for a carbon and water constrained future and we are making good progress. The next focus is to work with the community on specific programs that show how the community can act on climate change.

The Renewable Resources Team is involved with the following key activities:

- Planning and implementing climate change programs to assist Council and residents to reduce their carbon impact.
- Community engagement to assist residents to prepare and adapt to climate change
- Minimizing waste generation and improving resource recovery in the most cost effective way, as well as addressing environmental issues and developing a long term plan for waste management
- Planning and implementing effective energy management programs that reduce the Shire's greenhouse gas emissions.
- Planning and implementing effective water programs that focus on reducing potable water use and improving water quality.

Budget

Net Cost by Team (\$'000)	Adopted Budget 2010/11	Forecast 2010/11	Budget Year 1 2011/12	Variance to Bgt 2010/11	Variance to Fcst 2010/11
Waste Management Services, Waste Administration	(3,413)	(3,463)	(4,707)	(1,294)	(1,244)
Waste Management Services, Waste Collection	(8,168)	(7,980)	(9,146)	(978)	(1,165)
Waste Management Services, Waste Disposal	3,399	3,354	5,052	1,652	1,698
Waste Management Services, Opt In Green Waste	-	-	42	42	42
Energy Policy and Strategy	(1,674)	(1,654)	(1,420)	254	235
Water Policy and Strategy	(133)	(134)	(141)	(8)	(8)
Renewable Resources Management	(426)	(445)	(462)	(36)	(17)
Operating Surplus / (Deficit)	(10,415)	(10,322)	(10,782)	(367)	(460)

Net Cost by Classification (\$'000)	Adopted Budget 2010/11	Forecast 2010/11	Budget Year 1 2011/12	Variance to Bgt 2010/11	Variance to Fcst 2010/11
Revenue					
Rates	-	-	1,105	1,105	1,105
User Fees	7,159	6,971	8,317	1,158	1,346
Transfers From Reserves	64	64	71	8	8
Internal Income	5,785	5,785	7,898	2,113	2,113
Total Revenue	13,008	12,819	17,391	4,384	4,572
Expenses					
Employee Costs	999	1,086	1,254	(255)	(168)
Materials and Services	15,608	15,239	17,972	(2,364)	(2,733)
Finance Costs	127	127	96	31	31
Other Expenses	4	4	4	(0)	(0)
Transfers To Reserves	-	-	-	-	-
Internal Expenditure	6,685	6,686	8,847	(2,162)	(2,161)
Total Expenses	23,423	23,141	28,173	(4,750)	(5,032)
Operating Surplus / (Deficit)	(10,415)	(10,322)	(10,782)	(367)	(460)

Financial Impact

The net cost of \$10,782K is an increase of \$367K to last year's budget and \$460K to forecast.

Major variations include:

- **Waste Administration** – records the increase in the value of the three vouchers which are provided to ratepayers with their rates; this amount is offset in Waste Disposal. The value of vouchers is increasing in large part due to increases in the State Government landfill levy.

The State Government Landfill Levy has increased to \$44 per tonne, bringing the total levy to be paid to State Government (including gate fees at the transfer stations) to \$3.3M for the year. For information, of the \$3.3m in total paid by the Shire, \$2.2M is paid direct by the Shire and \$1.1M is paid as a component part of Devil Bend landfill costs, which are then passed on by the operator to the State Government.

- **Waste Disposal** - The Green waste mulching contract price has increased by \$680K and the landfill and transfer station operations have increased by \$230K, bringing the total to \$910K increase in costs. In addition, there is a further increase to the landfill levy payment to State Government for domestic collections. Monitoring costs for open and closed landfills has also increased.
- **Energy Policy and Strategy** – the cost for public street lighting has gone down as Council has ceased purchasing green power for street lighting as the responsibility for greenhouse gas emissions has changed and are now attributed to the distributor rather than Council. Council will continue to purchase green energy for our Shire buildings. The transfer of any savings to the Sustainable energy Fund from buying conventional coal fired power (as opposed to green power) for street lighting will be reviewed in the mid year budget review. Increased OMR (operation and maintenance) charges will also be paid from these savings.

Resources Impact

FTE	Perm't (\$ '000)	Casual (\$ '000)	O/time (\$ '000)	Agency Labour (\$ '000)	Other (\$ '000)	W/cover (\$ '000)	Total Costs (\$ '000)
14.78	1,195	13	7	-	-	39	1,254

The staff establishment will increase by 1.4 FTE for three part time positions relating to the Opt-In Green Waste service. This includes 0.5FTE to manage the operational aspects of the new opt-in kerbside green waste service, 0.4 FTE for customer service and 0.5 FTE relating to debtor management.

Key Deliverables

Climate Change

- Continue the Climate Change Conversations through community engagement:
 - e-newsletter to move to the web site to increase its effectiveness and reach across the community. Articles in Peninsula Wide and other papers and publications will be continued.
 - Information sessions/demonstrations – a program of community engagement sessions/workshops to be held targeting specific topics and groups. Many of these programs will be based at the Eco Living Display Centre at The Briars including the following:
 - The Food Swap will be open to any back yard gardener or Community Garden wanting to share and swap their produce.
 - All access food production garden
 - Recycled Product Fair
 - Composting workshops- National Composting Week
 - Schools Environment Week- More than 3,000 children will be in attendance
 - Green Bubs Workshop - a range of modern cloth nappies will be presented to suit the needs of different users
 - Sustainable September – sustainable house day across Victoria
 - Heritage vegetables workshop
 - World Environment Day – International Year of the Forest
 - Earth Hour
 - National Recycling Week- Rapt in recycling – practical hands on demonstrations and discussions
 - Keeping Cosy workshop - Learn how to keep warm and cosy this winter and slash heating bills
- Eco Living Challenge – through the South East Councils Climate Change Alliance the Shire will be training up to 15 community representatives to deliver a series of workshops with a focus on sustainable living and preparing for climate change within their communities.
- Sustainability Street – will be run as a neighbourhood based program to provide information on how to live more sustainably at a local level.
- Climate Change Adaptation Strategy will be developed to set the direction for climate change mitigation and adaptation responses. The first part of this strategy will review the key risks for the Shire and identify potential responses and gaps.
- Coastal vulnerability assessment – the Shire is working with State Government as one of the five locations to have a coastal vulnerability assessment. The area has been expanded to include the whole of Western Port (from Cape Schanck to Bass Coast Shire). The study is expected to take some 12 months to complete.

Water Management

- An integrated water management strategy will be developed for the Shire - the strategy will include potable and non potable water resources and will include water sensitive urban design (WSUD) and development of an implementation plan
- Bunyip Food Belt - A joint study is under way with South East Water, Casey and Cardinia Councils and other water agencies to investigate opportunities for long term recycled water use for agriculture on the Peninsula. The pre-feasibility study is now at a stage where the level of interest in the scheme and the costs need to be determined.
- Continue advocacy on ground water management with State Government.
- Continued representation with State agencies on a number of working groups related to water management on the Peninsula. These include South East Water's Integrated Water Management Strategy and the Backlog Sewerage Program
- Water Resource Management Plan – on-going retrofitting works of Council facilities with water efficient appliances. To date, the Shire's potable water use has been reduced by more than 60%.
- Mornington water re-use scheme – Construction of the scheme will be completed and education of user groups will proceed.
- Living Rivers project – (Balcombe Estuary and Kings Creek) – aims to improve water quality and implement practical examples of Water Sensitive Urban Design and community engagement.

Energy Management

- Review and update the Greenhouse Action Plan.
- A business case for the T5 fluorescent light fittings will be reconsidered once articulated support from State and Federal governments is better understood. The Federal and State Government have both made a commitment of up to \$500,000 each, per Council, to assist with the upgrade of street lights.
- The Shire continues to advocate for fair and reasonable costs associated with street lighting through a Local Council Advocacy Group.
- Energy efficiency audits of Shire buildings will be undertaken and retrofit works completed where funding is available.
- Review the outcomes from the State Government trial of the hybrid electric vehicle (new Prius) and assess the implications for the Shire's fleet.
- Depending on the success of an application for grant funding to DSE, the Shire will lead with support from South East Climate Change Councils Alliance and Southeast Water the investigation of a long term renewable energy contract with the intent of supporting new renewable energy generation capacity within Victoria.

Waste Management (Operational)

- Management of a series of contracts for the delivery of the following waste management services to the community:
 - operation of the Rye Landfill Site, three transfer stations (Rye, Mornington and Tyabb) and three waste hoppers (Sorrento, Dromana and Flinders), including development of a new materials recovery centre at Rye.
 - provision of a green waste receipt and mulching service at the landfill and transfer stations.
 - hard and green waste collection voucher service.
 - collection of garbage and recycling kerbside wheelie bins.
 - receipt and sorting of recyclables.

- Provision of the Opt-in kerbside green waste collection service (within the Urban Growth Area).
- No cost green waste drop off weekends – these weekends will be provided to coincide with the declaration of the fire season or to assist with storm damage clean ups. Two weekends will be nominated.

Waste Management (Strategic)

- Alternative Resource Recovery Technologies (ARRT's) – Continue to work with State Government to support an ARRT to be located on or close to the Peninsula in the medium term.
- Management of Closed Landfills - Strategic and operational management of old closed landfill sites is on-going to ensure, at the very least, requirements of EPA Pollution Abatement Notices (PANS) are met with the long term view of having these notices lifted.

Community Education / Support

- Proactive community engagement, education and support is a critical element of the Renewable Resources Team. This extends to strong integration between the Mornington Peninsula and the South East Climate Change Councils Alliance (SECCCA) to ensure sustainable outcomes are achieved. This also includes integration and advocacy with public and private organisations to ensure all opportunities are explored for sustainable outcomes for the community.
- Clean up Australia Day – this program will be run on an annual basis and involves co-ordination of more than 50 groups with 1,500 volunteers across the Shire.
- Mayoral Sustainability Awards – for primary and secondary schools within the Shire. The Awards recognize students and teachers who have demonstrated leadership and innovation in working towards a sustainable future and promoting best practice.
- ZEN (Zero Emissions Neighbourhood) – An energy opportunities study will investigate how to maximize solar power opportunities within the precinct and examine the commercial viability for different types of solar arrangements/configurations. The second stage will look at the governance and management models for community owned energy generation assets.

Regional Waste Management Group

- Continued support for the operation/role of, and integration with, the Mornington Peninsula Regional Waste Management Group with matters such as dumped rubbish, public place recycling, coastal litter protection programs and education programs in schools and Environment Week.

New Initiatives

Much of the coming year will be focused on:

- Waste diversion targets have been introduced to reduce the amount of waste going to landfill and to increase the current waste diversion rate from approximately 13% to 20% year 1, and 28% in year 2
- Resource Recovery Centre – a new facility will be developed at the Rye Waste Disposal Centre during the year to recover goods for resale, similar to the one at the Mornington Transfer Waste Recovery Centre.
- Community Engagement – a large and diverse range of engagement workshops and programs have been introduced around the Eco Living Display Centre to help residents to live more sustainably.

- Climate Change Adaptation Strategy – this study has commenced and is currently looking at the key risk areas identified for our Shire in the CSIRO report. The key risks are being assessed for the short, medium and longer term with the aim of identifying any gaps and developing policies and programs.
- The Western Port Coastal Vulnerability Assessment will be progressed and be close to completion at the end of the financial year. This joint study with State Government will identify in greater detail the potential impacts of climate change and sea level rise around Western Port.
- Energy Opportunities Study – An energy opportunities study is under way for the Sorrento commercial area as part of the ZEN (Zero Emissions Neighbourhood) study. The study will identify how local energy generation can be achieved with no greenhouse gas emissions. The study will also examine the governance structures of local energy generation.
- Proposed Federal Carbon Tax – A watching brief will be maintained to understand how this may impact the Shire and its services.

Specific allocations have been made in Priority Projects for:

- Bunyip Food Belt \$25K - contribution with Casey and Cardinia Councils towards the development of a communications plan for growers, industry and government about the scheme.

The pre-feasibility study that is looking at the viability of providing recycled water to the Mornington Peninsula, Casey and Cardinia farmers is well advanced. Further work will be undertaken with farmers to gauge their interest in the project and to assess their willingness to pay for recycled water. A scheme will then be developed after the expressions of interest have been received from the farmers, and a cost estimate prepared.

- Expert Advice – waste contract development \$30K - for the development of waste contracts. The contracts for the at-call kerbside green and hard waste collections using the Shire vouchers will expire in mid 2012. New options will be developed for consideration by Council. Following this, the contract specifications will need to be developed. Additional legal advice will most likely be needed during the development of these contracts.

Fees and Charges Impact

Waste fees and charges will be increased to cover the increased State Government Landfill Levy, higher costs to operate the transfer stations, landfill operations and green waste processing. In addition, monitoring requirements for the Shire's open and closed landfill sites has increased.

- Commercial waste disposal fees will increase from \$120 per tonne to \$160 per tonne
- Household waste will increase from \$57 per cubic metre to \$65 per cubic metre
- Green waste will increase from \$20 per cubic metre to \$27.50 per cubic metre

Three waste vouchers will be provided to households. Residents will now be able to use their vouchers to dispose of televisions and mattresses if they wish to do so.

Two 'no cost' green waste weekends will be provided. One of these weekends will be in spring/summer to coincide with Fire Awareness Week or the declaration of the fire season. The other weekend will be held during autumn.

Strategic Plan Impact

The successful performance of Renewable Resources will ensure the strategic management and use of renewable resources and the conservation of non renewable resources of the Mornington Peninsula in a manner which is socially, environmentally and economically sustainable.

Specifically relevant is:

Goal	Key Outcomes
Goal 2 Protecting our environment and tackling climate change	<ul style="list-style-type: none">• Sustainable Resource Use• Encouraging energy and water conservation and waste minimization
Goal 3 Creating safe, healthy and engaged communities	<ul style="list-style-type: none">• Planning, developing and maintaining community assets• An active connected and informed community

DIRECTOR SUSTAINABLE INFRASTRUCTURE

Activity

This area recognises the role of the Director in providing leadership and direction to the Group.

Budget

There is no significant change to resource requirements or budget provisions for this year.

Net Cost by Team (\$'000)	Adopted Budget 2010/11	Forecast 2010/11	Budget Year 1 2011/12	Variance to Bgt 2010/11	Variance to Fcst 2010/11
Director Sustainable Infrastructure	(489)	(489)	(502)	(13)	(13)
Operating Surplus / (Deficit)	(489)	(489)	(502)	(13)	(13)

Net Cost by Classification (\$'000)	Adopted Budget 2010/11	Forecast 2010/11	Budget Year 1 2011/12	Variance to Bgt 2010/11	Variance to Fcst 2010/11
Expenses					
Employee Costs	372	372	390	(18)	(18)
Materials and Services	21	21	19	2	2
Other Expenses	31	30	31	-	(1)
Internal Expenditure	66	66	62	4	4
Total Expenses	489	489	502	(13)	(13)
Operating Surplus / (Deficit)	(489)	(489)	(502)	(13)	(13)

Financial Impact

The net cost of \$502K is an increase of \$13K to last year's budget and \$13K to forecast.

The increase is primarily due to normal increases in operational costs, including the usual employee cost Award and EBA increases. All other cost increases are due to normal operations.

Resources Impact

FTE	Perm't (\$ '000)	Casual (\$ '000)	O/time (\$ '000)	Agency Labour (\$ '000)	Other (\$ '000)	W/cover (\$ '000)	Total Costs (\$ '000)
3.00	383	-	-	-	0	8	390

The staff establishment remains unchanged.

Key Deliverables

The role of the Group can simply be expressed as being to plan, provide and maintain the infrastructure needs of our diverse communities.

The role of the Director is to see that this occurs.

New Initiatives

No new initiatives are proposed.

Fees and Charges Impact

No fees and charges are relevant to this area.

Strategic Plan Impact

The success of Directorate operations will be judged by the relative success and performance of the various areas within the Directorate and the various Strategic Plan impacts stated within the Directorate areas are relevant to the Director's area. Goal 5, 'Responsive and Accountable Governance' is also relevant.

Goal	Key Outcomes
Goal 2 Protecting our environment and tackling climate change	<ul style="list-style-type: none">• Sustainable resource use• Sustainable natural systems
Goal 3 Creating safe, healthy and engaged communities	<ul style="list-style-type: none">• Enhancing community safety• Accessible, valued and well utilised community resources• Planning, developing and maintaining community assets• A safe and supportive community
Goal 5 Being responsive, accountable and forward looking	<ul style="list-style-type: none">• Quality service• Quality people• Good governance• Effective leadership, advocacy & engagement

CHILD, YOUTH AND FAMILY CARE

Activities

The **Child, Youth and Family Care** Unit provides a number of community health services designed to increase the health and wellbeing of Mornington Peninsula residents, including:

- **Immunisation** - The Shire offers a free, comprehensive childhood immunisation program at various locations.
- **Youth Services** – provide a range of youth support services across the Peninsula
- **Maternal & Child Health** - nurses are based in 16 centres all over the Peninsula and offer an initial home visit following discharge from hospital.
- **Family Day Care** - is a high quality accredited home-based childcare service
- **After School Hours/Outside School Hours Care** - operates school holidays and after the school day finishes to provide child care for families.
- **Annie Sage Childcare Centre** - is a 45-place childcare centre at Somerville
- **Communities That Care** - is a prevention-based long-term development program auspiced by the Shire and managed by a Community Board which aims to build safer neighbourhoods where children, young people and their families are valued, respected and encouraged to achieve their potential.
- **Community Liaison and Support** – a range of community support services for families and their children
- **Best Start Program** – Providing a range of programs to strengthen and support the early year's services and linkages.

Budget

Net Cost by Team (\$'000)	Adopted Budget 2010/11	Forecast 2010/11	Budget Year 1 2011/12	Variance to Bgt 2010/11	Variance to Fcst 2010/11
Maternal and Child Health, Maternal & Child Health	(1,175)	(1,197)	(1,330)	(155)	(133)
Maternal and Child Health, M&CH Enhanced Outreach Service:	(15)	42	(46)	(31)	(88)
Maternal and Child Health, GCTC Program	(10)	19	-	10	(19)
Maternal and Child Health, Immunisation	(124)	(137)	(134)	(10)	4
Maternal and Child Health, Headlice	-	-	-	-	-
Child Care Services, Family Day Care	7	(16)	(15)	(22)	1
Child Care Services, Child Care	(52)	(283)	(263)	(211)	20
Child Care Services, After School Hours Program	(69)	(58)	(119)	(50)	(61)
Youth Strategic Planning and Support, Administration	(1,006)	(1,004)	(1,048)	(42)	(44)
Youth Strategic Planning and Support, Strategic Planning	(210)	(210)	(229)	(19)	(19)
Youth Strategic Planning and Support, Support	(33)	(60)	(34)	(1)	26
Youth Strategic Planning and Support, Programs	(31)	(36)	(19)	12	17
Manager Child Youth and Family Care, Best Start	(220)	(213)	(218)	2	(5)
Manager Child Youth and Family Care, Manager	(1,379)	(1,217)	(1,661)	(281)	(444)
Operating Surplus / (Deficit)	(4,316)	(4,371)	(5,114)	(798)	(743)

Net Cost by Classification (\$'000)	Adopted Budget 2010/11	Forecast 2010/11	Budget Year 1 2011/12	Variance to Bgt 2010/11	Variance to Fcst 2010/11
Revenue					
User Fees	875	777	631	(244)	(146)
Contributions	-	55	15	15	(40)
Grants - Recurrent	3,575	3,578	3,020	(555)	(558)
Internal Income	-	9	-	-	(9)
Total Revenue	4,450	4,418	3,666	(784)	(753)
Expenses					
Employee Costs	4,726	5,006	5,057	(331)	(51)
Materials and Services	1,428	1,114	966	462	149
Other Expenses	1,676	1,678	1,702	(26)	(24)
Internal Expenditure	937	991	1,055	(118)	(64)
Total Expenses	8,767	8,789	8,780	(13)	10
Operating Surplus / (Deficit)	(4,316)	(4,371)	(5,114)	(798)	(743)

Financial Impact

The net cost of \$5,114k is an increase of \$798k to last year's budget and \$743k to forecast.

Major variations include:

- **Maternal and Child Health** - increased costs associated with normal staffing increases and an increase of 1.6 FTE (noting that 1 FTE position has been funded by the reduction in casual salaries. The remaining 0.6FTE increase relates to meeting the 'Banyule' formula in the EBA and improves relieving options). In addition, there has been an increase in the budget for the supported parent group and play program which is fully funded.
- **MC&H Enhanced Outreach Services Program** – The Maternal and Child Health – GCTC Program has been reallocated to the MC&H Enhanced Outreach Services Program.
- **Child Care** - primarily due to reduced income from fees associated with the closure of Annie Sage Child Care in December 2012. Costs for 6 months operations have been included.
- **After School Care Program** – due to the normal staffing increases.
- **Manager Child Youth and Family Care** - increased grants to a range of community organisations, including an increase in funding for the Community Information and Support Centres (\$5K each, plus an adjustment for CPI). In addition, funding for the Literacy Partnership Program was received in 2010/11 with the expenditure budgeted for 2011/12.

Resources Impact

FTE	Perm't (\$ '000)	Casual (\$ '000)	O/time (\$ '000)	Agency Labour (\$ '000)	Other (\$ '000)	W/cover (\$ '000)	Total Costs (\$ '000)
55.98	4,580	329	9	4	0	135	5,057

The staff establishment has increased by 1.6 FTE. An existing casual budget has been converted into 1 FTE position to assist with relieving options in the Maternal and Child Health team. In addition, 0.6FTE has been included to assist with meeting the 'Banyule' formula in the EBA and improve relieving options. This was highlighted in the 2010/11 budget.

Key Deliverables

Maternal and Child Health

- Provision of support and health monitoring to all families with children including approx 1,600 new births.
- Sponsoring and mentoring of 4 new M&CH students

Communities That Care

- Provision of a proactive, community initiated, evidence based platform to address youth issues.

Community Support and Development

- Completion of stage two for the redevelopment and expansion of the Wallaroo Child and Family Centre.

Family Day Care

- Provision of over 350,000 hours of care to more than 900 children.

Best Start Program

- Expansion of a range of services to families and very young children and better linking of these services.

New Initiatives

Much of the coming year will be focused on addressing issues related to the introduction of the Council of Australian Governments (COAG) Early Years reforms impacting on Preschools and other associated services.

In addition the expanded Best Start program will see a range of new initiatives established for families and young people across the Peninsula.

This year will also see the opening of Sage 1 of the new Early Learning facility at West Rosebud with Stage 2 incorporating the Community House to commence construction latter in this calendar year. Completion of Stage 2 is expected by mid 2012.

Specific allocations in Priority Projects have been made for:

- Peninsula for Parents publication \$10K
- Mapping of the early years service system and referral pathways \$5K
- Indigenous playgroups \$10K
- Delivery of a conference for early years professionals \$10K
- Communities that Care Student Survey \$35K
- Replacement of public Internet accessed computers Youth Services \$25K

Fees and Charges Impact

Fee increases have generally been in line with CPI where ever possible. It should also be noted that fee increases in relation to child care services are largely offset by Federal Government subsidies so that the real impact to families is significantly reduced.

Strategic Plan Impact

The successful provision of Family and Children’s Services will assist in ensuring that the amenity of families within our communities is maximized. Specific links include –

Goal	Key Outcomes
Goal 3 Creating safe, healthy and engaged communities	<ul style="list-style-type: none">• Optimal health and wellbeing for all ages and abilities• Accessible, valued and well utilised community resources• A safe and supportive community

AGED AND DISABILITY SERVICES

Activities

The **Aged and Disability Services** Unit provides the Home and Community Care (HACC) Program, which aims to enable older people and people with disabilities to remain living as independently as possible in their own home/s and communities. Services are particularly focussed on empowering individuals to maintain and improve their functional capacity, utilising HACC Active Service Model and Positive Ageing principles.

Services provided by Council include:

- **Information, Assessment & Referral** - All recipients of HACC services participate in a “living at home” assessment prior to commencement of services and periodically as their circumstances and care requirements change
- **General Home Care** - aims to support the resident's independence by undertaking domestic tasks that the resident can no longer perform themselves
- **Personal Care** - assists clients with their personal and hygiene needs
- **Respite Care** - is available to carers of older people and people of any age with a disability, including young children with a physical, intellectual or sensory disability
- **Delivered Meals** – provides and delivers a nutritious meal to residents who are unable to provide for their own personal dietary needs
- **Home Maintenance** - aims to assist people in maintaining a safe and secure home environment by undertaking minor repairs to the resident's home, furniture or equipment
- **Access and Mobility** (Community Transport and Activity Program) – a range of transport opportunities are offered within the Shire, including Dial A Bus and Outings/Excursions
- **Senior Citizens Centres** – facilities are provided across the Shire and support to 18 Seniors clubs, including 6 from culturally and linguistically diverse backgrounds.

Budget

Net Cost by Team (\$'000)	Adopted Budget 2010/11	Forecast 2010/11	Budget Year 1 2011/12	Variance to Bgt 2010/11	Variance to Fcst 2010/11
H.A.C.C. Administration	(554)	(554)	(583)	(29)	(29)
H.A.C.C. Unit Assessment	(583)	(583)	(637)	(54)	(54)
Home Care General	(832)	(832)	(598)	234	234
Home Care Specific	(61)	(61)	(79)	(18)	(18)
Brokerage Program	19	19	2	(17)	(17)
Home Maintenance	(132)	(132)	(136)	(4)	(4)
Senior Citizens	(338)	(338)	(350)	(12)	(12)
Access and Mobility	(257)	(257)	(296)	(40)	(40)
Delivered Meals	(428)	(428)	(431)	(3)	(3)
Volunteer Support Program	-	-	-	-	-
Manager Aged and Disabled Care	(872)	(872)	(921)	(48)	(48)
Operating Surplus / (Deficit)	(4,037)	(4,037)	(4,029)	9	9

Net Cost by Classification (\$'000)	Adopted Budget 2010/11	Forecast 2010/11	Budget Year 1 2011/12	Variance to Bgt 2010/11	Variance to Fcst 2010/11
Revenue					
User Fees	1,316	1,331	1,432	116	101
Grants - Recurrent	6,501	6,652	6,867	366	215
Total Revenue	7,817	7,983	8,299	481	316
Expenses					
Employee Costs	9,053	9,207	9,356	(302)	(149)
Materials and Services	1,288	1,306	1,372	(85)	(66)
Other Expenses	253	238	276	(22)	(38)
Internal Expenditure	1,260	1,269	1,324	(63)	(54)
Total Expenses	11,855	12,020	12,328	(473)	(307)
Operating Surplus / (Deficit)	(4,037)	(4,037)	(4,029)	9	9

Financial Impact

The net cost of \$4,029k is a decrease of \$9k to last year's budget and \$9k to forecast due to this year's approach of capping Council contribution at a dollar amount, rather than percentage amount as a strategy to contain rising Council contribution to cover external funding shortfalls. This will impact on the capacity for the Aged & Disability Services team to deliver the same service levels as 2010/11. Offsetting this, advocacy continues to State/Commonwealth Governments for adequate HACC indexation rates, service system resourcing and growth funds to cover actual cost of service delivery as well as increased need for HACC services from an ageing population.

Major variances to overall budget include:

- Additional \$116k revenue from HACC fee increases
- Increased recurrent grant of \$366k due to full year effect of 2010/11 HACC growth funding and estimated 3.14% HACC Unit Price Indexation
- Increased employee costs of \$302k primarily due to Enterprise Agreement related wage increases

As you would expect with a program which is almost solely based on 'employee delivery' of services, the large proportion of cost increases is due to employee costs and workcover premiums.

Full year effect growth funds from 2010/11 and estimated HACC indexation at 3.14% has been included and this partially offsets service cost increases. Growth funds for 2011/12 will be advised by Department of Health in September 2011 and, once known, will be included at mid year budget review and used to meet anticipated service demand increases during 2011/12.

Program variances include:

- HACC Administration – Increase of \$29K to budget due to increases in employee cost associated with the Enterprise Agreement
- Brokerage Home Care - This service operates at no cost to Council
- HACC Unit Assessment – Increase of \$54K to budget due to Enterprise Agreement related labour cost increases
- Home Care General – Decrease of \$234K to budget due to Council contribution containment strategy
- Home Care Specific – Increase of \$18K to budget due to Enterprise Agreement related labour cost increases.
- Home Maintenance – Increase of \$4K to budget due to Enterprise Agreement related labour cost increases
- Access & Mobility (Community Transport & Activity Programs) – Increase of \$40K to budget due to Enterprise Agreement related labour cost increases.
- Delivered Meals – Increase of \$3K due to increased costs of meal production/delivery

- and Enterprise Agreement related labour cost increases.
- Senior Citizens – Increase of \$12K to budget primarily due to increases in property recharges.
- Manager Aged and Disability Services – Increase of \$48K to budget due to increases in employee costs associated with the Enterprise Agreement

Resources Impact

FTE	Perm't (\$ '000)	Casual (\$ '000)	O/time (\$ '000)	Agency Labour (\$ '000)	Other (\$ '000)	W/cover (\$ '000)	Total Costs (\$ '000)
134.46	7,747	447	323	41	314	484	9,356

The staff establishment remains status quo with no new positions in 2011/12 budget. Noting that the establishment was increased by 1FTE during 2010/11 for a new Assessment Officer position.

Key Deliverables

- 153,500 hours of general home care (6,000 hours at full cost recovery)
- 14,000 hours of specific home care (for families of children with disabilities)
- 93,000 delivered meals (9,000 at full cost recovery)
- 2,700 in home assessments completed
- 4,300 hours of home maintenance/modifications
- 8,500 community transport passenger trips
- 7,800 hours of activity programs

New Initiatives

Much of the coming year will be focused on meeting the increased service need from an ageing population and a much higher than average older population, in the context of external funding shortfalls. There will be reduced capacity to deliver new initiatives, given the need to focus on service delivery cost containment.

Specific allocations have been made in Priority Projects for:

- Positive Ageing Project \$40K – for implementation of new Positive Ageing Strategy, to deliver a range of positive ageing activities and events to the community (including Ageing Well Expo) and to support 18 Seniors clubs across the peninsula and Council's older persons advisory committee – PACE (Peninsula Advisory Committee for Elders)

Fees and Charges Impact

In line with CPI, 3% fee increases across the range of services will be applied from 1 July 2011 with the exception of delivered meals which will be increased by 5% in line with anticipated food cost increases. These increases are based on actual increases in service delivery costs whilst having regard for impact on clients and adherence to HACC fees policy.

Strategic Plan Impact

The operation of this area links directly to the Shire’s Strategic Plan as follows –

Goal	Key Outcomes
Goal 3 Creating safe, healthy and engaged communities	<ul style="list-style-type: none">• A creative culturally enriched community• Optimal health and wellbeing for all ages and abilities• Accessible, valued and well utilised community resources• A safe and supportive community

RECREATION AND LEISURE

Activities

The **Recreation and Leisure Unit** seeks to inspire community involvement and enjoyment in and arrangement of relevant activities and programs. The Unit's key aims are to develop, deliver and facilitate leisure opportunities and experiences for the community and promote health and wellbeing. This is achieved by:

- Increasing awareness and access to facilities and services.
- Establishing collaborative links with relevant stakeholders.
- Keeping abreast of industry trends and developments and integrating into our work.
- Practices and forward planning.
- Aspiring to provide excellent and innovative solutions/outcomes.
- Providing support to community development and education.
- Providing leadership in the way we advocate for and on behalf of our communities.

Key Functional Areas include:

- **Sport and Leisure**
 - Mt Martha Public Golf Course
 - Pelican Park Recreation Centre
 - David Collings Mornington Leisure Centre
 - Somerville Recreation & Community Centre
 - Crib Point Public Pool
 - Bittern Stadium
 - Hastings Community Hub
- **Recreation Community Partnerships**
 - Community Halls
 - Sorrento, Rye & Rosebud Foreshore Camping
 - Active Sporting Reserves
- **Recreation Planning**
 - Leisure Planning
 - Open Space
 - Playgrounds
- **Community and Special Events**
 - Managed Events, include: Australia Day, Parenting Expo
 - Peninsula Community Theatre
- **Pelican Pantry**
 - Hospitality, Retail, Tourism Training Café

Budget

Net Cost by Team (\$'000)	Adopted Budget 2010/11	Forecast 2010/11	Budget Year 1 2011/12	Variance to Bgt 2010/11	Variance to Fcst 2010/11
Leisure Planning	(91)	(91)	(114)	(23)	(23)
Events and Festivals, Events and Festivals	(724)	(651)	(753)	(29)	(102)
Events and Festivals, Peninsula Community Theatre	(168)	(184)	(167)	1	17
Pelican Pantry	(222)	(221)	(258)	(36)	(38)
Recreation Facility Partnerships, Facility Development	64	56	61	(3)	5
Recreation Facility Partnerships, Community Halls	(1,275)	(1,304)	(1,335)	(60)	(31)
Recreation Facility Partnerships, Community Reserves	(15)	(16)	(16)	(1)	0
Recreation Facility Partnerships, Foreshore Camping	833	831	716	(117)	(115)
Sport and Leisure, Mt Martha Golf Course	(121)	(189)	(112)	9	78
Sport and Leisure, Bittern Stadium	(71)	(74)	(71)	0	3
Sport and Leisure, Hastings Leisure Centre	(121)	(110)	(115)	6	(5)
Sport and Leisure, Mornington Leisure Centre	(418)	(411)	(435)	(17)	(24)
Sport and Leisure, Somerville Leisure Centre	(371)	(383)	(356)	14	27
Sport and Leisure, Crib Point Pool	(173)	(184)	(198)	(25)	(15)
Sport and Leisure, Pelican Park	(707)	(700)	(718)	(10)	(18)
Sport and Leisure, Active Peninsula	-	-	(58)	(58)	(58)
Manager Recreation and Leisure	(366)	(377)	(394)	(27)	(17)
Operating Surplus / (Deficit)	(3,946)	(4,008)	(4,322)	(377)	(314)

Net Cost by Classification (\$'000)	Adopted Budget 2010/11	Forecast 2010/11	Budget Year 1 2011/12	Variance to Bgt 2010/11	Variance to Fcst 2010/11
Revenue					
User Fees	6,392	6,424	6,895	503	470
Contributions	-	1	-	-	(1)
Grants - Recurrent	78	44	95	18	52
Internal Income	17	86	55	37	(32)
Total Revenue	6,487	6,555	7,045	558	490
Expenses					
Employee Costs	5,173	5,339	5,736	(563)	(398)
Materials and Services	2,850	2,837	3,048	(197)	(210)
Other Expenses	314	277	342	(28)	(65)
Internal Expenditure	2,095	2,110	2,241	(146)	(131)
Total Expenses	10,433	10,563	11,367	(934)	(804)
Operating Surplus / (Deficit)	(3,946)	(4,008)	(4,322)	(377)	(314)

Financial Impact

The net cost of \$4,322k is an increase of \$377k to last year's budget and \$314k to forecast.

Major variations generally relate to increases in Labor costs, WorkCover and CPI for consumables (noting most of the teams rely on external services and product to achieve their outcomes).

- **Events and Festivals** – an increase in Australia Day funding of \$25k has been included due to legislative changes to the Building Act 1993.
- **Foreshore Camping** - will incur additional costs in waste collection and this accounts for a significant amount of the variance to budget (this was approved by Council at mid year 2010/11). In addition, casual salaries have increased to assist with covering customer service enquiries. An increase in income has also been budgeted for, based on increased numbers of campers.
- **Community Halls** – the unfavourable variance largely relates to increased cleaning costs and consumables. Fees were restructured last year to accommodate Councils request for lower fees community and not-for-profit groups. This is also having impact on the budget.
- **Active Peninsula** - unfavourable variance to budget, this is a 3 year program and a significant component of grant monies \$42K was received and accounted for last year.

Resources Impact

FTE	Perm't (\$ '000)	Casual (\$ '000)	O/time (\$ '000)	Agency Labour (\$ '000)	Other (\$ '000)	W/cover (\$ '000)	Total Costs (\$ '000)
67.70	5,144	404	44	3	0	142	5,736

The staff establishment remains unchanged.

Key Deliverables

Sport & Leisure

- Over 400 weekly program opportunities for the Community to become more physical active and healthy.
- Attendance at Leisure Facilities = 475,000 attendances.

Foreshore Camping

- Provision of 980 camping sites in three foreshore precincts (Rosebud, Rye & Sorrento).

Community Halls

- Management/support 27 Community Halls and 47 Active Sport Reserves.

Community & Special Events

- Direct project management of Australia Day, Pet 'n Pony Expo and Bay2Bay Family Cycling Event.
- Support of a range of community priority projects / events.
- Development of Peninsula Community Theatre Marketing Plan.

Pelican Pantry

- Training for up to 30 students in Certificate II in Hospitality (this will be undertaken with Chisholm Institute of TAFE with a workplace delivery model).

Recreation Planning

- Adoption of strategic documents (eg Equestrian Strategy).
- Implementation of adopted Long Term Master Plans (eg Bunguyan Reserve Tyabb).

New Initiatives

In essence services remain the same as last year. There will be an increase in learn to swim classes, given the popularity of Pelican Park Recreation Centre, however, it is anticipated that this will be off-set through fees and charges associated with the program.

Specific allocation in Priority Projects have been made for:

- Community and Special Events \$180K
 - 150th Peninsula Township Celebrations \$40K
 - Volunteer Week \$10K
 - NAIDOC Week \$5K
 - Arthur's Seat Bay 2 Bay 2012 \$30K
 - Peninsula Festival of Arts and Ideas \$25K
 - Seniors Week \$5K
 - Community Event Education Training \$15K
 - Pet and Pony Expo 2011 \$45K
 - Kids Go Expo \$5K
- Foreshore Camping Fire Strategy \$60K

Fees and Charges Impact

Increases in Fees & Charges (where applicable) have generally increased by CPI. In some instances such as the Mt Martha Public Golf Course and Foreshore Camping, reviews of the fee structure occurs on a biennial basis.

Strategic Plan Impact

Operations and activities of the Recreation and Leisure Team are articulated in the Shire's Strategic Plan as follows –

Goal	Key Outcomes
Goal 3 Creating safe, healthy and engaged communities	<ul style="list-style-type: none">• Accessible, valued and well utilised community resources• Planning, developing and maintaining community assets• An active connected and informed community

LIBRARIES, ARTS AND CULTURE

Activities

Mornington Peninsula Library Service provides free access to books, information resources and services, audio visual materials and computer technology to the people of the Mornington Peninsula via four branch libraries and a mobile library service which visits 16 towns across the Peninsula each week.

"Our Library" also provides a comfortable and welcoming place for members of the community to learn, meet, socialise, reflect and relax. Borrowers of all ages are welcome and membership is free to all Victorian residents. As well as the large collection available for loan, a variety of information is available for use at our library service points. Qualified staff provide members of the community with expert assistance to find the information they need. A Home Library service is available for members of the community unable to physically visit the library for themselves. This service is provided with the help of volunteers.

In terms of cultural services, cultural planning within the unit is focused upon implementation of a revised Arts and Culture Strategy that will raise community access and engagement to cultural experiences and build creativity. The **Mornington Peninsula Regional Gallery** offers a dynamic program of nationally significant exhibitions of contemporary and historical art by Australia's leading artists, together with highly acclaimed exhibitions that focus on the Mornington Peninsula's rich cultural life.

Local History Services are focused upon increasing community access to, and preservation of the documented cultural heritage of the Mornington Peninsula.

Budget

Net Cost by Team (\$'000)	Adopted Budget 2010/11	Forecast 2010/11	Budget Year 1 2011/12	Variance to Bgt 2010/11	Variance to Fcst 2010/11
Arts & Culture Coordination	(56)	(56)	(61)	(5)	(5)
Local History Program	(64)	(64)	(77)	(13)	(13)
Libraries, Libraries Administration	(142)	(145)	(201)	(59)	(56)
Libraries, Collection Management	-	1	2	2	1
Libraries, Home Library	(44)	(44)	(46)	(1)	(2)
Libraries, Rosebud Library	(950)	(948)	(1,050)	(100)	(103)
Libraries, Mornington Library	(1,034)	(1,072)	(1,130)	(96)	(58)
Libraries, Hastings Library	(721)	(716)	(773)	(52)	(57)
Libraries, Somerville Library	(253)	(215)	(281)	(28)	(67)
Libraries, Mobile Library	(253)	(250)	(277)	(25)	(27)
M. P. Regional Gallery	(812)	(812)	(866)	(55)	(55)
Manager Libraries Arts and Culture	-	-	-	-	-
Operating Surplus / (Deficit)	(4,330)	(4,321)	(4,762)	(432)	(440)

Net Cost by Classification (\$'000)	Adopted Budget 2010/11	Forecast 2010/11	Budget Year 1 2011/12	Variance to Bgt 2010/11	Variance to Fcst 2010/11
Revenue					
User Fees	357	370	336	(21)	(34)
Grants - Recurrent	933	938	955	23	18
Internal Income	-	0	0	0	0
Total Revenue	1,289	1,308	1,291	2	(17)
Expenses					
Employee Costs	3,331	3,319	3,631	(300)	(313)
Materials and Services	972	971	1,007	(35)	(36)
Other Expenses	70	90	80	(10)	10
Internal Expenditure	1,246	1,249	1,334	(88)	(85)
Total Expenses	5,619	5,629	6,053	(434)	(423)
Operating Surplus / (Deficit)	(4,330)	(4,321)	(4,762)	(432)	(440)

Financial Impact

The net cost of \$4,762K is an increase of \$432K to last year's budget and \$440K to forecast.

Major variations include:

- **Libraries Administration** – this has increased \$59K from the 2010/11 Budget incorporating increased library operational costs in the areas of computer services, printing charges and staff training. A key element of computer services costs includes Library Online Subscriptions which has increased from \$55K to \$81K. These costs reflect the library's increasing reliance on digital information to provide high quality global information resources to all residents within our library's and externally via the library website.
- **Rosebud Library** - increased primarily due to employee costs, to address rising demand, agreed additional hours and increased internal recharges and utilities costs.
- **Mornington Library** - increased due to employee costs arising from a mix of internal transfers of staffing costs, increases in casual and part-time staffing costs to meet public demand, agreed additional hours and increased internal recharges and utilities costs.
- **Hastings Library** - the budget increased for similar reasons to Mornington.
- **Mornington Peninsula Regional Gallery** - budget has increased \$55K due to increases in employee and exhibitions costs and takes into account an adjustment in income due to the introduction of a Seniors Admission Charge in line with other cultural institutions.

Resources Impact

FTE	Perm't (\$ '000)	Casual (\$ '000)	O/time (\$ '000)	Agency Labour (\$ '000)	Other (\$ '000)	W/cover (\$ '000)	Total Costs (\$ '000)
45.13	2,992	475	75	5	0	84	3,631

The staff establishment remains unchanged.

Key Deliverables

- Library loans – 1,500,000
- Library visits – 700,000
- Library information enquiries 80,000
- Library activities attendance – 25,000
- Library home library service loans – 17,000
- Regional Gallery attendance – 45,000
- Regional Gallery exhibitions – 32

The Library's focus is on raising literacy across the community and increasing access to information, technology and lifelong learning.

Implementation of the revised Arts and Culture Strategy will emphasize increased community participation, establishment of an effective consultative network of Peninsula arts organisations and co-ordination of community arts and local place-making projects.

New Initiatives

Much of the coming year will be focused on:

- Continuous improvement of the Libraries, Arts and Culture Unit's high standards of customer service delivered across library, local history, arts and cultural services and including the Mornington Peninsula Regional Gallery
- Implementation (when adopted) of the Arts and Culture Strategy 2011/12 - 2015/16 which will include extensive community consultation, establishment of an Arts and Culture Advisory Panel, and introduction of a Music Instruments and Tuition Program
- Development of a future plan for Library Services
- Finalisation of the Mornington Peninsula Regional Gallery Development Strategy
- Refocusing library literacy services and programs in order to support and build upon implementation of the Literacy Villages Project across the Shire

Specific allocations have been made in Priority Projects for:

- Implementation of the Arts and Culture Strategy 2011/12 - 2015/16: \$40k
- Implementation of and support for the Literacy Villages Project: \$64k
- Conducting a Feasibility Study into the introduction of Radio Frequency Identification Systems (RFID) for library services: \$12K
- Introduction of a Local History Digitisation Program to preserve significant local history source material: \$18K
- Establishment of a Music Instruments and Tuition Program: \$15K
- Introduction of a new ArtsStream Funding component within the Shire's Community Grants Program: \$25K

Fees and Charges Impact

Based on a marginal decline in income at most service points in 2010/11, it is estimated that income from fees and charges will fall. Across library services, improvements in communications with borrowers have contributed to a small decline in fines and prosecutions income, while at the Regional Gallery it is estimated that provision of a discounted Admission Charge to Seniors will marginally negatively affect income.

Strategic Plan Impact

The provision of a popular and well used Libraries function will ensure that all residents can learn and enjoy, raise personal literacy and employability, be informed through the pursuit of reading and access to high-quality information and technology services, and take the opportunity for interaction and engagement with other members of our community.

The development of an effective strategic approach to the arts and cultural planning combined with continuation of high-quality exhibitions and community programs at the regional gallery will ensure residents have enhanced access to cultural experiences.

The operations of the Libraries, Arts & Culture Unit link directly to the Strategic Plan as follows –

Goal	Key Outcomes
Goal 3 Creating safe, healthy and engaged communities	<ul style="list-style-type: none">• Optimal health and well being for all ages and abilities• A creative, culturally enriched community• An active, connected and informed community

DIRECTOR SUSTAINABLE COMMUNITIES

Activity

This area recognises the role of the Director in providing leadership and direction to the Group. It also includes a range of social planning activities, a number of which are government funded.

The Social Planning and Community Development Unit is guided by a number of key principals and values identified by the Shire including:

- **Access and Equity Policy** intersects with all areas of Council and a broad range of policies, strategies and other actions. It is a statement of support and principals to guide the development of action plans addressing the inequities in the lives of Peninsula communities.
- **Health and Well Being Plan** states that the Mornington Peninsula Shire is committed to supporting and strengthening its diverse communities through planning and implementing strategies which facilitate optimal health and wellbeing outcomes. A policy statement and number of accepted principals support the Plan.

The team undertakes a range of activities, some changing over time, according to community needs and issues and relevant funding available from a variety of internal and external funding sources. Examples of key areas include health and well being, social planning and policy, food access, community arts, disability, housing and social justice, human rights, drug and alcohol, responsible gaming, indigenous social support and policy development, aboriginal cultural heritage and specific place projects in vulnerable or disadvantaged communities like the community renewal program in Rosebud west .

Budget

Net Cost by Team (\$'000)	Adopted Budget 2010/11	Forecast 2010/11	Budget Year 1 2011/12	Variance to Bgt 2010/11	Variance to Fcst 2010/11
Social Planning, Social Planning	(224)	(219)	(310)	(86)	(92)
Social Planning, Aboriginal Projects	(104)	(240)	(102)	2	139
Social Planning, Community Renewal Project	-	(10)	(19)	(19)	(9)
Social Planning, Community Wellbeing and Development	(103)	(103)	(108)	(5)	(5)
Social Planning, Housing and Social Justice	(98)	(98)	(105)	(7)	(7)
Social Planning, Metro Access Program	(18)	(22)	-	18	22
Director Sustainable Communities	(427)	(440)	(517)	(90)	(76)
Operating Surplus / (Deficit)	(973)	(1,132)	(1,159)	(186)	(28)

Net Cost by Classification (\$'000)	Adopted Budget 2010/11	Forecast 2010/11	Budget Year 1 2011/12	Variance to Bgt 2010/11	Variance to Fcst 2010/11
Revenue					
User Fees	10	12	3	(7)	(9)
Contributions	14	9	3	(11)	(6)
Grants - Recurrent	459	537	505	45	(32)
Internal Income	-	50	-	-	(50)
Total Revenue	484	608	511	27	(98)
Expenses					
Employee Costs	1,092	1,133	1,274	(182)	(140)
Materials and Services	150	339	154	(3)	185
Other Expenses	46	65	65	(19)	(0)
Internal Expenditure	169	203	178	(9)	25
Total Expenses	1,457	1,740	1,670	(213)	70
Operating Surplus / (Deficit)	(973)	(1,132)	(1,159)	(186)	(28)

Financial Impact

The net cost of \$1,159K is an increase of \$186K to last year's budget and \$28K to forecast.

Major variations include:

- **Social Planning** – primarily due the inclusions of 0.8 FTE for the Community Disability Planner position.
- **Director Sustainable Communities** – primarily due to the inclusion of 0.8 FTE for the Volunteer Program Co-ordinator position.

Resources Impact

FTE	Perm't (\$ '000)	Casual (\$ '000)	O/time (\$ '000)	Agency Labour (\$ '000)	Other (\$ '000)	W/cover (\$ '000)	Total Costs (\$ '000)
12.90	1,221	20	-	-	0	31	1,274

The staff establishment will increase by 1.6 FTE. A new position, 0.8FTE Community Disability Access Planner has been included. This position will be responsible for the development and monitoring of policies, and action plans which contribute to creating an inclusive and accessible community, focusing on people with disabilities.

In addition, 0.8FTE Volunteer Program Co-ordinator has been included to co-ordinate and facilitate the outcomes of the Volunteering Mornington Peninsula (VMP) program. This position was previously funded at 0.6FTE through Priority Projects funding.

Key Deliverables

Among the deliverable for 2011/12 are:

- Implementation of the Social and Affordable Housing Strategy
- Implementation of the Disability Action Plan
- Service Provider Network Forums on key Social issues

- Implementation of the Health and well Being Plan and a range of relevant projects in partnership with other key health and community service providers
- Aboriginal Cultural Heritage Awareness Training and Education
- Social support programs for the Aboriginal community
- Developing the Aboriginal Gathering Place Willim Warrian governance body including a business and communication plan
- Reconciliation Plan in action, including calendar of events
- Two major Food Access Forums, facilitation of the Food Access network and implementation of identified actions, Food Basket Survey
- Facilitation of Council Consultative Committee on Gaming and response to gaming applications
- Community arts projects in identified local communities
- Community Renewal - Rosebud West partnership activities
- Rooming House Procedure Manuel awareness and promotion of use through training across relevant sections of the organisation to promote coordinated response from Council
- A range of human rights activities including partnerships with Mornington Peninsula Human Rights group and the Human Rights Arts and Film festival,
- Continued Promotion of a social justice approach to climate change response
- Community engagement activities i.e. NAIDOC WEEK, Neighbour Day, Environment Day, All Abilities Week
- Somerville Community Planning and Development project promotion and findings

New Initiatives

Much of the coming year will be focused on working together with other key community service providers and agencies, identifying changing needs and issues and responding to those needs i.e. funding submissions, collaborative approach (i.e. housing provider response team) advocating to other levels of government to increase support and resources for vulnerable communities or to encourage innovative projects and solutions

Working through Community Renewal to create a sustainable framework for the future in Rosebud West including implanting the new Local Action Plan.

Implementing and reviewing a range of social policies and plans i.e. Food Access Policy and facilitating opportunities for cross department participation.

Updating relevant community information i.e. Housing and Information brochure, Disability Resources Directory

Re-establishing the Disability Consultative Committee for the Shire.

Leading the development of a Beach Access Policy.

Specific allocations have been made in Priority Projects for:

- Police Point Houses \$30K
- Interface Municipalities Community Services Group \$10K
- Mobility Maps \$30K
- Opening of the Hastings Community Hub \$5K
- Responsible Gaming Policy \$5K
- Triple A Housing Policy \$25K
- Disability Action Plan \$15K
- Community Network of Welfare Services \$3K
- Municipal Health and Well Being Implementation Plan \$30K
- Reconciliation Action Plan \$30K
- Food Access Plan \$20K
- Neighbour Day Rosebud West \$6K
- Music and social change workshops \$20K

Fees and Charges Impact

No fees and charges are relevant to this area.

Strategic Plan Impact

The success of the Unit's operations will in turn be judged by the relative success and performance of the various areas within the Team. The various Strategic Plan impacts stated within the Directorate areas are relevant to the Director's area however because the Directorate incorporates Social Planning, the links to the Strategic Plan are as follows –

Goal	Key Outcomes
Goal 3 Creating safe, healthy and engaged communities	<ul style="list-style-type: none">• A creative culturally enriched community• Optimal health and wellbeing for all ages and abilities• Accessible, valued and well utilised community resources• Planning, developing and maintaining community assets• An active connected and informed community• A safe and supportive community
Goal 5 Being responsive, accountable and forward looking	<ul style="list-style-type: none">• Quality service• Quality people• Good governance• Effective leadership, advocacy & engagement

GOVERNANCE AND CORPORATE SUPPORT

Activities

The **Governance and Corporate Support Unit** is responsible for ensuring that our governance processes are professional, accountable and transparent, and comply with legal and statutory requirements, that we have a clear and positive focus on risk management, and that our customer services are friendly, helpful and responsive to community needs.

The **Governance** team is responsible for ensuring that Council satisfies all its legislative requirements in relation to the function of the Council, including Council meeting arrangements, agendas and minutes for meetings, and all aspects of dealing with the Council. Council is an 'entity' of the State Government so it has some very strict meeting rules and guidelines to follow.

Risk Management and Insurances

Council has a large range of insurance requirements, including:

- Public Liability (to cover the Shire when accidents occur on Shire facilities)
- Professional Indemnity (to cover the Shire if a Council officer gives incorrect advice to a ratepayer)
- Motor Vehicle (to cover our large fleet of vehicles and plant)
- Building (to cover Shire buildings and assets against loss through fire or other damage)

Our focus and responsiveness to risk is focused at not only reducing insurance claims and premium costs, but mostly on having a safe, health environment for our community to enjoy.

Customer Service

Customer Service staff provide the 'front of house' reception at the main offices; they are the people that answer the main telephone number, provide our cashiering function. They also do many other jobs, including issuing cat collection cages, disabled parking permits, animal registrations, bin maintenance and invoicing and boat ramp permits. The purchasing administration duties are included within the customer service team.

Budget

Net Cost by Team (\$'000)	Adopted Budget 2010/11	Forecast 2010/11	Budget Year 1 2011/12	Variance to Bgt 2010/11	Variance to Fcst 2010/11
Governance, Governance Operations	(881)	(877)	(944)	(63)	(68)
Governance, Councillors	(929)	(929)	(966)	(37)	(37)
Governance, Hall Keepers	(271)	(276)	(283)	(12)	(7)
Customer Services	(1,611)	(1,580)	(1,703)	(92)	(123)
Insurances	(262)	(261)	(301)	(39)	(39)
Manager Governance and Corporate Support	(276)	(254)	(305)	(29)	(51)
Operating Surplus / (Deficit)	(4,230)	(4,177)	(4,502)	(272)	(325)

Net Cost by Classification (\$'000)	Adopted Budget 2010/11	Forecast 2010/11	Budget Year 1 2011/12	Variance to Bgt 2010/11	Variance to Fcst 2010/11
Revenue					
User Fees	879	975	932	53	(43)
Internal Income	263	265	281	18	16
Total Revenue	1,143	1,241	1,213	71	(27)
Expenses					
Employee Costs	2,844	2,819	2,975	(131)	(156)
Materials and Services	1,451	1,460	1,567	(115)	(107)
Other Expenses	558	615	598	(40)	17
Internal Expenditure	520	525	576	(57)	(51)
Total Expenses	5,373	5,418	5,715	(342)	(297)
Operating Surplus / (Deficit)	(4,230)	(4,177)	(4,502)	(272)	(325)

Financial Impact

The net cost of \$4,502K is an increase of \$272K to last year's budget and \$325K to forecast.

Major variations include:

- **Governance Operations** – Increase in equipment hire (\$35k) and subscriptions (\$15k).
- **Councillors** - Work cover premium for Councillors included for the first time. In addition, increases in recharges have contributed to the result.
- **Insurances** – Primarily increases in Professional Indemnity and Public Liability insurance premiums (\$32k) and increases across all other policies.
- **Customer Service** – increase in salaries due to the usual staffing increases. In addition, animal contributions levy to State Government increase of (\$31k) and whilst offset by increased registration fees, the overall fee income is favourable by a lesser amount of \$18k.
- **Manager Governance and Corporate Support** – Increase primarily due to the impact of staffing costs.

Resources Impact

FTE	Perm't (\$ '000)	Casual (\$ '000)	O/time (\$ '000)	Agency Labour (\$ '000)	Other (\$ '000)	W/cover (\$ '000)	Total Costs (\$ '000)
39.98	2,822	10	40	-	31	71	2,975

The staff establishment remains unchanged.

Key Deliverables

- Agendas, minutes and servicing of approximately 100 formal Council and Committee meetings by the Governance team and the Hallkeeping team servicing up to 6,000 internal meetings and activities at the Shire's offices in Rosebud, Mornington and Hastings.
- Resourcing the Audit Committee for six meetings per year and reporting to Council the recommendations of the Audit Committee.
- Resourcing the Cemetery Trust for four meetings per year.
- The Customer Service team answering around 240,000 telephone calls annually, with 80 percent of those calls answered in less than 20 seconds.

- Providing service to 60,000 walk-in customers at each of the Shire's four Customer Service Centres.
- Receipting 90,000 payments made 'in person' at each of the Customer Service Centres.
- Mailing new resident kits to 3,000 new residents to the Shire.
- Issuing 28,000 animal registrations annually, receipting the payments and managing the database.
- Providing insurance and risk management services to the Shire and developing initiatives and risk management practices to provide a safer community for the Shire's residents and contain insurance premium increases.

New Initiatives

- Much of the coming year will be focused on continuing our emphasis on proactive risk management including Conducting 'Ethics and Integrity Training' compulsory training workshops for team members and the monitoring of legislation compliance and delegations.
- Reviewing options for electronic agendas and documents to a range of stakeholders including Councillors, staff and community aimed at sustainable practices.
- Continued focus on our procurement, including the new web based Computron Procurement Portal, tendering and contracts management and developing a range of preferred suppliers through agency tendering with MAV Procurement and Procurement Australia.
- Within the customer service team reviewing the way in which we manage the increasing number of incoming emails from the public, and reviewing the way service requests can be lodged electronically,

Specific allocations have been made in Priority Projects for:

- Electoral Representation Review \$45K - to be conducted by the Victorian Electoral Commission in the first half of the financial year.

Fees and Charges Impact

The State Government Animal Contributions Levy for dogs and cats has increased by a total of \$31k, and whilst the fees have been increase to recoup that levy, the net effect to the Shire of increased animal fees is \$18k or around 2.5 percent.

Strategic Plan Impact

The provision of a competent Governance function will ensure that the Council is responsive and accountable to the community. The operations of this area links directly to the Shire's Strategic Plan as follows –

Goal	Key Outcomes
Goal 3 Creating safe, healthy and engaged communities	<ul style="list-style-type: none"> • A safe and supportive community
Goal 5 Being responsive, accountable and forward looking	<ul style="list-style-type: none"> • Quality service • Quality people • Good governance • Effective leadership, advocacy & engagement

PROPERTY AND VALUATIONS

Activities

The **Property and Valuations Unit** acquires, disposes, co-ordinates and manages the property portfolio of the Shire. It also manages the property valuation process.

The **Property** team is responsible for providing the Council with timely and quality advice relevant to the management of the Shire's property portfolio, including the leasing, licensing, acquisition and disposal of property. The Shire's property portfolio consists of some 3,000 land parcels and 600 buildings.

Whilst the Property team is responsible for ensuring that each tenant has a current lease, licence or rental agreement in place, most of the tenants are groups with a community or sporting focus, and are directly managed by other areas of Council, who act as the 'notional landlord'. The Property team provides direct advice and support to notional landlords as necessary and is solely responsible for all commercial tenancies.

The **Valuations** team is responsible for all aspects of property valuation, including General revaluation, supplementary valuations, valuation objections, asset valuations and any other valuation requirements. The Shire's valuation base comprises approximately 90,000 private properties and approximately 3,000 Shire properties, all of which must be valued at least bi-annually for either rating, or legislative and insurance purposes.

Budget

Net Cost by Team (\$'000)	Adopted Budget 2010/11	Forecast 2010/11	Budget Year 1 2011/12	Variance to Bgt 2010/11	Variance to Fcst 2010/11
Property Strategy	4,403	4,402	4,614	212	212
Property Operations	856	963	941	85	(21)
Property Disposal	-	(65)	(60)	(60)	5
Valuations	(506)	(302)	(449)	56	(147)
Manager Property and Valuation	(183)	(183)	(195)	(12)	(11)
Operating Surplus / (Deficit)	4,571	4,815	4,852	281	37

Net Cost by Classification (\$'000)	Adopted Budget 2010/11	Forecast 2010/11	Budget Year 1 2011/12	Variance to Bgt 2010/11	Variance to Fcst 2010/11
Revenue					
User Fees	1,939	2,215	2,116	177	(100)
Internal Income	4,654	4,654	4,861	207	207
Total Revenue	6,593	6,869	6,977	384	108
Expenses					
Employee Costs	1,338	1,279	1,399	(61)	(120)
Materials and Services	401	491	380	20	111
Other Expenses	84	84	148	(63)	(63)
Internal Expenditure	199	199	197	2	2
Total Expenses	2,022	2,054	2,125	(103)	(71)
Operating Surplus / (Deficit)	4,571	4,815	4,852	281	37

Financial Impact

The net surplus of \$4,852K has increased by \$281K from last year's budget and \$37K to forecast.

Major variations include:

- **Property Strategy** – Council's property portfolio has been reviewed for recharge purposes and resulted in a favourable increase of \$207K. The property recharge is a notional rental cost allocated to Council property for Competitive Neutrality purposes, and is a non cash item.
- **Property Operations** – whilst there are some small changes on the expenditure side, the significant change is that property rental income will generate an additional \$75K as income is adjusted as per lease arrangements. In addition, bathing box rental fees are expected to increase by \$12K.
- **Property Disposal** – expenses relating to the consideration of the Mt Martha Quarry for disposal (\$60k).
- **Valuations** – primarily due to an improvement in income for the sale of valuation data to the State Revenue Office and other authorities (reduction of \$56k to 2010/11 budget)

Resources Impact

FTE	Perm't (\$ '000)	Casual (\$ '000)	O/time (\$ '000)	Agency Labour (\$ '000)	Other (\$ '000)	W/cover (\$ '000)	Total Costs (\$ '000)
15.63	1,371	-	1	-	0	27	1,399

The staff establishment remains unchanged.

Key Deliverables

- Management of the lease and licences portfolio – 600+ leases/licences/permissive occupancies and approximately 800 bathing boxes.
- The acquisition and disposal of any property on the Council's behalf.
- Continuation of the 2012 General Revaluation (effective from 1 January 2012 and for use in the 2012/13 rating year)
- From a policy perspective, an occupancy policy for Yacht/Sailing Clubs is being developed for Council consideration in 2011/12 our Boatshed and Bathing Box Policy will be reviewed.
- The Strategic Review of Council property holdings is continuing, and any outcomes will be reported back to Council.

New Initiatives

The development of a property acquisition policy and a standard licence agreement for bathing box owners will be submitted to Council for consideration in 2011/2012.

Fees and Charges Impact

Commercial leases and rentals are based on commercial rental agreements and are adjusted in line with the requirements of the lease. Community Group tenancies are based on subsidised rental, or policies which cover the area and specify the return.

The charge for bathing boxes is proposed to increase from \$330.90 to \$348.

Strategic Plan Impact

The operations of this area links directly to the Shire's Strategic Plan as follows –

Goal	Key Outcomes
Goal 3 Creating safe, healthy and engaged communities	<ul style="list-style-type: none">• Accessible, valued and well utilised community resources
Goal 5 Being responsive, accountable and forward looking	<ul style="list-style-type: none">• Responsible financial management

INFORMATION SERVICES

Activities

The **Information Services Unit** manages the computer technology, telecommunications, email, GIS and the storage and archive systems for the Shire.

Information Technology is responsible for the provision, support, maintenance and the security of IT and communications systems across the whole organisation. Components include network and internal communications, email, application servers and storage, desktop computing, and telephone infrastructure. Software distribution, version maintenance and upgrades, together with testing and the responsibility for the strategic planning and development of Business Continuity and Disaster Recovery programs round out the services provided.

The **Records Management** team manages the Shire's correspondence function, including the electronic capture and distribution of inwards correspondence, and physical file storage and archiving. The Corporate Information System has been implemented, enabling the storage of all corporate information. Future developments include workflow, advanced scanning and integration with other corporate systems.

The **Geographic Information Systems (GIS)** team continues to develop increased mapping and related functionality across the organisation, and adds value by rolling out integration between GIS and a range of corporate systems.

Budget

Net Cost by Team (\$'000)	Adopted Budget 2010/11	Forecast 2010/11	Budget Year 1 2011/12	Variance to Bgt 2010/11	Variance to Fcst 2010/11
I.T. Operations	(1,285)	(1,274)	(1,441)	(156)	(167)
Geographic Information System (GIS)	(393)	(379)	(396)	(3)	(17)
Records Management	(238)	(258)	(244)	(6)	14
Manager Information Services	(168)	(174)	(172)	(4)	2
Operating Surplus / (Deficit)	(2,084)	(2,084)	(2,253)	(168)	(168)

Net Cost by Classification (\$'000)	Adopted Budget 2010/11	Forecast 2010/11	Budget Year 1 2011/12	Variance to Bgt 2010/11	Variance to Fcst 2010/11
Revenue					
Statutory Fees and Fines	2	2	2	-	-
User Fees	17	17	18	0	0
Internal Income	2,205	2,241	2,438	233	196
Total Revenue	2,224	2,261	2,457	233	197
Expenses					
Employee Costs	1,937	1,945	2,025	(88)	(80)
Materials and Services	2,096	2,109	2,398	(302)	(289)
Other Expenses	20	36	22	(1)	14
Internal Expenditure	256	256	265	(10)	(10)
Total Expenses	4,308	4,345	4,710	(402)	(365)
Operating Surplus / (Deficit)	(2,084)	(2,084)	(2,253)	(168)	(168)

Financial Impact

The net cost of \$2,253K is an increase of \$168K over last year's budget and forecast. It should be noted however that additional to this, some \$199k has been allocated via IT recharge to that balance of the operation. The \$168k is essentially costs that are 'not avoidable' and are therefore absorbed as a cost of 'governance'.

Major variations include:

- **IT Operations** – Significant increases in maintenance and support, particularly Microsoft licensing, in particular for new versions of Microsoft SQLServer (Microsoft licencing overall has increased by more than \$110k per annum). The diverse nature of the growing software environment, our desire to deliver more information externally through internet links and library services and vendor upgrades have finally brought to an end the usefulness of the version of SQLServer we have used for more than ten years. Increases in other software maintenance (including a planned increase in Objective/ Kofax software of \$48k have also impacted).

Resources Impact

FTE	Perm't (\$ '000)	Casual (\$ '000)	O/time (\$ '000)	Agency Labour (\$ '000)	Other (\$ '000)	W/cover (\$ '000)	Total Costs (\$ '000)
23.50	1,935	46	5	-	0	39	2,025

The staff establishment remains unchanged.

Key Deliverables

- Support and maintenance and the security of 750+ PCs
- Support and maintenance of the storage and server infrastructure that hosts over 65 applications and back-office systems, and protection of the network and its data from malicious attack
- Business Continuity and Disaster Recovery planning to minimise the risk of data loss due to events beyond our control
- The storage and retrieval of information (a) delivered to the Shire as inwards correspondence, and (b) generated across the entire organisation during the day-to-day execution of Councils many services
- Management of FOI requests.

- Development of Geographical Information Systems solutions for users and the community.

New Initiatives

Much of the coming year will be focused on maintaining the existing environment, however, there are a couple of new projects commencing, such as the upgrade of the aging analogue telephone system to a new digital (Voice over IP or VoIP) system. Whilst the recurrent costs of this project are unlikely to be materially different to current expenditure incurred on phones, there will be one-off tender and project managing expenses of \$44k reflected in the Priority Works budget.

A major corporate system is also in line for a significant upgrade, for which the one-off implementation costs of \$88k are also in the Priority Works budget. Other Priority Works expenditure is for existing programs.

Fees and Charges Impact

The only specific charges are for Freedom of Information requests, and these are specified under legislation.

Strategic Plan Impact

The successful provision of Information and IT services will ensure that the balance of the organisation is appropriately technically resourced to competently deliver its services to the community, and links directly to the Shire's Strategic Plan as follows –

Goal	Key Outcomes
Goal 5 Being responsive, accountable and forward looking	<ul style="list-style-type: none"> • Quality service • Good governance

FINANCE

Activities

The **Finance Unit** is responsible for all budgeting, accounting, payroll and revenue collection functions of the Shire.

Financial Accounting is responsible for the preparation of the Shire's Annual Financial Statements and Audit in accordance with the Local Government Act and Australian Accounting Standards and a range of other accounting services such as Accounts Payable, Treasury, and Fixed Asset Registers.

Management Accounting manages the Shire's Annual Budget, Strategic Resource Plan, monthly internal reporting of financial information and forecast analysis to the rest of the organisation. Co-ordination of the "Monthly Report to the Community", preparation of subsidy claims and the development of labour budgets are other important functions.

Payroll processes a fortnightly payroll for approximately 1,200 staff including the management of superannuation, tax and other deductions.

Revenue Management team is responsible for the issue and collection of Council Rates and Sundry Debtors. Each year in July/August, more than 94,000 annual rate notices are mailed to all rateable properties within the Shire, who can either pay in full or by instalment. The Revenue Management team also manages the collection of sundry debtors, Shire's property database and voters roll.

Budget

Net Cost by Team (\$'000)	Adopted Budget 2010/11	Forecast 2010/11	Budget Year 1 2011/12	Variance to Bgt 2010/11	Variance to Fcst 2010/11
Financial Accounting	(459)	(452)	(473)	(15)	(22)
Payroll, Payroll Operations	0	8	0	0	(8)
Payroll, Employee Overheads	-	-	-	-	-
Management Accounting	(149)	(161)	(163)	(14)	(3)
Revenue Management (Rates)	(1,474)	(1,474)	(1,591)	(117)	(117)
Plant and Equipment	102	102	93	(9)	(9)
Manager Finance	-	0	0	0	(0)
Operating Surplus / (Deficit)	(1,980)	(1,976)	(2,134)	(154)	(158)

Net Cost by Classification (\$'000)	Adopted Budget 2010/11	Forecast 2010/11	Budget Year 1 2011/12	Variance to Bgt 2010/11	Variance to Fcst 2010/11
Revenue					
Statutory Fees and Fines	140	150	130	(10)	(20)
User Fees	1,424	1,397	1,433	9	36
Internal Income	3,091	3,144	3,227	135	83
Total Revenue	4,656	4,690	4,789	134	99
Expenses					
Employee Costs	2,253	2,263	2,410	(156)	(147)
Materials and Services	3,602	3,624	3,702	(101)	(79)
Other Expenses	148	150	154	(6)	(4)
Internal Expenditure	633	630	658	(24)	(28)
Total Expenses	6,636	6,666	6,924	(288)	(257)
Operating Surplus / (Deficit)	(1,980)	(1,976)	(2,134)	(154)	(158)

Financial Impact

The net cost of \$2,134k is an increase of \$154k to last year's budget and \$158k to forecast.

Major variances are –

- **Financial Accounting** - Increase of \$15K to last year's budget and \$21K to forecast. The variation to last year's budget is due to annual labour cost increments and internal recharges which are partially recovered from other users.
- **Payroll Operations** - When the recharge recovery (\$229K) is backed out, the costs have increased by of \$12K to last year's budget and \$20K forecast, which is due to annual labour cost increments and a provision for a payroll system audit.
- **Employee Overheads** - Employee costs for Annual Leave, Long Service Leave and Superannuation are fully recovered from departmental employee cost budgets.
- **Management Accounting** – Increase of \$14K to last year's budget and an increase of \$3K to forecast. When the recharge recovery (\$345K) is backed out, the costs have increased by net \$42K to last year's budget. The variation to last year's budget is due to annual labour cost increments and internal recharges which are partially recovered from other users.
- **Revenue Management (Rates)** - Increase of \$117K to last year's budget and forecast. The major reason for the variation to last year's budget is due to annual labour cost increments and the increase of 0.5FTE to assist with managing workloads. Postage and stationary has also increased due to growth in ratable properties and internal recharges which are partially recovered from other users. In addition, a small decrease in Land Information Certificate income, primarily due to real estate activity has been budgeted for.
- **Plant and Equipment** – Increase \$9K to last year's budget and forecast. This is primarily based on the assumption that vehicles are progressively being replaced by more fuel efficient and cost-efficient vehicles however, it is anticipated that fuel costs will remain relatively high during 20011/12. A provision has been made for a the Plant Management system to be upgraded to meet the requirements of the Auditor-General's report and provide more comprehensive information for the management of Council's motor vehicle fleet. The \$93K surplus is off-set by the annual depreciation charge (not accounted for in this budget format).
- **Finance Management** – No variation to last year's budget or forecast. This cost centre is apportioned over other Finance functions and variations are not material. When the recharge recovery (\$238K) is backed out, the costs have not materially changed to last year's budget.

Resources Impact

FTE	Perm't (\$ '000)	Casual (\$ '000)	O/time (\$ '000)	Agency Labour (\$ '000)	Other (\$ '000)	W/cover (\$ '000)	Total Costs (\$ '000)
25.48	2,014	43	-	-	297	56	2,410

The staff establishment has increased by 0.5 FTE. An additional resource has been provided in Revenue Management team to manage additional workloads associated with growth in rateable properties, sundry debtors and special charge schemes. In addition, 0.5 FTE has been included to manage additional workloads associated with the implementation of Green Waste Bins, noting that the associated costs have been included in the Renewable Resources budget.

Key Deliverables

- Issue of 94k+ annual rate notices (of which 40% will pay by quarterly installment – consistent with last year).
- Issue of 58,000 sundry debtor invoices (small increase on 2010/11).
- 7500 'changes in ownership' processed and 12,500 'other' property database changes (ie. Non-resident change of address/death of owner/bins/animals etc.)
- 2,600 supplementary rates notices processed.
- 35,500 invoices for payment
- The 'usual' payroll services
- The 'usual' budget/financial statement/external audit processes

New Initiatives

Much of the coming year will be focused on upgrading and improving financial reporting systems across the unit, including Technology One CI upgrade (Property/Rates) and Computron (Core Finance system) reporting modules.

Specific allocation has been made in Priority Projects for the provision of matching funding for any successful grant applications (\$200k). This allocation is 'managed' by Finance, but for the whole of Council.

Fees and Charges Impact

No fee change can be made because they are prescribed by regulation.

Strategic Plan Impact

The provision of a competent Finance function will ensure that the Shire's finances are managed appropriately and in accordance with regulations and legislative requirements. The operations of this area link directly to the Shire's Strategic Plan as follows –

Goal	Key Outcomes
Goal 5 Being responsive, accountable and forward looking	<ul style="list-style-type: none"> • Quality service • Responsible financial management

DIRECTOR SUSTAINABLE ORGANISATION

Activity

This area recognises the role of the Director in providing leadership and direction to the Group.

Budget

Net Cost by Team (\$'000)	Adopted Budget 2010/11	Forecast 2010/11	Budget Year 1 2011/12	Variance to Bgt 2010/11	Variance to Fcst 2010/11
Director Sustainable Organisation	(449)	(459)	(472)	(23)	(13)
Operating Surplus / (Deficit)	(449)	(459)	(472)	(23)	(13)

Net Cost by Classification (\$'000)	Adopted Budget 2010/11	Forecast 2010/11	Budget Year 1 2011/12	Variance to Bgt 2010/11	Variance to Fcst 2010/11
Expenses					
Employee Costs	365	376	382	(17)	(6)
Materials and Services	10	15	10	(0)	5
Other Expenses	15	9	15	-	(6)
Internal Expenditure	59	59	64	(6)	(6)
Total Expenses	449	459	472	(23)	(13)
Operating Surplus / (Deficit)	(449)	(459)	(472)	(23)	(13)

Financial Impact

The net cost of \$472K is an increase of \$23K to last year's budget and \$13K to forecast.

Increases are primarily due to normal increases in operational cost, including the usual employee cost Award and EBA increases.

Resources Impact

FTE	Perm't (\$ '000)	Casual (\$ '000)	O/time (\$ '000)	Agency Labour (\$ '000)	Other (\$ '000)	W/cover (\$ '000)	Total Costs (\$ '000)
3.00	375	-	-	-	0	7	382

The staff establishment remains unchanged.

Key Deliverables

The role of the Group can simply be expressed as being to ensure that all areas of Council (including Councillors) has the tools and support services necessary to achieve their goals.

In more detail, this means that

- we comply with all legislative and governance processes as required by Act and regulation
- we plan pro-actively to reduce our risk exposure for both our staff and our community
- our customer service is friendly, informative and useful in addressing issues and concerns
- that we manage and report on our financial affairs in an accurate and timely manner
- our processes for collection and recovery of debts is thorough, and yet considerate of all issues
- our property is managed in a responsible way
- our internal systems and processes add productively to our service delivery.

The role of the Director is to see that this occurs.

New Initiatives

No specific new initiatives are proposed.

Fees and Charges Impact

No fees and charges are relevant to this area.

Strategic Plan Impact

The success of Directorate operations will in turn be judged by the relative success and performance of the various areas within the Directorate. The Strategic Plan impacts stated within the Directorate areas are relevant to the Director's area however key links to the Strategic Plan include –

Goal	Key Outcomes
Goal 5 Being responsive, accountable and forward looking	<ul style="list-style-type: none">• Quality service• Quality people• Good governance• Effective leadership, advocacy & engagement• Responsible financial management

COMMUNICATIONS

Activities

The **Communications Unit** is responsible for co-ordinating communication between staff and with the wider community. The unit manages media relations for the Shire, including preparation of media releases, organisation and facilitation of press conferences and on-going liaison with local journalists. Communications also work with other units within the organisation and Council to manage the preparation of public functions and events, particularly publicity arrangements to ensure the community is notified about these occasions.

Publications coordinated by the unit include the regular community newspaper 'Peninsula-Wide' and the Shire's Annual Report.

The roles of the Communications Unit are many and varied, but can best be divided into two main sections, External Communications and Internal Communications.

External Communications:

The Communications Unit is responsible for coordinating communications between the Shire and the wider community including: Media Relations, Publicity, Publications, Website, and Event Management.

Internal Communications:

The Communications Unit is responsible for managing communications between the Shire organisation, Council and staff, including: Staff Newsletter, Intranet Site, Photo Library, Shire Logos, Shire gifts.

Budget

Net Cost by Team (\$'000)	Adopted Budget 2010/11	Forecast 2010/11	Budget Year 1 2011/12	Variance to Bgt 2010/11	Variance to Fcst 2010/11
Publications	(421)	(374)	(455)	(34)	(81)
Manager Communications	(478)	(529)	(593)	(115)	(64)
Operating Surplus / (Deficit)	(899)	(903)	(1,048)	(149)	(145)

Net Cost by Classification (\$'000)	Adopted Budget 2010/11	Forecast 2010/11	Budget Year 1 2011/12	Variance to Bgt 2010/11	Variance to Fcst 2010/11
Expenses					
Employee Costs	367	423	482	(115)	(59)
Materials and Services	443	401	476	(33)	(76)
Other Expenses	22	12	17	5	(5)
Internal Expenditure	67	67	72	(6)	(6)
Total Expenses	899	903	1,048	(149)	(145)
Operating Surplus / (Deficit)	(899)	(903)	(1,048)	(149)	(145)

Financial Impact

The net cost is an increase of \$1,048K is an increase of \$149K to last year's budget and \$145K to forecast.

Major variations include:

- **Publications** – an increase in printing and postage of Peninsula Wide, due to an increase in the number of properties (\$34k). In addition, a small increase in the cost and number of producing Peninsula Wide talking tapes has been included.
- **Manager Communications** – the increase is primarily due to an increase in FTE for a new full time position, Online Communications Co-ordinator and an increase to the existing Peninsula Wide editor position as discussed below.

Resources Impact

FTE	Perm't (\$ '000)	Casual (\$ '000)	O/time (\$ '000)	Agency Labour (\$ '000)	Other (\$ '000)	W/cover (\$ '000)	Total Costs (\$ '000)
5.20	472	-	-	-	0	9	482

The staff establishment will increase by 1.2 FTE. This includes the creation of a new position 1FTE, Online Communications Coordinator, to oversee the development of a new Shire website and explore a range of online communication tools for engaging with and communicating to residents.

Following a restructure of responsibilities within the unit, the Peninsula Wide editor position will increase from 0.4 to 0.6 EFT. Peninsula Wide will be re-tendered in 2011/12.

Key Deliverables

- 7 'standard' editions of Peninsula Wide and a 'special' edition (the same level of Peninsula Wide Production as 2010/11)
- Redevelopment of the Shire web site, including more 'youth friendly' content
- Development of an online communications strategy and policy
- Media training for new Councillors and senior officers as required
- Continuation of the "Continuing the Climate Change Conservation" newsletter
- Production of the Shire's Annual Report

New Initiatives

Much of the coming year will be focused on reviewing the way we communicate with our community, including redeveloping the Shire website to allow for better online engagement.

Council's objective, both in communicating with and engaging with our communities, is to 'connect with them' on matters of importance to them, on a timely basis. The challenge, across a geographically large, socio-economically diverse municipality in which different generations wish to be communicated with/engaged with in very different ways, is that "when you try to reach everyone, you reach no-one".

2011/12 will see us continuing to develop new responses to new challenges (eg facebook pages), while continuing to use traditional tools (e.g. Peninsula Wide) which for some, remain the preferred form of communications.

Specific allocations have been made in Priority Projects for:

- New Website \$60K

Fees and Charges Impact

No fees and charges are relevant to this area.

Strategic Plan Impact

The provision of an effective Communications function will ensure that residents and ratepayers are well informed on current and up coming events and activities, and that the community is generally well informed of the Shire's actions and directions. This area most directly relates to the Shire's Strategic Plan as follows –

Goal	Key Outcomes
Goal 5 Being responsive, accountable and forward looking	<ul style="list-style-type: none">• Effective leadership, advocacy & engagement

TEAM SUPPORT AND DEVELOPMENT

Activities

The **Team Support & Development Unit** provides advice and guidance on people related issues at the Shire.

The purpose of the unit is to ensure that the Shire has the people with the skills necessary to deliver its 100+ services in 42 work locations across the 720 square kms of the Shire. TS&D develops and maintains an organisational culture that supports the Peninsula Way, enhances the Shire as an employer of choice and builds a sustainable skills and knowledge base.

The five key areas of responsibility are:

- **Strategic People Management** - focusing on long term people planning, employee relations, workforce planning and management of sick and carer's leave so the Shire can deliver its Strategic Plan commitments
- **Occupational Health & Safety** – focusing on risk management and injury management, ensuring that all staff understand and take responsibility for safety in the workplace, particularly for their own health and well being. It also provides support for staff to return to work as soon as possible after an injury.
- **Attraction and Retention** – focusing on recruitment, selection, rewards and recognition, and specifically assisting in the development of position descriptions, the recruiting of new employees and management of employee contracts
- **People Development** – Learning & Development programs include corporate wide programs, specific skill based learning across the great variety of professions within the organisation and support for tertiary education. Traineeships provide an opportunity for local residents to gain experience in a professional working environment so as to help them develop their aspirations and improve their chances of gaining permanent employment.
- **Team Development** facilitates the best practice review program and supports initiatives to improve the way the Shire delivers services to the community.

Budget

Net Cost by Team (\$'000)	Adopted Budget 2010/11	Forecast 2010/11	Budget Year 1 2011/12	Variance to Bgt 2010/11	Variance to Fcst 2010/11
Occupational Health and Safety	(212)	(254)	(212)	(0)	42
Workcover and Rehabilitation	(221)	(192)	(162)	59	30
Long Term Workcover Payments	(0)	(0)	-	0	0
Traineeships	(233)	(227)	(248)	(15)	(21)
Staff Training	1	84	(16)	(16)	(100)
Attraction and Retention	(284)	(418)	(385)	(101)	33
Team Development	(50)	(50)	(53)	(2)	(3)
Program and Process Review	(126)	(152)	(148)	(22)	4
Manager Team Support and Development	(62)	(110)	(66)	(3)	44
Operating Surplus / (Deficit)	(1,188)	(1,318)	(1,290)	(102)	28

Net Cost by Classification (\$'000)	Adopted Budget 2010/11	Forecast 2010/11	Budget Year 1 2011/12	Variance to Bgt 2010/11	Variance to Fcst 2010/11
Revenue					
User Fees	42	148	172	130	24
Contributions	-	1	-	-	(1)
Grants - Recurrent	19	19	20	1	1
Internal Income	1,201	1,201	1,313	112	112
Total Revenue	1,261	1,369	1,505	244	136
Expenses					
Employee Costs	1,368	1,532	1,486	(119)	46
Materials and Services	411	540	570	(159)	(30)
Other Expenses	478	414	525	(47)	(111)
Internal Expenditure	193	201	214	(21)	(13)
Total Expenses	2,449	2,687	2,795	(345)	(108)
Operating Surplus / (Deficit)	(1,188)	(1,318)	(1,290)	(102)	28

Financial Impact

The net cost of \$1,290K is an increase of \$102K to last year's budget and a decrease of \$28K to forecast.

Major variations include:

- **Workcover and Rehabilitation** - decrease in the rehabilitation/long term sick leave salaries.
- **Attraction and Retention** – primarily due to increases in the cost of mandatory advertising for job vacancies (\$62k) and an increase in support for staff pursuing tertiary and external studies (\$50k).
- **Program and Process Review** – an increase of \$16K towards an external review of the Best Practice review process.
- **Occupational Health and Safety** – an increase to the paid parental leave program \$58K offset by a reduction in the employee overheads workcover cost (-\$63k)

Resources Impact

FTE	Perm't (\$ '000)	Casual (\$ '000)	O/time (\$ '000)	Agency Labour (\$ '000)	Other (\$ '000)	W/cover (\$ '000)	Total Costs (\$ '000)
13.80	1,253	0	-	-	208	25	1,486

The staff establishment remains unchanged. The 'Other' expenditure of \$208k represents the cost of paid parental leave.

Key Deliverables

- Manage up to 50 traineeship places for local young people
- Positively engage with 3,000 job applicants applying for 120 vacant positions
- Provide 50 training and development programs for a total of 2800 participants and support a further 40 staff undertaking tertiary study.
- Facilitate 10 Peninsula Way Best Practice Reviews and support all teams in their performance improvement programs

- Coordinate the health, safety and workcover function and maintain high standards of safety and risk management
- Plan for the staffing of the organization and provide specialist advice, staff policies, guidance and reports on a range of employee and industrial relations matters.

New Initiatives

Much of the coming year will be focused on reviewing the existing policy framework, including updating twenty of the policies that support good people management throughout the organisation. Specific amendments will be required due to legislative changes in, for example, the Equal Opportunity Act, which will also be supported by targeted training.

Specific allocations have been made in Priority Projects for extra equipment such as automatic defibrillators in high volume public facilities, as recommended by the Shire's Occupational Health and Safety Steering Committee (\$10K).

Fees and Charges Impact

No specific fees are applicable to this area. User fee income is the reimbursement of long term workcover payments.

Strategic Plan Impact

The provision of effective people and team development functions will ensure that the Shire is appropriately resourced with competent staff and that those staff are encouraged to develop and expand their skills as needs change.

The operation of this area links directly to the Shire Strategic Plan as follows -

Goal	Key Outcomes
Goal 5 Being responsive, accountable and forward looking	<ul style="list-style-type: none"> • Quality people • Quality service

CORPORATE PLANNING AND PROJECTS

Activities

The **Corporate Planning and Projects Unit's** key responsibilities are:

- The development and ongoing review of the Shire Strategic Plan and the organisation's Annual Plan.
- The facilitation of the business planning, performance measurement and reporting process across the organisation,
- Continuously improving the Shire's community engagement practices,
- Coordinating and implementing a variety of cross-organisational projects at the corporate level, and
- Provision of high-level administrative and strategic support to Council and the Chief Executive Officer.

The Shire Strategic Plan contains the Shire's mission, vision and values. Five goals relating to Place, Environment, Community, Economy and Governance provide the framework for the strategic approach the Shire will take to deliver services to the Community. Specific themes that have an impact across all five goals, such as climate change, are also identified. A series of objectives and strategies have been identified within the Shire Strategic Plan to ensure that the five identified goals are progressed.

Budget

Net Cost by Team (\$'000)	Adopted Budget 2010/11	Forecast 2010/11	Budget Year 1 2011/12	Variance to Bgt 2010/11	Variance to Fcst 2010/11
Corporate Planning and Projects	(695)	(726)	(868)	(173)	(142)
Operating Surplus / (Deficit)	(695)	(726)	(868)	(173)	(142)

Net Cost by Classification (\$'000)	Adopted Budget 2010/11	Forecast 2010/11	Budget Year 1 2011/12	Variance to Bgt 2010/11	Variance to Fcst 2010/11
Expenses					
Employee Costs	545	549	636	(90)	(87)
Materials and Services	65	86	125	(60)	(39)
Other Expenses	21	15	21	-	(5)
Internal Expenditure	64	76	86	(23)	(10)
Total Expenses	695	726	868	(173)	(142)
Operating Surplus / (Deficit)	(695)	(726)	(868)	(173)	(142)

Financial Impact

The net cost of \$868K is an increase of \$173K to last year's budget and \$142K to forecast.

Major variations include an increase to external professional services for the provision of population data and community consultation relating to the review of the Community Plan, as well as the reallocation of a vehicle from the Statutory Planning to the Unit. In addition, casual salaries have been increased to cover periods of leave within the team.

The Councillor Support team was reallocated to Corporate Planning and Projects during 20010/11.

Resources Impact

FTE	Perm't (\$ '000)	Casual (\$ '000)	O/time (\$ '000)	Agency Labour (\$ '000)	Other (\$ '000)	W/cover (\$ '000)	Total Costs (\$ '000)
6.00	603	20	-	-	(0)	13	636

While no increase to FTE is proposed, provision has been made for casual support.

Key Deliverables

- Annual review of the Shire Strategic Plan
- Development and implementation of the business planning, measurement and reporting framework
- Community Engagement Policy and Guidelines
- National Competition Policy Management
- Community Partnerships program
- Provision of high-level administrative and strategic support to Council and the Chief Executive Officer
- Corporate Projects as required

New Initiatives

Much of the coming year will be focused on continuing to enhance community engagement activities across the organisation.

Specific allocations have also been made in Priority Projects for:

- Community Engagement Policy and Guidelines - \$45K - this work will ensure that the organisation is equipped with the support, tools and knowledge required to continue to undertake innovative and targeted community engagement activities.
- Community Partnership Program - \$65K - which will fund specific projects that focus on building social capital and community resilience as well as those aimed at achieving social, environmental and economic goals by bringing community groups together with the Shire so that there is a sharing of resources, ideas and expectations.
- Best practice review of our community engagement and communications - \$35k - As part of the Shire's commitment to *'doing everything we do the best way it can be done'*, provision has been made to review what we do and how we do it to identify gaps and new opportunities to improve our communications with the community.
- Shire Strategic Plan – review and consultation - \$25K - outlines Council's long term 'big picture' vision, mission and values, embedded in principles of sustainability. Council developed the 2009-2013 Strategic Plan through extensive consultation with the community. \$25K will contribute towards the review and consultation process for this financial year.
- Performance Manager Software Implementation - \$22K - the implementation of software to facilitate streamlining of the organisations business planning and reporting processes.
- The Ranelagh Conservation Management plan - \$18K - is a working document that sets the strategic direction of preserving and maintaining the unique character of the Ranelagh Estate in Mt Eliza. This project will work towards implementation of the plan including conserving heritage values, management vegetation, internal and road reserves and enhancing access and use of the estate.

Fees and Charges Impact

No fees and charges are relevant to this area.

Strategic Plan Impact

Whilst having responsibility for facilitating implementation of the Shire Strategic Plan, Corporate Planning and Development contributes most substantially to Goal 5, Being responsive, accountable and forward looking.

Goal	Key Outcomes
Goal 5 Being responsive, accountable and forward looking.	<ul style="list-style-type: none">• Quality service• Quality people• Effective leadership, advocacy & engagement

INTERNAL AUDIT

Activities

Internal Audit provides an independent review over the Shire's administrative, financial and operational functions. Its long-term, forward program is based on a current risk assessment of Council's activities.

Internal Audit reports to Council through the Chief Executive and Audit Committee, on:

- Internal Controls within systems and processes – the rigour, reliability and completeness of internal controls;
- compliance with Legislation and regulations and with documented Shire policies & procedures;
- Effectiveness and efficiency of systems, where appropriate;
- Security – the physical and technological security of computer systems, Shire assets and funds.

Internal audit also provides advice to Shire Teams on matters relating to controls and compliance, where necessary.

Budget

Net Cost by Team (\$'000)	Adopted Budget 2010/11	Forecast 2010/11	Budget Year 1 2011/12	Variance to Bgt 2010/11	Variance to Fcst 2010/11
Internal Audit	(0)	(30)	(0)	(0)	30
Operating Surplus / (Deficit)	(0)	(30)	(0)	(0)	30

Net Cost by Classification (\$'000)	Adopted Budget 2010/11	Forecast 2010/11	Budget Year 1 2011/12	Variance to Bgt 2010/11	Variance to Fcst 2010/11
Revenue					
Internal Income	144	144	150	7	7
Total Revenue	144	144	150	7	7
Expenses					
Employee Costs	133	163	139	(6)	24
Materials and Services	5	5	5	(0)	(0)
Other Expenses	2	1	2	-	(0)
Internal Expenditure	4	4	4	0	0
Total Expenses	144	174	150	(7)	23
Operating Surplus / (Deficit)	(0)	(30)	(0)	(0)	30

Financial Impact

There are no major variations from last year's budget.

Resources Impact

FTE	Perm't (\$ '000)	Casual (\$ '000)	O/time (\$ '000)	Agency Labour (\$ '000)	Other (\$ '000)	W/cover (\$ '000)	Total Costs (\$ '000)
1.00	122	-	-	15	(0)	3	139

Key Deliverables

Provision of a forward-planned Internal Audit program based on risk exposure of Council Units and the Shire as a whole. This includes strategic, financial, operational & other risks.

Internal Audit reports highlight observations and recommendations designed to provide a degree of assurance to Council that adequate internal controls and segregation of duties exist, as well as compliance with relevant Acts & policies.

Other matters reported include continuous improvement and operational efficiency.

Special investigations and ad-hoc reviews are conducted as required/requested during the year.

New Initiatives

Internal audit will focus its activities on reviewing functional areas that have not been previously audited, as well as continuing with 'surprise' visits to cash collection areas & other ad-hoc investigations such as reviewing purchase quotations and tendering procedures.

Fees and Charges Impact

No fees and charges are relevant to this area, although internal audit is an internal recharge to the budgets of Shire Teams.

Strategic Plan Impact

In the Shire's Strategic Plan, 'Being Responsive, Accountable and Forward Looking'. At the very top of the Strategic Plan, 'Caring for the Mornington Peninsula and its diverse communities is our mission'.

The various Strategic Plan impacts stated within the Directorate areas are relevant to the CEO's area. The success of CEO's operations will in turn be judged by the relative success and performance of the various Directorates. Shire. Internal audits highlight improvements required in systems and procedures which assist officers in managing business risks and achieving their overall objectives.

THE CEO'S OFFICE

Activities

The **CEO** is the link between the community and the elected Council, and the Council organisation. The CEO's focus is predominantly long term/strategic in nature, ensuring that the organisation is focused on and resourced to respond effectively to the community's needs as expressed by Council and through the Shire Strategic Plan.

Budget

Net Cost by Team (\$'000)	Adopted Budget 2010/11	Forecast 2010/11	Budget Year 1 2011/12	Variance to Bgt 2010/11	Variance to Fcst 2010/11
The CEO's Office	(534)	(531)	(550)	(15)	(19)
Operating Surplus / (Deficit)	(534)	(531)	(550)	(15)	(19)

Net Cost by Classification (\$'000)	Adopted Budget 2010/11	Forecast 2010/11	Budget Year 1 2011/12	Variance to Bgt 2010/11	Variance to Fcst 2010/11
Expenses					
Employee Costs	418	418	431	(13)	(13)
Materials and Services	37	34	34	3	(0)
Other Expenses	11	11	11	-	(1)
Internal Expenditure	68	68	73	(5)	(5)
Total Expenses	534	531	550	(15)	(19)
Operating Surplus / (Deficit)	(534)	(531)	(550)	(15)	(19)

Financial Impact

The net cost of \$550K is an increase of \$15K to last year's budget and \$15K to forecast. This is primarily the result of the usual operating increases.

Resources Impact

FTE	Perm't (\$ '000)	Casual (\$ '000)	O/time (\$ '000)	Agency Labour (\$ '000)	Other (\$ '000)	W/cover (\$ '000)	Total Costs (\$ '000)
2.00	422	-	-	-	0	8	431

The staff establishment remains unchanged.

New Initiatives

No specific new initiatives are proposed.

Fees and Charges Impact

No fees and charges are relevant to this area.

Strategic Plan Impact

At the very top, 'Caring for the Mornington Peninsula and its diverse communities is our mission'. The various Strategic Plan impacts stated within the Directorate areas are relevant to the CEO's area and the success of CEO's operations will in turn be judged by the relative success and performance of the various Directorates within the Shire.



COMMITTED TO A
SUSTAINABLE
PENINSULA

Appendix E

Employee Costs and Staff Establishment

Employee Costs and Staff Establishment

The following table summarises the recent movement in employee costs.

	Adopted Budget 2010/11	Forecast Actual 2010/11	Budget 2011/12	Variance to Bgt 2010/11	Variance to Fcst 2010/11
Employee Costs	53,923	55,412	57,958	(4,034)	(2,546)
Less Capital Recoveries Expenditure	1,592	1,619	1,651	(59)	(33)
Total Employee Costs	52,331	53,793	56,306	(3,975)	(2,513)

Movement in Employee Establishment

The approved employee establishment in last year's budget was 667.62 Full Time Equivalent (FTE) staff.

The recommended employee establishment in this budget is 681.22 FTE staff.

A reconciliation of the variations is as follows –

- Sustainable Environment (+) 4.30 FTE**

Resource	Variance	Reason
Emergency Management Co-ordinator	+ 1.00	To co-ordinate the Shire's emergency management effort – funded by Government subsidy.
School Crossing Supervisors	+ 3.30	Approved increase to establishment during the 2010/11 financial year – to convert all FTE's from annualised to actual in line with the EBA.

- Sustainable Infrastructure (+) 3.40 FTE**

Resource	Variance	Reason
Contracts Co-ordinator SIMS	+ 1.00	To maintain appropriate workload levels for individuals and also to ensure continuation of high quality customer service.
Waste Officer	+ 1.00	Approved increase to establishment during the 2010/11 financial year – funded by reduction in contracts expenditure.
Administrative Officer – Green Waste	+ 0.50	To manage additional workloads associated with implementation of green waste bins – funded from green waste income
Administrative Officer – Green Waste – Customer Service	+ 0.40	To manage additional workloads associated with implementation of green waste bins – funded from green waste income
Administrative Officer – Green Waste – Revenue Management	+ 0.50	To manage additional workloads associated with implementation of green waste bins – funded from green waste income

- **Sustainable Communities (+) 4.20 FTE**

Resource	Variance	Reason
HACC Assessment Officer	+ 1.00	Approved increase to establishment during the 2010/11 financial year – fully funded.
Community Disability Access Planner	+ 0.80	To develop and monitor policies, and action plans which contribute to creating an inclusive and accessible community, focusing on people with disabilities.
Volunteer Program Co-ordinator	+ 0.80	To co-ordinate and facilitate the outcomes of the Volunteering Mornington Peninsula (VMP) program. Currently part funded through priority projects funding.
Maternal and Child Health Nurse	+ 0.60	To assist in meeting the 'Banyule' formula around workloads as stated in the current EBA and to improve relieving options.
Maternal and Child Health Nurse	+ 1.00	To convert casual budget into full time relieving position.

- **Sustainable Organisation (-) 2.50 FTE**

Resource	Variance	Reason
Revenue Management Administration Officer	+ 0.50	To manage additional workloads associated with rateable properties/sundry debtors/special charge schemes.
Mayor and Councillor Support	- 3.00	Team reallocated to Corporate Planning and Projects in the CEO's Office.

- **The CEO's Office (+) 4.20 FTE**

Resource	Variance	Reason
Mayor and Councillor Support	+ 3.00	Team reallocated from Governance and Corporate Support in Sustainable Organisation.
Online Communications Officer	+ 1.00	To implement on-line communications activities.
Peninsula Wide Editor	+ 0.20	To manage the Peninsula Wide magazine.

Each position bid is summarised as follows.

POSITION Emergency Management Co-ordinator	FTE REQUIRED 1.0 FTE
GROUP Sustainable Environment	UNIT Environment Protection Unit
NEED / DELIVERABLES To co-ordinate the Shire's emergency management effort. This position would be a central point for information, develop systems, monitor the Shire's compliance with our various statutory obligations, and promote a consistent response and continuous improvement initiatives from all teams across the Shire. This position supports Goal 3.6.6 of the community plan - To support the Community in times of Emergencies.	
FUNDING Funded by Government Subsidy = \$83K plus vehicle	
CONSEQUENCES OF NOT PROCEEDING Non compliance with legislative requirements and not meeting the community's expectation of support during times of emergency as reported under Goal 3.6.6 of the community plan.	
ALTERNATE STRATEGY Continue as we have been.	

POSITION Contracts Co-ordinator SIMS	FTE REQUIRED 1.0 FTE
GROUP Sustainable Infrastructure	UNIT Infrastructure Maintenance
NEED / DELIVERABLES To ensure compliance with OH&S regulation and reduced risk exposure. Enhanced customer engagement and improved accuracy of asset renewal works delivered through maintenance. Assured compliance with relevant regulations e.g. Road Management Act, Electrical Lines Clearance and enhanced long term strategic planning capacity related to integrating service delivery across SIMS modules.	
FUNDING Requirement from rates = \$86K plus vehicle	
CONSEQUENCES OF NOT PROCEEDING Strategic works performed at expense of daily operational activities or strategic opportunities lost at expense of daily operational activities. Potential risk of compromised services to community through conflicting priorities and as a consequence unhappy community members. Impact on team members health and well being and family. Risk of financial management issues.	
ALTERNATE STRATEGY None	

POSITION Administrative Officer – Green Waste	FTE REQUIRED 0.5 FTE
GROUP Sustainable Infrastructure	UNIT Renewable Resources
NEED / DELIVERABLES To manage additional workloads associated with the implementation of green waste bins.	
FUNDING Funded from Green Waste income - \$33k	
CONSEQUENCES OF NOT PROCEEDING Impact on service level.	
ALTERNATE STRATEGY None	

POSITION Administrative Officer – Green Waste – Customer Service	FTE REQUIRED 0.4 FTE
GROUP Sustainable Infrastructure	UNIT Renewable Resources
NEED / DELIVERABLES To manage additional workloads associated with the implementation of green waste bins.	
FUNDING Funded from Green Waste income - \$25k	
CONSEQUENCES OF NOT PROCEEDING Impact on service level.	
ALTERNATE STRATEGY None	

POSITION Administrative Officer – Green Waste – Revenue Management	FTE REQUIRED 0.5 FTE
GROUP Sustainable Infrastructure	UNIT Renewable Resources
NEED / DELIVERABLES To manage additional workloads associated with the implementation of green waste bins.	
FUNDING Funded from Green Waste income - \$32k	
CONSEQUENCES OF NOT PROCEEDING Impact on service level.	
ALTERNATE STRATEGY None	

POSITION Community Disability Access Planner	FTE REQUIRED 0.8 FTE
GROUP Sustainable Communities	UNIT Social Planning and Community Development
NEED / DELIVERABLES To develop and monitor policies, and action plans which contribute to creating an inclusive and accessible community, focusing on people with disabilities.	
<ul style="list-style-type: none"> • Compliance with the Disability Discrimination Act • Implementation of the Disability Action Plan (a legislative responsibility of Council) • Re-establish and support the Disability Consultative Committee • Ensure that all Council staff are trained and aware of State and Federal legislative obligations (DDA & HREOC) • Planning applications appropriately assessed in relation to access issues • Scooter policy completed and implemented • Beach and water access policy completed and implemented • Major Social Planning Access focus enhanced and strengthened • Better planning and policy development, and a more accessible community • Strong advocacy role to other levels of government 	
FUNDING Requirement from rates = \$68K	
CONSEQUENCES OF NOT PROCEEDING Limited ability to build disability and life stage focus into Shire policy, service development and delivery and implement the Disability Action Plan. Non compliance with Disability Discrimination Act. Disability Consultative Committee become defunct and loss of opportunity for direct Council consultation and advice from expertise within community Limited opportunities to engage with diverse communities and coordinating council approach to Council planning and social development including building and maintaining social capital.	
ALTERNATE STRATEGY None	

POSITION Volunteer Program Co-ordinator	FTE REQUIRED 0.8 FTE
GROUP Sustainable Communities	UNIT Director Sustainable Communities
NEED / DELIVERABLES To co-ordinate and facilitate the outcomes of the Volunteering Mornington Peninsula (VMP) program.	
<ul style="list-style-type: none"> • Increased volunteering and community participation throughout the Peninsula • Stronger and resilient communities on the Mornington Peninsula • A minimum of three major financial/in-kind support relationships for VMP by 30 June 2010 • Positive public profile of volunteering and its benefits increased • Community activities which contribute to building community spirit, inclusion and participation supported • Accredited training for volunteers in place • Rolling calendar of accredited and non accredited training events at various locations around the Peninsula • Regular VMP newsletter introduced • Successes achieved in 2010/11 consolidated • Managers of Volunteer networks on the Peninsula feeling supported • Community feeling supported in negotiating regulatory and legislative requirements 	
FUNDING Requirement from rates = \$61K	
CONSEQUENCES OF NOT PROCEEDING Reduced level of support and leadership in the community.	
ALTERNATE STRATEGY None	

POSITION Maternal and Child Health Nurse	FTE REQUIRED 0.6 FTE
GROUP Sustainable Communities	UNIT Child Youth & Family Care
NEED / DELIVERABLES To meet the Banyule formula in the EBA, 0.4 FTE is required. This will ensure staffing levels of 130 birth notices per FTE are met (we are currently operating at 135 due to increased birth rate in 2009 – 2010). In addition, 0.2 FTE will improve relieving options, particularly to alleviate the stress on operational staffing due to the planned opening on the new Rosebud West M&CH Centre in April 2011. This is an exciting new development but will stress staffing levels.	
FUNDING Requirement from rates = \$54K (noting this will in part be covered by increased funding from the DEECD)	
CONSEQUENCES OF NOT PROCEEDING Failure to comply with the current and future EBA. In addition, pressure on operational levels will lead to non compliance with the service agreement to increase participation rates of children in the M&CH program.	
ALTERNATE STRATEGY This bid follows the approved increase of 0.3 FTE in 2010/11 which due to increases in birth notices was not sufficient to meet requirements.	

POSITION Maternal and Child Health Nurse	FTE REQUIRED 1.0 FTE
GROUP Sustainable Communities	UNIT Child Youth & Family Care
NEED / DELIVERABLES To improve relieving options of full time Maternal and Child Health Nurses. Recruitment and retention of casual M&CH nurses is complex. There is a shortage of qualified M&CH Nurses and currently backfilling is mostly met by permanent part time staff agreeing to work additional hours. There are periods where service levels are reduced due to lack of qualified relief staff and this puts undue pressure on the service to meet operational requirements and fulfill service agreements. This position would help to alleviate this.	
FUNDING Funded by reduction in casual salaries = \$89K	
CONSEQUENCES OF NOT PROCEEDING Continuing difficulty in recruiting and retaining casual M&CH Nurses to provide cover for leave periods and the subsequent failure to meet service agreements and operational requirements.	
ALTERNATE STRATEGY None	

POSITION Revenue Management Admin Officer	FTE REQUIRED 0.5 FTE
GROUP Sustainable Organisation	UNIT Finance
NEED / DELIVERABLES To manage additional workloads associated with rateable properties, sundry debtors and special charge schemes.	
FUNDING Requirement from rates = \$32K	
CONSEQUENCES OF NOT PROCEEDING Impact on service level.	
ALTERNATE STRATEGY None, but will impact on service level.	

POSITION On-line Communications Officer	FTE REQUIRED 1.0 FTE
GROUP The CEO's Office	UNIT Communications
NEED / DELIVERABLES To implement on-line communications activities. This position would drive the development of a new Shire website with a greater focus on interactivity, social media and emerging technologies	
FUNDING Requirement from rates = \$70K	
CONSEQUENCES OF NOT PROCEEDING Existing resources within the Unit are already stretched and cannot devote enough time to online communications.	
ALTERNATE STRATEGY None	

POSITION Peninsula Wide Editor	FTE REQUIRED 0.2 FTE
GROUP The CEO's Office	UNIT Communications
NEED / DELIVERABLES To manage the Peninsula Wide magazine. Peninsula Wide is also due for re-tender in 2011/12 and will require considerable input from other departments and Councillors.	
FUNDING Requirement from rates = \$17K	
CONSEQUENCES OF NOT PROCEEDING Current 2 days a week is not enough for the management of Peninsula Wide.	
ALTERNATE STRATEGY None	

Increase in Employee costs compared to 2010/11

The increase from 2010/11 Budget to 2011/12 Budget of \$3.975m (or 7.6%) is explained by:

• Cost of living adjustments via Enterprise Bargain	(+) \$1,392K
• Other and additional resources	(+) \$1,215K
• Workcover costs	(+) \$464K
• Casual labour	(+) \$319K
• Award Increments	(+) \$242K
• Annual and Long Service Leave	(+) \$212K
• Superannuation	(+) \$163K
• Overtime provision	(+) \$127K
• Parental Leave (maternity leave)	(+) \$ 58K
• Fringe Benefits Tax	(-) \$ 3K
• Capital Recoveries	(-) \$ 59K
• Rehabilitation salaries	(-) \$ 55K
• Agency Labour	(-) \$101K

The most significant increases in employee costs by service unit are summarised below:

		Budget 2010/11 \$'000	Budget 2011/12 \$'000	Variance \$'000
Sustainable Environment	Environment Protection	5,579	6,080	(501)
	Statutory Planning	3,530	3,686	(156)
Sustainable Infrastructure	Infrastructure Maintenance	1,889	2,087	(198)
	Renewable Resources	999	1,254	(255)
Sustainable Communities	Aged and Disability Services	9,053	9,356	(303)
	Child Youth and Family Care	4,726	5,057	(331)
	Libraries Arts and Culture	3,331	3,631	(300)
	Recreation and Leisure	5,173	5,737	(564)
Sustainable Organisation	Finance	2,253	2,410	(157)
	Governance and Corporate Support	2,844	2,975	(131)
The CEO's Office	Communications	367	482	(115)
	Team Support and Development	1,368	1,486	(119)

These are explained by –

- Environment Protection – increase in Animal Shelter employee costs due to the inclusion of penalty rates and casual salaries to ensure the Shelter is staffed appropriately. In addition, an increase in the staff establishment for an Emergency Management Co-ordinator position; normal award and EBA increases and increases in workcover.
- Statutory Planning - award and EBA increases, and increase in workcover.
- Infrastructure Maintenance - award and EBA increases, and increase in the staff establishment for a new position Contracts Co-ordinator SIMS.
- Renewable Resources – primarily due to the inclusion of the Opt In Green Waste service and Administration Officer positions (1.4FTE), which is fully offset by income. In addition, a Waste Officer position approved during the 2010/11 year has also contributed to the increase.
- Director Sustainable Communities – due to the inclusion of two new positions – 0.8 FTE Volunteer Program Co-ordinator and 0.8 FTE Community Disability Access Planner.
- Aged and Disabled Care - this is a large budget area where that majority of costs are employee related and also takes into account growth funding.
- Child Youth and Family Care - increase in the staff establishment for new positions in Maternal and Child Health, employee costs relating to funding received in past years and increases due to award and EBA increases. Noting that employee costs have been adjusted for the pending closure of Annie Sage Child Care Centre.

- Libraries Arts and Culture - award and EBA increases.
- Recreation and Leisure – increases in hours for Sport and Leisure Centres, particularly increases in swim programs at Pelican Park, noting this is fully offset by increased income. In addition, an increase in workcover across the Unit and an increase in casual salaries for foreshore camping has contributed to the increase.
- Finance – award and EBA increases, and increase in the staff establishment for a new position 0.5 FTE Revenue Administration Office position.
- Governance and Corporate Support - award and EBA increases, and the revised allocation of workcover.
- Communications – increase in staff establishment for the Online Communications position 1.0 FTE and an increase of 0.2 FTE to the Peninsula Wide Editor position.
- Team Support and Development – increase in long term workcover salaries (fully offset by income) and an increase in parental leave employee costs.

A note on Workcover

It is worth noting that no matter how well the Shire seems to perform in arranging a timely recovery and return to work for staff on Workcover, the cost of Workcover seems to disproportionately increase every year.

The Shire's performance in claims, claims management and return to work has continued to improve in 2010/11 yet the Shire's Workcover Premium for 2011/12 has increased by \$464k. This seems to be justified by WorkSafe by significantly increasing the 'potential' amount for current and past claims.

In our opinion, when you examine the specific cases, there is no justification for this, and the Shire is continuing to rigorously challenge these decisions, which seem to be adversely reflecting in our premiums

Employee Profile / Costs

Structure	FTE	Perm't (\$ '000)	Casual (\$ '000)	O/time (\$ '000)	Agency Labour (\$ '000)	Other (\$ '000)	W/covers (\$ '000)	Total Costs (\$ '000)
Sustainable Environment								
Strategic Planning	11.80	1,132	11	12	-	0	22	1,176
Statutory Planning	44.80	3,531	18	33	33	1	71	3,686
Environment Protection	72.48	5,463	379	72	10	0	155	6,080
Economic Development	12.10	1,036	14	9	-	1	21	1,081
Director Sustainable Environment	2.00	339	-	-	-	0	7	346
Total Sustainable Environment	143.18	11,501	422	127	43	2	275	12,370
Sustainable Infrastructure								
Infrastructure Strategy	18.10	1,371	47	-	-	0	33	1,451
Infrastructure Maintenance	23.40	2,021	-	4	6	0	55	2,087
Infrastructure Project Management	27.00	1,289	-	-	-	0	46	1,336
Renewable Resources	14.78	1,195	13	7	-	-	39	1,254
Director Sustainable Infrastructure	3.00	383	-	-	-	0	8	390
Total Sustainable Infrastructure	86.28	6,259	59	11	6	1	181	6,517
Sustainable Communities								
Child, Youth and Family Care	55.98	4,580	329	9	4	0	135	5,057
Aged and Disability Services	134.46	7,747	447	323	41	314	484	9,356
Recreation and Leisure	67.70	5,144	404	44	3	0	142	5,736
Libraries, Arts and Culture	45.13	2,992	475	75	5	0	84	3,631
Director Sustainable Communities	12.90	1,221	20	-	-	0	31	1,274
Total Sustainable Communities	316.17	21,684	1,674	452	53	315	875	25,054
Sustainable Organisation								
Governance and Corporate Support	39.98	2,822	10	40	-	31	71	2,975
Property and Valuation	15.63	1,371	-	1	-	0	27	1,399
Information Services	23.50	1,935	46	5	-	0	39	2,025
Finance	25.48	2,014	43	-	-	297	56	2,410
Director Sustainable Organisation	3.00	375	-	-	-	0	7	382
Total Sustainable Organisation	107.59	8,517	99	46	-	329	200	9,191
The CEO's Office								
Communications	5.20	472	-	-	-	0	9	482
Team Support and Development	13.80	1,253	0	-	-	208	25	1,486
Corporate Planning and Projects	6.00	603	20	-	-	(0)	13	636
Internal Audit	1.00	122	-	-	15	(0)	3	139
The CEO's Office	2.00	422	-	-	-	0	8	431
Total The CEO's Office	28.00	2,872	20	-	15	209	59	3,174
Totals	681.22	50,833	2,275	635	117	856	1,590	56,306

Note: Other includes expenditure for FBT; HACC Travel Time; Councillor superannuation; and parental leave.



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PENINSULA

Appendix F

Fees and Charges

Fees and Charges Detail

Commentary

A schedule of proposed fees and charges is attached.

In terms of fees and charges, Council's approach requires a periodic review of each fee and charge to confirm that there is –

- Transparency in the pricing decisions
- Equity of access to Council services, facilities and programs regardless of income.
- An appropriate recovery of costs associated with the supply of services.
- Compliance with other Council policies affecting the service in question.

As a general comment –

- Statutory planning fees – set by State Regulation and cannot be changed by Council.
- Fire Prevention Infringement Notices – penalty amount has increased from \$234 to \$239.
- Parking infringement fees – increase each year in line with CPI and at the direction of the Department of Justice.
- Animal management (infringement) fees – increase by approximately 1.7% to 3.45% as per State Regulation.
- Impound release dog/cat fees - increase from \$30 to \$33.
- Impound fees (signage and other) – increase by approximately 6% to 25%.
- Environmental Health program fees and charges - various changes, including some fees no longer applicable.
- Septic tank installation fees – increase from \$542 to \$554.
- Planning enforcement infringement notice – increase by approximately 2% as per State Regulation.
- Statutory Building fees – minor changes.
- Food Premises Registration fees – changes include the lowest risk food premises now not required to pay a fee and some increases to the higher risk food premises.
- Solicitor's inquiries which come about a result of the purchase of a food premises have increased from \$237 to \$400, this increase represents a cost recovery approach.
- Domestic Animal Business annual licence fees have increased from \$150 to \$200 as a cost recovery.
- Strategic Planning fees – no changes, fees set by State Regulation.
- The Briars Homestead – increase by approximately 2.2% to 11%.
- Waste Fees – Waste fees and charges will be increased to cover the increased State Government Landfill Levy, higher costs to operate the transfer stations, landfill operations and green waste processing. In addition, monitoring requirements for the Shire's open and closed landfill sites has increased.
 - Commercial waste disposal fees will increase from \$120 per tonne to \$160 per tonne
 - Household waste will increase from \$57 per cubic metre to \$65 per cubic metre
 - Green waste will increase from \$20 per cubic metre to \$27.50 per cubic metre

Three waste vouchers will be provided to households. Residents will now be able to use their vouchers to dispose of televisions and mattresses if they wish to do so.

Two 'no cost' green waste weekends will be provided. One of these weekends will be in spring/summer to coincide with Fire Awareness Week or the declaration of the fire season. The other weekend will be held during autumn.

- Family Day Care – Administrative fee increased from 55 cents to 65 cents per hour.

- After School Program – permanent booked care and casual care – increased by \$1
- School Holiday Program – proposed to increase daily fee by \$2.
- Aged and Disabled Care – In line with CPI, fee increases across the range of services will be applied from 1 July 2011 with the exception of delivered meals which will be increased by more in line with anticipated food cost increases. These increases are based on actual increases in service delivery costs whilst having regard for impact on clients and adherence to HACC fees policy.
- Event Application – changes to fee structure.
- Peninsula Community Theatre – changes to some fees and the inclusion of some new fees
- Sport and Leisure Centres fees and charges – various changes
- Mt Martha Public Golf Course - reviews of the fee structure occurs on a biennial basis
- Community Hall Hire – no proposed changes.
- Libraries – changes to fines and overdue charges for children/youth books and damaged talking books.
- Animal registration fees (cats and dogs) – increased to take into account the increase in the State Government Animal Contributions Levy – noting that the fee increase does not fully cover the increase in the levy.
- Bathing Box Rental – proposed increase from \$330 to \$348.

Some individual fees have not been increased. The following areas are worth noting –

- Boat ramp parking/ launching fees – no change.
- Footpath Trading permits – the current fee structure is already fully recovering costs incurred.
- Annie Sage – due to the closure of the centre during 2011/12.
- Foreshore Camping - reviews of the fee structure occurs on a biennial basis.
- Community Hall Hire – fees restructured in 2010/11.
- Sound Shell and Marquee hire and set up - increased in 2010/11.

Register of Fees and Charges 2011/2012 (includes GST)

Program	Category of Fee or Charge	Fee or Charge	Fee 2010/11 \$	Fee 2011/12 \$	Variance (%)
Statutory Planning, Statutory Planning					
Statutory Planning	Application & Public Notification Fees	Certification \$100 plus \$20 per lot	20.00	20.00	0.00
Statutory Planning	Application Fee	Planning Certificate - 15 minute Certificate (fax and Mornington counter only)	50.00	50.00	0.00
Statutory Planning	Application Fee	Planning Certificate - (up to 24 hrs - fax and counter only)	30.00	30.00	0.00
Statutory Planning	Application Fee	Planning Certificate - Standard (up to 10 working days)	18.20	18.20	0.00
Statutory Planning	Planning Permit Amendment Fee	Amend description of permit or conditions	102.00	102.00	0.00
Statutory Planning	Planning Permit Amendment Fee	Any other Development & use costing \$0 to \$10000	102.00	102.00	0.00
Statutory Planning	Planning Permit Amendment Fee	Any other development & use amend description of permit or conditions or amend the permit in any other way excl. subdivision	502.00	502.00	0.00
Statutory Planning	Planning Permit Amendment Fee	Any other development & use costing \$500001+	815.00	815.00	0.00
Statutory Planning	Planning Permit Amendment Fee	Any other development & use costing \$10001 to \$250000	604.00	604.00	0.00
Statutory Planning	Planning Permit Amendment Fee	Any other development & use costing \$250001 to \$500000	707.00	707.00	0.00
Statutory Planning	Planning Permit Amendment Fee	Any other development (including 2 or more dwellings) costing \$0 to \$10,000	102.00	102.00	0.00
Statutory Planning	Planning Permit Amendment Fee	Any other development (Including 2 or more dwellings) costing \$10,001 to \$250,000	604.00	604.00	0.00
Statutory Planning	Planning Permit Amendment Fee	Any other development (including 2 or more dwellings) costing \$250,001 to \$500,000	707.00	707.00	0.00
Statutory Planning	Planning Permit Amendment Fee	Any other development (including 2 or more dwellings) costing \$500,001 to \$1.0m	815.00	815.00	0.00
Statutory Planning	Planning Permit Amendment Fee	Any other development (including 2 or more dwellings) costing \$1.0m to \$7m	1,153.00	1,153.00	0.00
Statutory Planning	Planning Permit Amendment Fee	Any other development (including 2 or more dwellings) costing \$7.0m to \$10m	4,837.00	4,837.00	0.00
Statutory Planning	Planning Permit Amendment Fee	Any other development (including 2 or more dwellings) costing \$10m to \$50m	8,064.00	8,064.00	0.00
Statutory Planning	Planning Permit Amendment Fee	Any other developments(including 2 or more dwellings) costing \$50m+	16,130.00	16,130.00	0.00
Statutory Planning	Planning Permit Amendment Fee	Change of use permit	502.00	502.00	0.00
Statutory Planning	Planning Permit Amendment Fee	Copies of Planning Permits - Commercial	150.00	150.00	0.00
Statutory Planning	Planning Permit Amendment Fee	Copies of Planning Permits - Residential	55.00	55.00	0.00
Statutory Planning	Planning Permit Amendment Fee	Development of 1 Dwelling costing \$0 to \$10000	0.00	0.00	0.00
Statutory Planning	Planning Permit Amendment Fee	Development of 1 Dwelling costing \$100000 +	490.00	490.00	0.00
Statutory Planning	Planning Permit Amendment Fee	Development of 1 Dwelling costing \$10001 to \$100000	239.00	239.00	0.00
Statutory Planning	Planning Permit Amendment Fee	Easements/Restrictions/Rights of Way - Certificates of Compliance	147.00	147.00	0.00
Statutory Planning	Planning Permit Amendment Fee	Easements/Restrictions/Rights of Way - No permit is required- but works to be done to the satisfaction of the responsible authority	102.00	102.00	0.00
Statutory Planning	Planning Permit Amendment Fee	Easements/Restrictions/Rights of Way - To create vary or remove a restriction within the meaning of the Subdivision Act 1988 or to create or remove a right of way	541.00	541.00	0.00
Statutory Planning	Planning Permit Amendment Fee	Easements/Restrictions/Rights of Way - To create vary or remove an easement other than a right of way or to vary or remove a condition in the nature of an easement in a crown grant	404.00	404.00	0.00
Statutory Planning	Planning Permit Amendment Fee	Easements/Restrictions/Rights of Way - To remove a restriction (with the meaning of the Subdivision Act 1988)	249.00	249.00	0.00
Statutory Planning	Planning Permit Amendment Fee	Permit extension(Time Extension) - Request for extension of time to extend expiry date of a planning permit	110.00	110.00	0.00
Statutory Planning	Planning Permit Amendment Fee	Subdivision - Amend description of permit or conditions	502.00	502.00	0.00
Statutory Planning	Planning Permit Amendment Fee	Subdivision - Boundary realignments	386.00	386.00	0.00
Statutory Planning	Planning Permit Amendment Fee	Subdivision - Other (including 3 or more lots)	502.00	502.00	0.00

Program	Category of Fee or Charge	Fee or Charge	Fee 2010/11 \$	Fee 2011/12 \$	Variance (%)
Statutory Planning	Planning Permit Amendment Fee	Subdivision - Subdivision into two lots only	386.00	386.00	0.00
Statutory Planning	Planning Permit Amendment Fee	Subdivision - Subdivision of existing building	386.00	386.00	0.00
Statutory Planning	Planning Permit Amendment Fee	Subdivision - Boundary Realignment and Consolidations	386.00	386.00	0.00
Statutory Planning	Planning Permit Amendment Fee	Vegetation Removal	70.00	70.00	0.00
Statutory Planning	Planning Permit Application Fee	Copies of Planning Permits - Commercial	150.00	150.00	0.00
Statutory Planning	Planning Permit Application Fee	Copies of Planning Permits - Residential	55.00	55.00	0.00
Title Search	Title Search	Title Search Fees	36.00	36.00	0.00
Environment Protection, Fire Prevention					
Fire Prevention	Fire Prevention	Infringement Notice	234.00	239.00	2.14
Fire Prevention	Fire Prevention	Permit to Burn	30.00	30.00	0.00
Environment Protection, Special Projects					
Trolley Impound	Trolley Impound	Trolley release fee	60.00	65.00	8.33
Environment Protection, Shire Rangers					
Traffic Control	Parking Infringement	Parking Infringement .6 Penalty Unit	70.00	72.00	2.86
Traffic Control	Parking Infringement	Parking Infringement .5 Penalty Unit	58.00	60.00	3.45
Traffic Control	Parking Infringement	Parking Infringement 1 Penalty Unit	117.00	119.00	1.71
Bulk Rubbish Containers	Annual Accreditation Fee	Bulk Rubbish Containers	275.00	275.00	0.00
Bulk Rubbish Containers	Annual Accreditation Fee	Inspection fee \$25.00	25.00	25.00	0.00
Bulk Rubbish Containers	Annual Accreditation Fee	Inspection fee \$50	50.00	50.00	0.00
Animal Management	Domesitic Animal Business	Domesitic Animal Business annual licence fee	150.00	200.00	33.33
Animal Management	Impound Release - Dog /Cat	Animal Accommodation Cost per day	30.00	33.00	10.00
Animal Management	Infringements - Dogs/Cats	Cat at large or not securely confined to owner's premises in restricted municipal district	58.00	60.00	3.45
Animal Management	Infringements - Dogs/Cats	Contravening Council Order relating to presence of dogs and cats in public places	117.00	119.00	1.71
Animal Management	Infringements - Dogs/Cats	Dog at large or not securely confined to owner's premises during day time	234.00	239.00	2.14
Animal Management	Infringements - Dogs/Cats	Dog at large or not securely confined to owner's premises during night time	234.00	239.00	2.14
Animal Management	Infringements - Dogs/Cats	Failure to apply to register a dog or cat	234.00	239.00	2.14
Animal Management	Infringements - Dogs/Cats	Greyhound not adequately muzzled or not controlled by chain cord or leash	175.00	179.00	2.29
Animal Management	Infringements - Dogs/Cats	Not complying with order to abate nuisance	175.00	179.00	2.29
Animal Management	Infringements - Dogs/Cats	Person other than owner removing altering or defacing identification marker	58.00	60.00	3.45
Animal Management	Infringements - Dogs/Cats	Registered dog or cat not wearing council identification marker outside premises	58.00	60.00	3.45
Animal Management	Infringements - Dogs/Cats	Unregistered dog or cat not wearing council identification marker outside premises	58.00	60.00	3.45
Animal Management	Stock Release	Stock Large Multiple (cows horses)	260.00	290.00	11.54
Animal Management	Stock Release	Stock Large Single (cow horse)	185.00	195.00	5.41
Animal Management	Stock Release	Stock Small Multiple (sheep goat)	93.00	110.00	18.28
Animal Management	Stock Release	Stock Small Single (sheep goat)	47.00	50.00	6.38
Other Impound	Other Impound	Impound Release Fee - Large Goods (eg. shipping container)	250.00	299.00	19.60
Other Impound	Other Impound	Impound Release Fee - Medium Goods	75.00	80.00	6.67
Other Impound	Other Impound	Impound Release Fee - Small Goods (eg. street furniture)	20.00	25.00	25.00
Other Impound	Other Impound	Impound release fee (other goods)	0.00	0.00	0.00

Program	Category of Fee or Charge	Fee or Charge	Fee 2010/11 \$	Fee 2011/12 \$	Variance (%)
Signage	Signage	Signage release fee	62.00	65.00	4.84
Vehicle Impound	Vehicle Impound	Vehicle Impound	250.00	250.00	0.00
Local Laws	Local Laws	Permits	50.00	50.00	0.00
Local Laws	Local Laws Prosecutions	Prosecutions - penalty amounts set by the courts	200.00	200.00	0.00
Boat Ramp Parking/launching	launch a boat and park boat & trailer	Annual Pass	120.00	120.00	0.00
Boat Ramp Parking/launching	launch a boat and park boat & trailer	Boat Ramp - Day pass	12.00	12.00	0.00
Boat Ramp Parking/launching	launch a boat and park boat & trailer	Jetty Car Park Per Hour	1.00	1.00	0.00
Environment Protection, Environmental Health					
Environmental Health	Caravan Parks Registration	Caravan Park Regulations has amended altered Registration Period to a 3 year period. No fees will be collected unless new caravan parks open and fee is set by legislation depending on number of sites.	2.50	0.00	-100.00
Environmental Health	Food Premises Registration	Class 1 High Risk Food Premises	280.00	300.00	7.14
Environmental Health	Food Premises Registration	Class 2 Medium Risk Food Premises	360.00	400.00	11.11
Environmental Health	Food Premises Registration	Class 3 Low Risk Food Premises	250.00	275.00	10.00
Environmental Health	Food Premises Registration	Class 4 Lowest Food Premises	250.00	0.00	-100.00
Environmental Health	Health Premises Registration	Beautician	170.00	175.00	2.94
Environmental Health	Health Premises Registration	Ear Piercing	170.00	175.00	2.94
Environmental Health	Health Premises Registration	Hairdresser	170.00	175.00	2.94
Environmental Health	Health Premises Registration	Tattooist	190.00	195.00	2.63
Environmental Health	Prescribed Accommodation Registration	Accommodation	270.00	280.00	3.70
Environmental Health	Septic Tank Application	Septic Installations	541.83	553.88	2.22
Environmental Health	Septic Tank Application	Septic Tank Application	131.00	150.00	14.50
Environmental Health	Solicitors Enquiries	Solicitors Enquiries	237.00	400.00	68.78
Environment Protection, Planning Enforcement					
Planning Enforcement	Fines and Prosecutions	Planning Infringement Notice	1,168.00	1,195.00	2.31
Planning Enforcement	Fines and Prosecutions	Planning Infringement Notice	584.00	597.00	2.23
Environment Protection, Statutory Building					
Statutory Building	Building Infringement Notices	On the spot fines	428.00	428.00	0.00
Statutory Building	Building Regulations 2006 Part 4	Report and Consent	217.00	222.30	2.44
Statutory Building	Building Regulations 2006 Part 4 (each additional regulation)	Report and Consent each additional Regulation	85.00	85.00	0.00
Statutory Building	Flood Prone Approval	Report and Consent	115.50	115.50	0.00
Statutory Building	Information Request Copy of Commercial Plans	Information Request Copy of Commercial plans	180.00	180.00	0.00
Statutory Building	Information Request Copy of House Plans	Plan Printing	86.00	86.00	0.00
Statutory Building	Information request in accordance with Regulation 326	Reg 326 Certificates (permit information)	43.00	44.40	3.26
Statutory Building	Issue of approvals to place unregistrable moveable units and annexes in Caravan Park. Residential Tenancy Regulations	Issue of approvals to place unregistrable moveable units and annexes in Caravan Park. Residential Tenancy Regulations	310.00	310.00	0.00

Program	Category of Fee or Charge	Fee or Charge	Fee 2010/11 \$	Fee 2011/12 \$	Variance (%)
Statutory Building	Occupancy Permit/Final Inspections when permit lapsed		170.00	165.00	-2.94
Statutory Building	Section 30 (permit notification)	External building permit document lodgement with Council	33.00	33.30	0.91
Statutory Building	Place of Public Entertainment Applications	Charge per additional hour for officer time assessing place of public entertainment applications	121.00	121.00	0.00
Statutory Building	Place of Public Entertainment Applications	Community Groups, Management Committee with partial Council funding	121.00	121.00	0.00
Statutory Building	Place of Public Entertainment Applications	Management Committee other than Council	242.00	242.00	0.00
Statutory Building	Place of Public Entertainment Applications	Privately owned/operated	363.00	363.00	0.00
Strategic Planning, Strategic Planning					
Strategic Planning	Demolition Heritage Checks	Processing of Section 29A Application for Report and Consent for Demolition	52.75	52.75	0.00
Strategic Planning	Fee for combined permit and Planning Scheme	Fee for combined permit application and Planning Scheme Amendment	TBD	TBD	0.00
Strategic Planning	Planning Scheme Amendment Fees	Consider request to adopt a Planning Scheme	524.00	524.00	0.00
Strategic Planning	Planning Scheme Amendment Fees	Consider request to approve an amendment	798.00	798.00	0.00
Strategic Planning	Planning Scheme Amendment Fees	Consider request to amend a Planning Scheme	798.00	798.00	0.00
Strategic Planning	Planning Scheme Amendment Fees	Consider submissions to change amendment	798.00	798.00	0.00
Strategic Planning	Recoup of Planning Scheme Amendment Processing Costs	Recoup of combined Planning Scheme amendment/application notice 96c notice costs	TBD	TBD	0.00
Strategic Planning	Recoup of Planning Scheme Amendment Processing Costs	Recoup of Independent Panel Costs	TBD	TBD	0.00
Economic Development, Business Development					
Business Support Economic Planning	Itinerant Traders	Residential Annual Fee	1,500.00	1,500.00	0.00
Business Support Economic Planning	Itinerant Traders	Site Annual Fee - minimum (depending on site)	2,000.00	2,000.00	0.00
Business Support Economic Planning	Itinerant Traders	Site Annual Fee maximum (depending on site)	0.00	0.00	0.00
Commercial Activities on Footpaths	Footpath Trading Permit	Alternating between a single Display of Goods unit and an A-frame Sign - Sign Size - 0.9 metres x 0.6 metres	75.00	75.00	0.00
Commercial Activities on Footpaths	Footpath Trading Permit	Alternating between a single Display of Goods unit and an A-frame Sign - Sign Size - 1.2 metres x 0.9 metres	125.00	125.00	0.00
Commercial Activities on Footpaths	Footpath Trading Permit	Bulky goods - first 2 metres x 2 metres	50.00	50.00	0.00
Commercial Activities on Footpaths	Footpath Trading Permit	Bulky goods - subsequent or part thereof 2 metres x 2 metres	150.00	150.00	0.00
Commercial Activities on Footpaths	Footpath Trading Permit	Display of A-frame signs - Sign Size - 0.9 metres x 0.6 metres	50.00	50.00	0.00
Commercial Activities on Footpaths	Footpath Trading Permit	Display of A-frame signs - Sign Size - 1.2 metres x 0.9 metres	100.00	100.00	0.00
Commercial Activities on Footpaths	Footpath Trading Permit	Display of Goods - first display unit	50.00	50.00	0.00

Program	Category of Fee or Charge	Fee or Charge	Fee 2010/11 \$	Fee 2011/12 \$	Variance (%)
Commercial Activities on Footpaths	Footpath Trading Permit	Display of Goods - Subsequent display unit	150.00	150.00	0.00
Commercial Activities on Footpaths	Footpath Trading Permit	Outdoor Dining Facilities (no liquor licence or infrastructure) - first eight chairs	250.00	250.00	0.00
Commercial Activities on Footpaths	Footpath Trading Permit	Outdoor Dining Facilities (no liquor licence or infrastructure) - fixed screens - price per screen	100.00	100.00	0.00
Commercial Activities on Footpaths	Footpath Trading Permit	Outdoor Dining Facilities (no liquor licence or infrastructure) - per chair thereafter	50.00	50.00	0.00
Commercial Activities on Footpaths	Footpath Trading Permit	Outdoor dining (with liquor licence or infrastructure) - minimum price	1,000.00	1,000.00	0.00
Commercial Activities on Footpaths	Footpath Trading Permit	Planter Boxes	50.00	50.00	0.00
Infrastructure Strategy, Traffic Management and Customer Service					
Directional Signage Applications	Directional Signage Applications	Directional Signage Applications - for one sign	75.00	75.00	0.00
Directional Signage Applications	Directional Signage Applications	Directional Signage Applications - for two or more signs	125.00	125.00	0.00
Infrastructure Project Management, Project Management					
Asset Construction and Protection	Build over easement	Build over easement	61.00	61.00	0.00
Asset Construction and Protection	Drainage Information Certificates	Drainage Point of Discharge	55.00	55.55	1.00
Asset Construction and Protection	Drainage Information Certificates	To Build over easement	55.00	61.00	10.91
Asset Construction and Protection	Drainage Information Certificates	Underground Drainage Pipe Information	55.00	55.55	1.00
Asset Construction and Protection	Non-Utility Major Works in Road Reserves	Consent to undertake works within a road reserve (incl Vehicle Crossings)	130.00	135.00	3.85
Asset Construction and Protection	Non-Utility Minor Works in Road Reserves	Consent to undertake works within a road reserve (Minor Works)	112.00	115.00	2.68
Asset Construction and Protection	Private Building Works	Private Building Works	130.00	140.00	7.69
Hoarding Permit	Hoarding Permit	Hoarding Permit	250.00	250.00	0.00
Tender Fees	Tender Documents	For hard copy of tender documents	55.00	55.00	0.00
Infrastructure Maintenance, The Briars					
The Briars Park	Homestead Entry - Adult	Homestead Entry - Adult	5.40	5.60	3.70
The Briars Park	Homestead Entry - Children	Homestead Entry - Children	2.40	2.50	4.17
The Briars Park	Homestead Entry - Concession	Homestead Entry - Concession	4.10	4.20	2.44
The Briars Park	Homestead Entry - Families	Homestead Entry - Families	12.20	12.50	2.46
The Briars Park	Homestead Entry - School Children	Homestead Entry - School Children	1.35	1.50	11.11
The Briars Park	Junior Ranger Program	Junior Ranger Program (per head)	14.50	15.00	3.45
The Briars Park	Night Bush Walks	Night Bush Walks (per head)	9.80	10.00	2.04
The Briars Park	Ponding	Ponding (Ranger led dip netting per head)	1.35	1.50	11.11
The Briars Park	Ranger Talk	Ranger Talk (per head)	2.00	2.00	0.00
The Briars	Function Hire	Commercial Hire - Barn	715.00	730.00	2.10
The Briars	Function Hire	Commercial Hire - Garden	900.00	920.00	2.22
The Briars	Function Hire	Commercial Photography	230.00	235.00	2.17
The Briars	Function Hire	Function - Barn	425.00	435.00	2.35
The Briars	Function Hire	Function - Homestead (includes kitchen)	570.00	585.00	2.63

Program	Category of Fee or Charge	Fee or Charge	Fee 2010/11 \$	Fee 2011/12 \$	Variance (%)
The Briars	Function Hire	Theatre - Performance	120.00	124.00	3.33
The Briars	Function Hire	Theatre - Rehearsal	60.00	62.00	3.33
The Briars	Function Hire	Theatrette Hire	117.00	120.00	2.56
The Briars	Function Hire	Wedding - Homestead	425.00	435.00	2.35
The Briars	Function Hire	Wedding - Barn	425.00	435.00	2.35
The Briars	Function Hire	Wedding - Garden	370.00	380.00	2.70
The Briars	Function Hire	Wedding & Reception - Garden	550.00	565.00	2.73
The Briars	Function Hire	Wedding & Reception - Homestead (includes kitchen)	665.00	680.00	2.26
The Briars	Function Hire	Wedding Reception - Barn	475.00	490.00	3.16
Renewable Resources, Garbage Collection					
Garbage Collection	Extra Capacity 40 litre	Extra Capacity 40 litre	104.00	115.00	10.58
Garbage Collection	Extra Capacity 80 litre	Extra Capacity 80 litre	208.00	228.80	10.00
Garbage Collection	Extra Capacity 120 litre	Extra Capacity 120 litre	312.00	343.20	10.00
Garbage Collection	Extra Capacity 160 litre	Extra Capacity 160 litre	416.00	457.60	10.00
Garbage Collection	Extra Capacity 200 litre	Extra Capacity 200 litre	520.00	572.00	10.00
Garbage Collection	Extra Capacity 240 litre	Extra Capacity 240 litre	624.00	686.40	10.00
Garbage Collection	Extra Capacity 280 litre	Extra Capacity 280 litre	728.00	800.80	10.00
Garbage Collection	Extra Capacity 320 litre	Extra Capacity 320 litre	832.00	915.20	10.00
Garbage Collection	Extra Capacity 400 litre	Extra Capacity 400 litre	1,040.00	1,144.00	10.00
Garbage Collection	Extra Capacity 480 litre	Extra Capacity 480 litre	1,248.00	1,372.80	10.00
Garbage Collection	Extra Capacity 640 litres	Extra capacity 640 litre	1,664.00	1,830.40	10.00
Garbage Collection	Extra Capacity 720 litre	Extra Capacity 720 litre	1,872.00	1,872.00	0.00
Recycling Collection	Extra Capacity 240 litre	Extra capacity 240 litre recycling bin	60.00	60.00	0.00
Renewable Resources, Waste Management Services					
Waste Disposal Centres	Car Body	Car Body with tank tyres and rims	80.00	85.00	6.25
Waste Disposal Centres	Commercial Vehicles	0.5m3 Asbestos of Domestic Origin Only	60.00	70.00	16.67
Waste Disposal Centres	Commercial Vehicles	Base rate per tonne	120.00	160.00	33.33
Waste Disposal Centres	Dead Animals	Animals (single animal-no larger than a dog)	5.00	6.00	20.00
Waste Disposal Centres	Dead Animals	Chickens (car boot-240 litres)	16.00	18.00	12.50
Waste Disposal Centres	Dead Animals	Chickens/Animals (per cubic metre)	75.00	85.00	13.33
Waste Disposal Centres	E- Waste	All other items eg laptops keyboards printers etc	0.00	0.00	0.00
Waste Disposal Centres	Fridges	Not degassed Fridge or Freezer	8.00	8.00	0.00
Waste Disposal Centres	Garbage	1 Garbage (Soil/Bricks/Concrete/Rubble)	95.00	110.00	15.79
Waste Disposal Centres	Garbage	Bag (40 litres)	4.00	5.00	25.00
Waste Disposal Centres	Garbage	Base Rate per cubic metre (trailer - single axle (6x4) 240mm)	57.00	65.00	14.04
Waste Disposal Centres	Garbage	Car Boot (240 litres)	14.00	16.00	14.29
Waste Disposal Centres	Green Waste	Base Rate per cubic metre (trailer - single axle (6x4) 240mm)	20.00	27.50	37.50
Waste Disposal Centres	Green Waste	Car Boot (240 litres)	5.00	7.50	50.00
Waste Disposal Centres	Mattress	Mattress Double	20.00	20.00	0.00
Waste Disposal Centres	Mattress	Mattress Single	16.00	16.00	0.00
Waste Disposal Centres	Monitor Products	CRT/LCD/Plasma/TV's	6.50	6.50	0.00

Program	Category of Fee or Charge	Fee or Charge	Fee 2010/11 \$	Fee 2011/12 \$	Variance (%)
Waste Disposal Centres	Plastics and Plastic Film	Plastic and Plastic Film per cubic metre	5.00	5.00	0.00
Waste Disposal Centres	Tyres	Car	7.00	8.00	14.29
Waste Disposal Centres	Tyres	Heavy Truck or Car Tyre on Rim	15.00	16.00	6.67
Waste Disposal Centres	Tyres	Light Truck	10.00	11.00	10.00
Waste Disposal Hoppers	Garbage (Hoppers)	Bag (40 litres)	4.00	5.00	25.00
Waste Disposal Hoppers	Garbage (Hoppers)	Base Rate per Cubic Metre (trailer - single axle (6x4) 450mm	57.00	65.00	14.04
Waste Disposal Hoppers	Garbage (Hoppers)	Car Boot (240 litres)	14.00	16.00	14.29
Waste Disposal Hoppers	Greenwaste (Flinders Only)	1 Bag (40) litres	0.00	5.00	0.00
Waste Disposal Hoppers	Greenwaste (Flinders Only)	Base Rate per Cubic Metre (trailer - single axle (6x4) 450mm	20.00	27.50	37.50
Waste Disposal Hoppers	Greenwaste (Flinders Only)	Car Boot (240 litres)	5.00	7.50	50.00
Child, Youth and Family Care, Manager Child, Youth and Family Care					
Preschool Central Enrolment Program	Preschool Central Enrolment Program	Preschool Enrolment	6.00	6.00	0.00
Child, Youth and Family Care, Family Day Care					
Family Day Care	Family Day Care	Administration Levy	0.55	0.65	18.18
Child, Youth and Family Care, Childcare					
Somerville Child care	Somerville Child Care	Daily	71.00	71.00	0.00
Somerville Child care	Somerville Child Care - from 1st Jul 2010	Full time (5 days a week for more than 7 hours per day)	282.00	282.00	0.00
Child, Youth and Family Care, After School Hours Program					
After School Program	Dromana After School Program	Annual Family Registration fees	20.00	20.00	0.00
After School Program	Dromana After School Program	Cancellation fee/holding fee per child Dromana	0.00	0.00	0.00
After School Program	Dromana After School Program	Casual Care	18.00	19.00	5.56
After School Program	Dromana After School Program	Early Finish Days per additional per child	6.00	6.00	0.00
After School Program	Dromana After School Program	Late Pick up fee - per 15 mins	20.00	20.00	0.00
After School Program	Dromana After School Program	Permanent Booked Care per child	16.00	17.00	6.25
After School Program	Kunyang After School Program	Annual Family Registration fees	20.00	20.00	0.00
After School Program	Kunyang After School Program	Cancellation fee/holding fee per child Kunyang	0.00	0.00	0.00
After School Program	Kunyang After School Program	Casual Care	18.00	19.00	5.56
After School Program	Kunyang After School Program	Early Finish Days per additional Child	6.00	6.00	0.00
After School Program	Kunyang After School Program	Late Pick up fee - per 15 minutes	20.00	20.00	0.00
After School Program	Kunyang After School Program	Permanent Booked Care per child	16.00	17.00	6.25
After School Program	Red Hill After School Program	Annual Family Registration fees	20.00	20.00	0.00
After School Program	Red Hill After School Program	Cancellation fee/holding fee per child Red Hill	0.00	0.00	0.00
After School Program	Red Hill After School Program	Casual Care	18.00	19.00	5.56
After School Program	Red Hill After School Program	Early Finish Days per additional hour child	6.00	6.00	0.00
After School Program	Red Hill After School Program	Late Pick up fee- per 15 minutes	20.00	20.00	0.00
After School Program	Red Hill After School Program	Permanent Booked Care per child	16.00	17.00	6.25
Child, Youth and Family Care, School Holiday Program					

Program	Category of Fee or Charge	Fee or Charge	Fee 2010/11 \$	Fee 2011/12 \$	Variance (%)
School Holiday Program	Hastings School Holiday Program	Annual Family Registration Fee	20.00	20.00	0.00
School Holiday Program	Hastings School Holiday Program	Not pre booked (casual)	48.00	50.00	4.17
School Holiday Program	Hastings School Holiday Program	Pre booked	43.00	45.00	4.65
School Holiday Program	Mornington School Holiday Program	Annual Family Registration Fee	20.00	20.00	0.00
School Holiday Program	Mornington School Holiday Program	Not pre booked (casual)	48.00	50.00	4.17
School Holiday Program	Mornington School Holiday Program	Pre booked	43.00	45.00	4.65
School Holiday Program	School Holiday Program	Not pre booked (casual)	48.00	50.00	4.17
School Holiday Program	School Holiday Program	Annual Family Registration	20.00	20.00	0.00
School Holiday Program	School Holiday Program	Pre Booked	43.00	45.00	4.65
Child, Youth and Family Care, Immunisation					
Immunisation	Chicken Pox Vaccine	Chicken Pox Vaccine	45.00	45.00	0.00
Immunisation	Meningococcal Vaccine	Meningococcal Vaccine	55.00	55.00	0.00
Immunisation	Pneumococcal Vaccine	Pneumococcal Vaccine	110.00	110.00	0.00
Aged and Disability Services, Brokerage Program					
Home Care Brokerage	Brokerage - Community Aged Care Package Rate	Brokerage	41.00	43.00	4.88
Home Care Brokerage	Brokerage - Linkages Rate	Brokerage	34.00	35.70	5.00
Aged and Disability Services, General					
Home Care	General Home Care	Sliding Scale (low fee range)	4.25	4.40	3.53
Home Care	General Home Care	Sliding Scale (medium fee range)	12.35	12.70	2.83
Home Care	General Home Care	Sliding Scale (high fee range)	16.50	17.00	3.03
Home Care	General Home Care	Sliding Scale (high fee range)	26.78	27.60	3.06
Aged and Disability Services, Specific					
Specific Home Care	Sliding Scale - low fee range		1.05	1.10	4.76
Specific Home Care	Sliding Scale - low fee range		2.05	2.10	2.44
Specific Home Care	Sliding Scale - medium fee range		3.10	3.20	3.23
Specific Home Care	Sliding Scale - medium fee range		4.10	4.25	3.66
Specific Home Care	Sliding Scale - high fee range		26.80	27.60	2.99
Aged and Disability Services, Home Maintenance					
Home Maintenance	Property Maintenance	Low Fee Range plus the cost of materials	9.80	10.00	2.04
Home Maintenance	Property Maintenance	Medium Fee Range plus the cost of materials	15.70	16.20	3.18
Home Maintenance	Property Maintenance	High Fee Range plus the cost of materials	0.00	48.00	0.00
Home Maintenance - Linkages	Home Maintenance - Brokerage		48.65	51.00	4.83
Home Maintenance - Linkages	Home Maintenance - Linkages (COPS)	Home Maintenance - Linkages	0.00	48.00	0.00
Aged and Disability Services, Delivered Meals					
Delivered Meals	Brokerage Meals	Full cost Recovery fee	10.30	10.30	0.00
Delivered Meals	Brokerage Meals	Brokerage (COPS)	5.75	5.75	0.00
Delivered Meals	HACC Meals - Standard Fee		5.75	6.00	4.35

Program	Category of Fee or Charge	Fee or Charge	Fee 2010/11 \$	Fee 2011/12 \$	Variance (%)
Aged and Disability Services, Access and Mobility					
Adult Day Care	Adult Day Care - Linkages (CCP)	Adult Day Care - Brokerage Full Cost Recovery Rate	15.40	16.20	5.19
Adult Day Care	Social Support	Low Fee Range	3.40	3.50	2.94
Adult Day Care	Social Support	Medium Fee Range	3.30	5.50	66.67
Adult Day Care	Social Support	High Fee Range	0.00	8.50	0.00
Community Transport	Community Transport	Dial-A-Bus	1.00	1.00	0.00
Recreation and Leisure, Manager Recreation and Leisure					
Community Bus Recreation	Mornington & Hastings	fee per 24 hour hire	135.00	135.00	0.00
Community Bus Recreation	Mornington & Hastings	fee per 12 hour	80.00	80.00	0.00
Community Bus Recreation	Mornington & Hastings	BUS fee per 24 hour hire - Shire (Internal Use)	135.00	135.00	0.00
Community Bus Recreation	Mornington & Hastings	BUS fee per 12 hour hire - Shire (Internal Use)	72.73	72.73	0.00
Recreation Facilities	Erection (only) Marquee	Set-up fee - Community Hire - Mon-Fri	260.00	260.00	0.00
Recreation Facilities	Erection (only) Marquee	Set-up fee - Community Hire - Saturday	360.00	360.00	0.00
Recreation Facilities	Erection (only) Marquee	Set-up fee - Community Hire - Sunday	410.00	410.00	0.00
Recreation Facilities	Erection (only) Soundshell	Set-up fee - Community Hire - Mon-Fri	350.00	350.00	0.00
Recreation Facilities	Erection (only) Soundshell	Set-up fee - Community Hire - Weekend	390.00	390.00	0.00
Recreation Facilities	Hire & Set-up Fee Soundshell	Commercial rate	990.00	990.00	0.00
Recreation Facilities	Hire & Set-up Fee Soundshell	Community - Mon-Fri	370.00	370.00	0.00
Recreation Facilities	Hire & Set-up Fee Soundshell	1 Community - Weekend	410.00	410.00	0.00
Recreation Facilities	Hire Caravan	Small (4 day period)	80.00	80.00	0.00
Recreation Facilities	Hire & Set-up Fee Marquee	Commercial rate	900.00	900.00	0.00
Recreation Facilities	Hire & Set-up Marquee	Set-up fee - Community Hire - Mon-Fri	300.00	300.00	0.00
Recreation Facilities	Hire & Set-up Marquee	Set-up fee - Community Hire - Saturday	300.00	300.00	0.00
Recreation Facilities	Hire & Set-up Marquee	Set-up fee - Community Hire - Sunday	300.00	300.00	0.00
Recreation and Leisure, Recreation Facilities					
Recreation Facilities	Active Sports Reserves	Minor Reserve - Summer	550.00	550.00	0.00
Recreation Facilities	Active Sports Reserves	Minor Reserve - Winter	660.00	660.00	0.00
Recreation Facilities	Active Sports Reserves	Secondary Reserve - Summer	880.00	880.00	0.00
Recreation Facilities	Active Sports Reserves	Secondary Reserve - Winter	1,100.00	1,100.00	0.00
Recreation Facilities	Active Sports Reserves	Township Reserve - Winter	2,640.00	2,640.00	0.00
Recreation Facilities	Active Sports Reserves	Township Reserve - Summer	2,200.00	2,200.00	0.00
Recreation Facilities	Reserves and Pavilions	Minor - Casual (not for profit)	220.00	220.00	0.00
Recreation Facilities	Reserves and Pavilions	Minor - Casual Commercial	330.00	330.00	0.00
Recreation Facilities	Reserves and Pavilions	Schools - Regional Events	250.00	250.00	0.00
Recreation Facilities	Reserves and Pavilions	Schools Flat rate 1/2 day	27.50	27.50	0.00
Recreation Facilities	Reserves and Pavilions	Schools not MPS 1/2 day	110.00	110.00	0.00
Recreation Facilities	Reserves and Pavilions	Secondary - Casual (not for profit)	275.00	275.00	0.00
Recreation Facilities	Reserves and Pavilions	Secondary - Commercial	440.00	440.00	0.00
Recreation Facilities	Reserves and Pavilions	Township - Casual (not for profit)	330.00	330.00	0.00
Recreation Facilities	Reserves and Pavilions	Township - Commercial	550.00	550.00	0.00

Program	Category of Fee or Charge	Fee or Charge	Fee 2010/11 \$	Fee 2011/12 \$	Variance (%)
Recreation and Leisure, Festivals and Events					
Recreation Facilities	Event Application	Application fee for Community Event 50% of proceeds or more going to a registered charity and/or not for profit organisations	80.00	85.00	6.25
Recreation Facilities	Event Application	Application fee for Event with less than 50% of proceeds going to a registered charity with a commercial benefit	195.00	395.00	102.56
Recreation Facilities	Event Application	Application fee for commercial Event	385.00	0.00	-100.00
Recreation and Leisure, Peninsula Community Theatre					
Peninsula Community Theatre	Foyer Commercial	4 hours	0.00	180.00	0.00
Peninsula Community Theatre	Foyer Commercial	8 hours	310.00	320.00	3.23
Peninsula Community Theatre	Foyer Commercial	All Day & All Night	490.00	600.00	22.45
Peninsula Community Theatre	Foyer Commercial	Hourly Rate	45.00	40.00	-11.11
Peninsula Community Theatre	Foyer Community	Technician	50.00	0.00	-100.00
Peninsula Community Theatre	Foyer Community	4 hours	0.00	125.00	100.00
Peninsula Community Theatre	Foyer Community	All Day & All Night	0.00	465.00	100.00
Peninsula Community Theatre	Foyer Community	Hourly Rate	0.00	30.00	100.00
Peninsula Community Theatre	Foyer Community	8 hours	0.00	200.00	100.00
Peninsula Community Theatre	Foyer Not for Profit	4 hours	0.00	100.00	100.00
Peninsula Community Theatre	Foyer Not for Profit	All Day & All Night (15hrs)	245.00	375.00	53.06
Peninsula Community Theatre	Foyer Not for Profit	8 hours	155.00	160.00	3.23
Peninsula Community Theatre	Foyer Not for Profit	Hourly Rate	25.00	25.00	0.00
Peninsula Community Theatre	PCT - Complex Not for Profit	8 hours	205.00	240.00	17.07
Peninsula Community Theatre	PCT - Complex Not for Profit	All Day & All Night	390.00	450.00	15.38
Peninsula Community Theatre	PCT - Complex Not for Profit	Hourly	30.00	30.00	0.00
Peninsula Community Theatre	PCT - Complex Commercial	4 hours	0.00	200.00	0.00
Peninsula Community Theatre	PCT - Complex Commercial	8 hours	410.00	400.00	-2.44
Peninsula Community Theatre	PCT - Complex Commercial	All Day & All Night	780.00	750.00	-3.85
Peninsula Community Theatre	PCT - Complex Commercial	Hourly	50.00	50.00	0.00
Peninsula Community Theatre	PCT - Complex Community	4 hours	0.00	160.00	0.00
Peninsula Community Theatre	PCT - Complex Community	8 hours	0.00	320.00	0.00
Peninsula Community Theatre	PCT - Complex Community	All Day & All Night	0.00	600.00	0.00
Peninsula Community Theatre	PCT - Complex Community	Hourly	0.00	40.00	0.00
Peninsula Community Theatre	Theatre	Lapel Microphone Hire x 2 per day	50.00	70.00	40.00
Peninsula Community Theatre	Theatre	Lockable Piano	50.00	75.00	50.00
Peninsula Community Theatre	Theatre	Cleaning Minor (2 hours)	100.00	150.00	50.00
Peninsula Community Theatre	Theatre	Projector & Screen	200.00	300.00	50.00
Peninsula Community Theatre	Theatre	Rehearsals - Commercial	40.00	40.00	0.00
Peninsula Community Theatre	Theatre	Rehearsals - Not for Profit	20.00	20.00	0.00
Peninsula Community Theatre	Theatre - Bump In/Out - Commercial	4 hours	170.00	200.00	17.65
Peninsula Community Theatre	Theatre - Bump In/Out - Not for Profit	4 hours	85.00	120.00	41.18
Peninsula Community Theatre	Theatre - Performance - Commercial	4 hours	0.00	160.00	0.00
Peninsula Community Theatre	Theatre - Performance - Commercial	8 hours	330.00	320.00	-3.03

Program	Category of Fee or Charge	Fee or Charge	Fee 2010/11 \$	Fee 2011/12 \$	Variance (%)
Peninsula Community Theatre	Theatre - Performance - Commercial	All Day & All Night	625.00	600.00	-4.00
Peninsula Community Theatre	Theatre - Performance - Commercial	Hourly Rate	40.00	40.00	0.00
Peninsula Community Theatre	Theatre - Performance Not for Profit	4 hours	0.00	100.00	0.00
Peninsula Community Theatre	Theatre - Performance Not for Profit	8 hours	165.00	200.00	21.21
Peninsula Community Theatre	Theatre - Performance Not for Profit	All Day & All Night	310.00	375.00	20.97
Peninsula Community Theatre	Theatre - Performance Not for Profit	Hourly Rate	25.00	25.00	0.00
Recreation and Leisure, Community Halls					
Community Meeting Room	4 Hour Sessional	Commercial	24.00	24.00	0.00
Community Meeting Room	4 Hour Sessional	Community	15.00	15.00	0.00
Community Meeting Room	4 Hour Sessional	Not for Profit	12.60	12.60	0.00
Community Meeting Room	Hourly	Commercial	8.00	8.00	0.00
Community Meeting Room	Hourly	Community	5.00	5.00	0.00
Community Meeting Room	Hourly	Not for Profit	4.20	4.20	0.00
Secondary Halls	4 Hour Sessional	Commercial	84.00	84.00	0.00
Secondary Halls	4 Hour Sessional	Community	53.00	53.00	0.00
Secondary Halls	4 Hour Sessional	Not for Profit	44.00	44.00	0.00
Secondary Halls	Daily Rate	Commercial	182.00	182.00	0.00
Secondary Halls	Daily Rate	Community	114.00	114.00	0.00
Secondary Halls	Daily Rate	Not for Profit	95.00	95.00	0.00
Secondary Halls	Day / Evening	Commercial	538.00	538.00	0.00
Secondary Halls	Day / Evening	Community	336.00	336.00	0.00
Secondary Halls	Day / Evening	Not for Profit	280.00	280.00	0.00
Secondary Halls	Evening	Commercial	361.00	361.00	0.00
Secondary Halls	Evening	Community	226.00	226.00	0.00
Secondary Halls	Evening	Not for Profit	188.00	188.00	0.00
Secondary Halls	Hourly	Commercial	30.00	30.00	0.00
Secondary Halls	Hourly	Community	19.00	19.00	0.00
Secondary Halls	Hourly	Not for Profit	15.50	15.50	0.00
Secondary Meeting Room	4 Hour Sessional	Commercial	50.00	50.00	0.00
Secondary Meeting Room	4 Hour Sessional	Community	31.00	31.00	0.00
Secondary Meeting Room	4 Hour Sessional	Not for Profit	26.00	26.00	0.00
Secondary Meeting Room	Hourly	Commercial	17.00	17.00	0.00
Secondary Meeting Room	Hourly	Community	11.00	11.00	0.00
Secondary Meeting Room	Hourly	Not for Profit	8.80	8.80	0.00
Township Halls	4 Hour Sessional	Commercial	127.00	127.00	0.00
Township Halls	4 Hour Sessional	Community	79.00	79.00	0.00
Township Halls	4 Hour Sessional	Not for Profit	66.00	66.00	0.00
Township Halls	Daily Rate	Commercial	265.00	265.00	0.00
Township Halls	Daily Rate	Community	166.00	166.00	0.00
Township Halls	Daily Rate	Not for Profit	138.00	138.00	0.00
Township Halls	Day / Evening	Community	462.00	462.00	0.00
Township Halls	Day / Evening	Not for Profit	385.00	385.00	0.00
Township Halls	Day / Evening	Commercial	739.00	739.00	0.00

Program	Category of Fee or Charge	Fee or Charge	Fee 2010/11 \$	Fee 2011/12 \$	Variance (%)
Township Halls	Evening	Commercial	480.00	480.00	0.00
Township Halls	Evening	Community	300.00	300.00	0.00
Township Halls	Evening	Not for Profit	250.00	250.00	0.00
Township Halls	Hourly	Commercial	42.00	42.00	0.00
Township Halls	Hourly	Community	26.00	26.00	0.00
Township Halls	Hourly	Not for Profit	22.00	22.00	0.00
Township Meeting Room	4 Hour Sessional	Commercial	75.00	75.00	0.00
Township Meeting Room	4 Hour Sessional	Community	47.00	47.00	0.00
Township Meeting Room	4 Hour Sessional	Not for Profit	39.00	39.00	0.00
Township Meeting Room	Hourly	Commercial	21.00	21.00	0.00
Township Meeting Room	Hourly	Community	13.00	13.00	0.00
Township Meeting Room	Hourly	Not for Profit	11.00	11.00	0.00
Community Halls	4 Hour Sessional	Commercial	36.00	36.00	0.00
Community Halls	4 Hour Sessional	Community	22.00	22.00	0.00
Community Halls	4 Hour Sessional	Not for Profit	18.70	18.70	0.00
Community Halls	Daily Rate	Commercial	77.00	77.00	0.00
Community Halls	Daily Rate	Community	48.00	48.00	0.00
Community Halls	Daily Rate	Not for Profit	40.00	40.00	0.00
Community Halls	Day / Evening	Commercial	288.00	288.00	0.00
Community Halls	Day / Evening	Community	180.00	180.00	0.00
Community Halls	Day / Evening	Not for Profit	150.00	150.00	0.00
Community Halls	Evening	Commercial	222.00	222.00	0.00
Community Halls	Evening	Community	139.00	139.00	0.00
Community Halls	Evening	Not for Profit	115.50	115.50	0.00
Community Halls	Halls	Cancellation Fee	30.00	30.00	0.00
Community Halls	Halls - Minor	Minor - All Day 9-midnight	154.00	154.00	0.00
Community Halls	Halls - Minor	Minor - Daily 9-5	40.00	40.00	0.00
Community Halls	Halls - Minor	Minor - Evening	116.00	116.00	0.00
Community Halls	Halls - Minor	Minor - Hourly	5.50	5.50	0.00
Community Halls	Halls - Minor	Minor - Sessional 4 hours	19.00	19.00	0.00
Community Halls	Halls - Minor Meeting Room	Minor -Meeting Room - Hourly	3.30	3.30	0.00
Community Halls	Halls - Secondary	Secondary - All Day 9-midnight	285.00	285.00	0.00
Community Halls	Halls - Secondary	Secondary - Daily 9-5	95.00	95.00	0.00
Community Halls	Halls - Secondary	Secondary - Evening	188.00	188.00	0.00
Community Halls	Halls - Secondary	Secondary - Hourly	15.50	15.50	0.00
Community Halls	Halls - Secondary	Secondary - Sessional 4 hours	44.00	44.00	0.00
Community Halls	Halls - Secondary Meeting Room	Secondary Meeting Room - All Day 9-midnight	77.00	77.00	0.00
Community Halls	Halls - Secondary Meeting Room	Secondary Meeting Room - Daily 9-5	95.00	95.00	0.00
Community Halls	Halls - Secondary Meeting Room	Secondary Meeting Room - Evening	33.00	33.00	0.00
Community Halls	Halls - Secondary Meeting Room	Secondary Meeting Room - Hourly	8.80	8.80	0.00
Community Halls	Halls - Secondary Meeting Room	Secondary Meeting Room - Sessional 4 hours	26.00	26.00	0.00
Community Halls	Halls - Secondary Theatre Performance	Secondary Theatre - All day 9-midnight	238.00	238.00	0.00
Community Halls	Halls - Secondary Theatre Performance	Secondary Theatre - Bump in/bump out	90.00	90.00	0.00
Community Halls	Halls - Secondary Theatre Performance	Secondary Theatre - Daily 9-5	80.00	80.00	0.00

Program	Category of Fee or Charge	Fee or Charge	Fee 2010/11 \$	Fee 2011/12 \$	Variance (%)
Community Halls	Halls - Secondary Theatre Performance	Secondary Theatre - Evening	159.80	159.80	0.00
Community Halls	Halls - Secondary Theatre Performance	Secondary Theatre - Hourly	13.00	13.00	0.00
Community Halls	Halls - Secondary Theatre Performance	Secondary Theatre - Sessional 4 hours	37.00	37.00	0.00
Community Halls	Halls - Secondary Theatre Rehearsal	Secobndary Theatre - Evening	95.00	95.00	0.00
Community Halls	Halls - Secondary Theatre Rehearsal	Secondary Theatre - All day 9-midnight	142.50	142.50	0.00
Community Halls	Halls - Secondary Theatre Rehearsal	Secondary Theatre - Daily 9-5	47.50	47.50	0.00
Community Halls	Halls - Secondary Theatre Rehearsal	Secondary Theatre - Hourly	7.75	7.75	0.00
Community Halls	Halls - Secondary Theatre Rehearsal	Secondary Theatre - Sessional 4 hours	22.00	22.00	0.00
Community Halls	Halls - Township	Township - All Day 9-Midnight	390.00	390.00	0.00
Community Halls	Halls - Township	Township - Daily 9-5	138.00	138.00	0.00
Community Halls	Halls - Township	Township - Evening	250.00	250.00	0.00
Community Halls	Halls - Township	Township - Hourly	22.00	22.00	0.00
Community Halls	Halls - Township	Township - Sessional 4 hours	66.00	66.00	0.00
Community Halls	Halls - Township Meeting Room	Township meeting room - All Day 9-midnight	110.00	110.00	0.00
Community Halls	Halls - Township Meeting Room	Township meeting room - Daily 9-5	66.00	66.00	0.00
Community Halls	Halls - Township Meeting Room	Township meeting room - Evening	55.00	55.00	0.00
Community Halls	Halls - Township Meeting Room	Township meeting room - hourly	11.00	11.00	0.00
Community Halls	Halls - Township Meeting Room	Township meeting room - Sessional 4 hours	39.00	39.00	0.00
Community Halls	Halls - Township Theatre Performance	Township Theatre - All day 9-midnight	232.00	232.00	0.00
Community Halls	Halls - Township Theatre Performance	Township Theatre - Bump in/bump out	115.00	115.00	0.00
Community Halls	Halls - Township Theatre Performance	Township Theatre - Daily 9-5	117.00	117.00	0.00
Community Halls	Halls - Township Theatre Performance	Township Theatre - Evening	212.00	212.00	0.00
Community Halls	Halls - Township Theatre Performance	Township Theatre - Hourly	18.00	18.00	0.00
Community Halls	Halls - Township Theatre Performance	Township Theatre - Sessional 4 Hours	56.00	56.00	0.00
Community Halls	Halls - Township Theatre Rehearsal	Township Theatre - (Sessional 4 hours)	33.00	33.00	0.00
Community Halls	Halls - Township Theatre Rehearsal	Township Theatre - All day 9 - Midnight	195.00	195.00	0.00
Community Halls	Halls - Township Theatre Rehearsal	Township Theatre - Daily 9-5	69.00	69.00	0.00
Community Halls	Halls - Township Theatre Rehearsal	Township Theatre - Evening	125.00	125.00	0.00
Community Halls	Halls - Township Theatre Rehearsal	Township Theatre - Hourly	11.00	11.00	0.00
Community Halls	Hourly	Commercial	11.00	11.00	0.00
Community Halls	Hourly	Community	7.00	7.00	0.00
Community Halls	Hourly	Not for Profit	5.50	5.50	0.00
Recreation and Leisure, Sport and Leisure, Mt Martha Golf Course					
Mt Martha Golf Course	Golf Fees	18 Holes	23.00	24.00	4.35
Mt Martha Golf Course	Golf Fees	18 Holes Concession	16.00	17.00	6.25
Mt Martha Golf Course	Golf Fees	9 Holes	16.00	17.00	6.25
Mt Martha Golf Course	Golf Fees	9 Holes Concession	12.00	12.00	0.00
Mt Martha Golf Course	Golf Fees	Junior	4.00	5.00	25.00
Mt Martha Golf Course	Golf Fees	Unlimited Special	13.00	14.00	7.69
Mt Martha Golf Course	Junior Tagholder	Junior Tagholder	107.00	100.00	-6.54
Mt Martha Golf Course	Membership	5 day 12 month (Full)	488.45	513.00	5.03
Mt Martha Golf Course	Membership	5 day 12 Month (Concession)	387.35	407.00	5.07
Mt Martha Golf Course	Membership	5 day 6 Month (Concession)	235.40	247.00	4.93

Program	Category of Fee or Charge	Fee or Charge	Fee 2010/11 \$	Fee 2011/12 \$	Variance (%)
Mt Martha Golf Course	Membership	5 day 6 month (Full)	294.25	309.00	5.01
Mt Martha Golf Course	Membership	6 day 12 month (Concession)	511.50	537.00	4.99
Mt Martha Golf Course	Membership	6 day 12 month (Full)	636.65	668.00	4.92
Mt Martha Golf Course	Membership	6 day 6 Month (Concession)	294.25	309.00	5.01
Mt Martha Golf Course	Membership	6 day 6 month (Full)	363.80	382.00	5.00
Recreation and Leisure, Sport and Leisure, Crib Point Pool					
Crib Point Pool	Aquatics	Adult Swim Pass (15)	53.45	53.45	0.00
Crib Point Pool	Aquatics	Concession Swim Pass (15)	37.40	37.40	0.00
Crib Point Pool	Aquatics	Family Swim	8.81	10.00	13.51
Crib Point Pool	Entry	Adult	3.82	3.90	2.09
Crib Point Pool	Entry	Children	2.45	2.50	2.04
Crib Point Pool	Entry	Pensioner	2.64	2.70	2.27
Crib Point Pool	Entry	School Student entry (LTS program)	4.50	0.00	-100.00
Crib Point Pool	Entry	Spectator	1.00	1.00	0.00
Crib Point Pool	Functions	Birthdays	10.00	0.00	-100.00
Crib Point Pool	Swim Programs	School Groups - 45 mins	0.00	9.00	0.00
Crib Point Pool	Swim Programs	School Groups - 60 mins	0.00	12.00	0.00
Crib Point Pool	Swim Programs	School Groups Training	0.00	2.75	0.00
Crib Point Pool	Swim Programs	Carnivals	77.00	85.00	10.39
Crib Point Pool	Swim Programs	Intensives	12.65	12.00	-5.14
Crib Point Pool	Swim Programs	Play Days	7.15	0.00	-100.00
Crib Point Pool	Swim Programs	School Groups	6.05	6.00	-0.83
Crib Point Pool	Swim Programs	Squad	12.50	13.00	4.00
Recreation and Leisure, Sport and Leisure, Hastings Leisure Centre					
Hastings Leisure Centre	Gymnastics	10 Session Pass - L3-5 Boys	0.00	12.00	0.00
Hastings Leisure Centre	Gymnastics	10 Session Pass - L3-5 -2nd Child	84.00	96.00	14.29
Hastings Leisure Centre	Gymnastics	10 Session Pass - L 0-2	85.00	95.00	11.76
Hastings Leisure Centre	Gymnastics	10 Session Pass - L 3-5	105.00	160.00	52.38
Hastings Leisure Centre	Gymnastics	10 Session Pass Level 0-2 2nd Child	68.00	76.00	11.76
Hastings Leisure Centre	Gymnastics	10 Session Pass - L3-5 Girls Sibling	0.00	12.80	0.00
Hastings Leisure Centre	Gymnastics	5 Session Pass Level 0-2	45.00	0.00	-100.00
Hastings Leisure Centre	Gymnastics	5 Session Pass Level 3-5	55.00	0.00	-100.00
Hastings Leisure Centre	Gymnastics	Casual visit - L 0-2	10.00	0.00	-100.00
Hastings Leisure Centre	Gymnastics	Casual visit - L 3-5	12.00	0.00	-100.00
Hastings Leisure Centre	Gymnastics	Community Group - casual	5.00	0.00	-100.00
Hastings Leisure Centre	Gymnastics	Competition entrance fee	10.00	0.00	-100.00
Hastings Leisure Centre	Gymnastics	School Group - casual	5.00	5.00	0.00
Hastings Leisure Centre	Room Hire	Multi Purpose Room - Commercial Rate	24.00	30.00	25.00
Hastings Leisure Centre	Room Hire	Multi Purpose Room - Community Rate	19.20	24.00	25.00
Hastings Leisure Centre	Room Hire	Program - Fitness Class	0.00	2,400.00	0.00
Hastings Leisure Centre	Squash	Squash 1 hr	8.00	0.00	-100.00

Program	Category of Fee or Charge	Fee or Charge	Fee 2010/11 \$	Fee 2011/12 \$	Variance (%)
Hastings Leisure Centre	Stadium Hire	Competition Rate (per hour)	0.00	29.00	0.00
Recreation and Leisure, Sport and Leisure, Mornington Leisure Centre					
Mornington Leisure Centre	All Access	2 BUGS - Bicycle Users Group	0.00	0.00	0.00
Mornington Leisure Centre	All Access	Active Link - Mornington	5.40	0.00	-100.00
Mornington Leisure Centre	All Access	Active Link - Rosebud	55.00	55.00	0.00
Mornington Leisure Centre	All Access	All Access - 10 Session Pass	50.00	0.00	-100.00
Mornington Leisure Centre	All Access	All Access Casual	5.40	5.50	1.85
Mornington Leisure Centre	All Access	Circuit Breakers	8.00	9.50	18.75
Mornington Leisure Centre	All Access	Get Fit Vet Fit	6.00	6.00	0.00
Mornington Leisure Centre	All Access	LLLS - Casual	5.00	0.00	-100.00
Mornington Leisure Centre	All Access	LLLS session pass	50.00	0.00	-100.00
Mornington Leisure Centre	All Access	Pilates - Rosebud	9.20	0.00	-100.00
Mornington Leisure Centre	All Access	Plaza Walks Mornington	65.00	65.00	0.00
Mornington Leisure Centre	All Access	Prime Movers	8.00	9.50	18.75
Mornington Leisure Centre	All Access	Social Gym	55.00	0.00	-100.00
Mornington Leisure Centre	All Access	Stronger for Longer	5.40	5.50	1.85
Mornington Leisure Centre	All Access	Veitnam Veterans - Australian Health Management	0.00	0.00	0.00
Mornington Leisure Centre	All Access	Walking Group - Rosebud	0.00	0.00	0.00
Mornington Leisure Centre	Centre Programs	Birthday Parties	12.00	12.00	0.00
Mornington Leisure Centre	Centre Programs	Girls Just Wanna Have Fun	10.00	10.00	0.00
Mornington Leisure Centre	Centre Programs	Junior Judo	9.50	9.50	0.00
Mornington Leisure Centre	Centre Programs	Romp & Chomps	10.00	10.00	0.00
Mornington Leisure Centre	Centre Programs	Senior Judo	13.50	13.00	-3.70
Mornington Leisure Centre	Centre Programs	Super Soccer	7.00	7.00	0.00
Mornington Leisure Centre	Fitness Studio	Fitness Studio - Casual	8.00	8.00	0.00
Mornington Leisure Centre	Fitness Studio	Roon Hire - Community	0.00	22.00	0.00
Mornington Leisure Centre	Fitness Studio	Fitness Studio - Session Pass	60.00	72.00	20.00
Mornington Leisure Centre	Fitness Studio	Orientation - Living Longer Living Stronger	0.00	25.00	0.00
Mornington Leisure Centre	Fitness Studio	MS Group	0.00	6.00	0.00
Mornington Leisure Centre	Fitness Studio	Social Gym Hire	0.00	55.00	0.00
Mornington Leisure Centre	Fitness Studio	Living Longer Living Stronger	0.00	5.00	0.00
Mornington Leisure Centre	Fitness Studio	Lungs in Action	0.00	6.00	0.00
Mornington Leisure Centre	Fitness Studio	Fitness Studio Room Hire - Commercial	24.00	0.00	-100.00
Mornington Leisure Centre	Fitness Studio	Fitness Studio Room Hire - Community	19.20	0.00	-100.00
Mornington Leisure Centre	Fitness Studio	LLLS Orientation Class	0.00	0.00	0.00
Mornington Leisure Centre	Fitness Studio	MS Fitness Studio Group	0.00	0.00	0.00
Mornington Leisure Centre	Fitness Studio	Room Hire - Commercial	0.00	30.00	0.00
Mornington Leisure Centre	ACTIV8	ACTIV8 - 4 Schools per term	616.00	88.00	-85.71
Mornington Leisure Centre	Child Care	Occasional Care 1st Child	6.50	6.80	4.62
Mornington Leisure Centre	Child Care	Occasional Care 2nd Child	3.20	3.50	9.37
Mornington Leisure Centre	Child Care	Program Childcare 1st Child	3.80	4.00	5.26
Mornington Leisure Centre	Child Care	Program Childcare 2nd Child	2.20	2.40	9.09
Mornington Leisure Centre	Child Care	Staff Childcare - Stadd Member Working	2.20	2.40	9.09

Program	Category of Fee or Charge	Fee or Charge	Fee 2010/11 \$	Fee 2011/12 \$	Variance (%)
Mornington Leisure Centre	Community Room	Community Room - Commercial Rate	24.00	30.00	25.00
Mornington Leisure Centre	Community Room	Community Room - Community Rate	19.20	22.00	14.58
Mornington Leisure Centre	Group Fitness	Zumba	0.00	12.00	0.00
Mornington Leisure Centre	Group Fitness	Casual Group Fitness Class	8.00	9.50	18.75
Mornington Leisure Centre	Group Fitness	Session Pass - 10 sessions	60.00	72.00	20.00
Mornington Leisure Centre	Gymnastics	Baby Gym	9.00	9.00	0.00
Mornington Leisure Centre	Gymnastics	Kinder Gym	13.00	13.00	0.00
Mornington Leisure Centre	Gymnastics	Toddler Gym	9.00	9.00	0.00
Mornington Leisure Centre	Multi Purpose Room Commercial Hire	Multipurpose Room	24.00	30.00	25.00
Mornington Leisure Centre	Multi Purpose Room Community Hire	Multipurpose Room	19.20	22.00	14.58
Mornington Leisure Centre	Office Rental	MPNA - Office Rental	180.00	180.00	0.00
Mornington Leisure Centre	Stadium Hire	All Access Stadium - Floorball	5.00	0.00	-100.00
Mornington Leisure Centre	Stadium Hire	Badminton - Casual	5.00	5.50	10.00
Mornington Leisure Centre	Stadium Hire	Badminton Court	10.30	12.00	16.50
Mornington Leisure Centre	Stadium Hire	Casual Use (Non Program)	3.70	4.00	8.11
Mornington Leisure Centre	Stadium Hire	Competition Hire per hour	29.00	29.00	0.00
Mornington Leisure Centre	Stadium Hire	Training Hire 1/2 court (45 mins)	8.80	12.00	36.36
Mornington Leisure Centre	Stadium Hire	Training Hire 1/2 court 1 hour	11.25	12.00	6.67
Mornington Leisure Centre	Stadium Hire	Training Hire 1/2 court 1/2 hour	5.60	12.00	114.29
Mornington Leisure Centre	Stadium Hire	Training Hire per hour	22.50	24.00	6.67
Mornington Leisure Centre	Support Services	Chupa Chup Vending	192.50	132.00	-31.43
Mornington Leisure Centre	Support Services	Pay Phone	30.25	30.25	0.00
Mornington Leisure Centre	Support Services	Photocopier Charges	33.00	33.00	0.00
Recreation and Leisure, Sport and Leisure, Somerville Leisure Centre					
Somerville Leisure Centre	ALL Access	Crib Point Hall	0.00	0.00	0.00
Somerville Leisure Centre	ALL Access	Hastings Hall	5.00	5.50	10.00
Somerville Leisure Centre	ALL Access	Somers Hall	5.02	5.50	9.56
Somerville Leisure Centre	Centre Programs	Floorball Mixed	8.00	8.00	0.00
Somerville Leisure Centre	Centre Programs	Romps and Chomps	10.00	10.00	0.00
Somerville Leisure Centre	Centre Programs	Schools	29.00	29.00	0.00
Somerville Leisure Centre	Centre Programs	Soccer - Tots	7.00	7.00	0.00
Somerville Leisure Centre	Centre Programs	Soccer Games	7.00	7.00	0.00
Somerville Leisure Centre	Child Care	1 hour parents using facility	3.80	4.00	5.26
Somerville Leisure Centre	Child Care	1 hour parents using facility extra child	2.20	2.40	9.09
Somerville Leisure Centre	Child Care	Occasional Care	6.50	6.80	4.62
Somerville Leisure Centre	Child Care	Occasional Care each child there after	3.20	3.50	9.37
Somerville Leisure Centre	Group Fitness	All Access - Well for Life	5.40	5.50	1.85
Somerville Leisure Centre	Group Fitness	All Access Membership 3 months Upfront	97.00	0.00	-100.00
Somerville Leisure Centre	Group Fitness	All Access Membership Circuit Breakers	5.40	0.00	-100.00
Somerville Leisure Centre	Group Fitness	All Access Prime Movers	5.40	5.50	1.85
Somerville Leisure Centre	Group Fitness	All Access Prime Movers	7.40	0.00	-100.00
Somerville Leisure Centre	Group Fitness	All Access Session Pass	0.00	81.00	0.00
Somerville Leisure Centre	Group Fitness	Pregnancy Class	0.00	5.50	0.00

Program	Category of Fee or Charge	Fee or Charge	Fee 2010/11 \$	Fee 2011/12 \$	Variance (%)
Somerville Leisure Centre	Memberships	15 Visit Pass (Adult)	147.15	147.15	0.00
Somerville Leisure Centre	Memberships	15 Visit Pass (Concession)	103.80	103.80	0.00
Somerville Leisure Centre	Memberships	3 Month Membership	174.40	174.40	0.00
Somerville Leisure Centre	Memberships	Bridging Fee - Family - Platinum	77.90	77.90	0.00
Somerville Leisure Centre	Memberships	Bridging Fee - Family - Silver	51.50	51.50	0.00
Somerville Leisure Centre	Memberships	Bridging Fee - Gold	25.50	25.50	0.00
Somerville Leisure Centre	Memberships	Bridging Fee - Gold - Concession	17.85	17.85	0.00
Somerville Leisure Centre	Memberships	Bridging Fee - Platinum	30.00	30.00	0.00
Somerville Leisure Centre	Memberships	Bridging Fee - Platinum - concession	21.00	21.00	0.00
Somerville Leisure Centre	Memberships	Bridging Fee - Silver	19.80	19.80	0.00
Somerville Leisure Centre	Memberships	Bridging Fee - Silver - concession	13.90	13.90	0.00
Somerville Leisure Centre	Memberships	Corporate	328.30	328.30	0.00
Somerville Leisure Centre	Memberships	Corporate 3 month membership upfront Gold	177.80	177.80	0.00
Somerville Leisure Centre	Memberships	Corporate 12 month membership	424.50	424.50	0.00
Somerville Leisure Centre	Memberships	Family - Platinum - \$/fortnight	77.90	77.90	0.00
Somerville Leisure Centre	Memberships	Family - Silver upfront	1,175.00	1,175.00	0.00
Somerville Leisure Centre	Memberships	Family Platinum	1,801.00	1,801.00	0.00
Somerville Leisure Centre	Memberships	Family Platinum - 3 month	599.00	599.00	0.00
Somerville Leisure Centre	Memberships	Family Silver - 3 month	390.00	390.00	0.00
Somerville Leisure Centre	Memberships	Family Silver \$/fortnight	51.50	51.50	0.00
Somerville Leisure Centre	Memberships	Gold - \$/fortnight	25.50	25.50	0.00
Somerville Leisure Centre	Memberships	Gold - 3 month upfront	224.20	224.20	0.00
Somerville Leisure Centre	Memberships	Gold - Concession - \$/fortnight	17.85	17.85	0.00
Somerville Leisure Centre	Memberships	Gold - Concession - 3 month upfront	157.00	157.00	0.00
Somerville Leisure Centre	Memberships	Gold - Concession - Upfront	426.90	426.90	0.00
Somerville Leisure Centre	Memberships	Gold - Upfront	611.00	611.00	0.00
Somerville Leisure Centre	Memberships	Pay Smart	2,904.00	3,564.00	22.73
Somerville Leisure Centre	Memberships	Platinum - \$/fortnight	30.00	30.00	0.00
Somerville Leisure Centre	Memberships	Platinum - 3 month concession Upfront	168.00	168.00	0.00
Somerville Leisure Centre	Memberships	Platinum - 3 month upfront	240.00	240.00	0.00
Somerville Leisure Centre	Memberships	Platinum - Concession - \$/fortnight	21.00	21.00	0.00
Somerville Leisure Centre	Memberships	Platinum - Concession Upfront	504.00	504.00	0.00
Somerville Leisure Centre	Memberships	Platinum - off peak - \$/fortnight	14.85	14.85	0.00
Somerville Leisure Centre	Memberships	Platinum - Upfront	720.00	720.00	0.00
Somerville Leisure Centre	Memberships	Silver	495.00	509.85	3.00
Somerville Leisure Centre	Memberships	Silver - \$/fortnight	19.80	19.80	0.00
Somerville Leisure Centre	Memberships	Silver - \$/fortnight - concession	13.90	13.90	0.00
Somerville Leisure Centre	Memberships	Silver - 3 month concession upfront	123.50	123.50	0.00
Somerville Leisure Centre	Memberships	Silver - 3 month upfront	190.00	195.70	3.00
Somerville Leisure Centre	Memberships	Silver - concession upfront	332.80	332.80	0.00
Somerville Leisure Centre	Session Passes	Group Fitness Class Casual Adult	13.00	14.00	7.69
Somerville Leisure Centre	Session Passes	Group Fitness Class Casual Concession	9.10	9.80	7.69
Somerville Leisure Centre	Somerville Facility and Room Hire	Community House	1,100.00	1,408.00	28.00
Somerville Leisure Centre	Somerville Facility and Room Hire	Community Room Hire 1 Room Commercial	0.00	0.00	0.00

Program	Category of Fee or Charge	Fee or Charge	Fee 2010/11 \$	Fee 2011/12 \$	Variance (%)
Somerville Leisure Centre	Somerville Facility and Room Hire	Community Room Hire 1 Room Community	9.60	0.00	-100.00
Somerville Leisure Centre	Somerville Facility and Room Hire	Community Room Hire 2 Rooms Commercial	24.00	0.00	-100.00
Somerville Leisure Centre	Somerville Facility and Room Hire	Community Room Hire 2 Rooms Community	19.20	0.00	-100.00
Somerville Leisure Centre	Somerville Facility and Room Hire	Community Room Hire 3 Rooms Commercial	28.80	30.00	4.17
Somerville Leisure Centre	Somerville Facility and Room Hire	Community Room Hire 3 Rooms Community	28.80	22.00	-23.61
Somerville Leisure Centre	Somerville Facility and Room Hire	Consulting Room Hire (per hour) Commercial	12.00	0.00	-100.00
Somerville Leisure Centre	Somerville Facility and Room Hire	Consulting Room Hire Community	9.60	0.00	-100.00
Somerville Leisure Centre	Somerville Facility and Room Hire	Multi Purpose Room Commercial Rate	24.00	30.00	25.00
Somerville Leisure Centre	Somerville Facility and Room Hire	Multi Purpose Room Community Rate	19.20	24.00	25.00
Somerville Leisure Centre	Somerville Facility and Room Hire	WPBA - Office Lease	242.00	242.00	0.00
Somerville Leisure Centre	Stadium Hire	All Access Floorball	0.00	0.00	0.00
Somerville Leisure Centre	Stadium Hire	Badminton Court	10.30	0.00	-100.00
Somerville Leisure Centre	Stadium Hire	Badminton Court Competition (per hour per basketball court)	28.00	0.00	-100.00
Somerville Leisure Centre	Stadium Hire	Badminton Court Training (per hour per basketball court)	21.60	0.00	-100.00
Somerville Leisure Centre	Stadium Hire	Birthday Parties	12.00	0.00	-100.00
Somerville Leisure Centre	Stadium Hire	Competition	29.00	29.00	0.00
Somerville Leisure Centre	Stadium Hire	Stadium Casual Hire Per Person	3.70	4.00	8.11
Somerville Leisure Centre	Stadium Hire	Training (1 hour)	22.50	24.00	6.67
Somerville Leisure Centre	Stadium Hire	Training Half Court	11.75	12.00	2.13
Somerville Leisure Centre	Stadium Hire	Training Half Court (1/2 hr)	0.00	12.00	0.00
Somerville Leisure Centre	Stadium Hire	Training half court 45 mins	8.80	12.00	36.36
Somerville Leisure Centre	Support Services	Support Services	770.00	550.00	-28.57
Recreation and Leisure, Sport and Leisure, Bittern Stadium					
Bittern Stadium	Room Hire	Multipurpose Room - Commercial Rate	24.00	30.00	25.00
Bittern Stadium	Room Hire	Multipurpose Room - Community Rate	19.20	24.00	25.00
Bittern Stadium	Stadium Hire	Competition	29.00	29.00	0.00
Bittern Stadium	Stadium Hire	Training	23.50	24.00	2.13
Bittern Stadium	Stadium Hire	Training Half Court	11.75	12.00	2.13
Bittern Stadium	Stadium Hire	Training 1/2 Court (30 mins)	5.90	12.00	103.39
Bittern Stadium	Stadium Hire	Training 1/2 Court (45 mins)	8.80	12.00	36.36
Bittern Stadium	Stadium Hire	Stadium Casual Hire Per Person	3.70	4.00	8.11
Bittern Stadium	Stadium Hire	Badminton Court	10.70	0.00	-100.00
Bittern Stadium	Stadium Hire	Badminton Court Competition (per hour per basket ball court)	29.00	0.00	-100.00
Bittern Stadium	Stadium Hire	Badminton Court Training (per hour per court)	21.60	0.00	-100.00
Bittern Stadium	Stadium Hire	Shire Holiday Program	55.00	66.00	20.00
Recreation and Leisure, Sport and Leisure, Pelican Park					
Pelican Park	Aquatic Passes	Pool Passes (adult) - 15 sessions	65.00	65.10	0.15
Pelican Park	Aquatic Passes	Pool Passes (concession) - 15 sessions	45.50	45.60	0.22
Pelican Park	Aquatic Programs (Other)	Carnivals/Events	0.00	80.00	100.00
Pelican Park	Aquatic Programs (Other)	Family Swim Night	4.60	4.60	0.00
Pelican Park	Aquatic Programs (Other)	Inflatable - casual	2.42	2.40	-0.83

Program	Category of Fee or Charge	Fee or Charge	Fee 2010/11 \$	Fee 2011/12 \$	Variance (%)
Pelican Park	Aquatic Programs (Other)	Play Days	7.00	7.00	0.00
Pelican Park	Aquatic Programs (Other)	Warm Water Classes - All access	0.00	5.50	100.00
Pelican Park	Casual Aquatics	Adult Entry	4.80	4.90	2.08
Pelican Park	Casual Aquatics	Birthday Party	19.00	19.60	3.16
Pelican Park	Casual Aquatics	Birthday Party additional catering	0.00	8.00	100.00
Pelican Park	Casual Aquatics	Birthday Party additional host	0.00	54.00	100.00
Pelican Park	Casual Aquatics	Birthday Party Inflatable	21.11	22.50	6.58
Pelican Park	Casual Aquatics	Child Entry	2.90	3.00	3.45
Pelican Park	Casual Aquatics	Concession Entry	3.20	3.30	3.12
Pelican Park	Casual Aquatics	Family entry (2 adults & 2 children)	12.00	12.10	0.83
Pelican Park	Casual Aquatics	Lane Hire	30.00	31.70	5.67
Pelican Park	Casual Aquatics	School student entry (LTS program)	0.00	2.50	100.00
Pelican Park	Casual Aquatics	Spa/Steam Room	12.00	12.10	0.83
Pelican Park	Casual Aquatics	Spa/Steam Room - Concession	8.50	8.60	1.18
Pelican Park	Casual Aquatics	Spectator Fee	1.00	1.00	0.00
Pelican Park	Child Care	1 HR - Additional Child	2.20	2.50	13.64
Pelican Park	Child Care	1 HR First Child	3.80	4.00	5.26
Pelican Park	Child Care	Childcare Term Booking - WET 1st Child	3.80	4.00	5.26
Pelican Park	Child Care	Childcare Term Booking - WET Add Child	2.20	2.50	13.64
Pelican Park	Child Care	Occasional Care 1 HR - Additional Child	3.20	3.50	9.37
Pelican Park	Child Care	Occasional Care 1 HR First Child	6.50	6.80	4.62
Pelican Park	Child Care	Session Pass Additional Child Child	22.00	25.00	13.64
Pelican Park	Child Care	Session Pass First Child	38.00	40.00	5.26
Pelican Park	Group Fitness	Adult Entry	13.00	14.00	7.69
Pelican Park	Group Fitness	ALL Access - MS Gym Class	5.40	5.50	1.85
Pelican Park	Group Fitness	ALL Access - MS Gym Class	5.40	0.00	-100.00
Pelican Park	Group Fitness	ALL Access - Probus	7.00	8.00	14.29
Pelican Park	Group Fitness	ALL Access - Probus	7.00	0.00	-100.00
Pelican Park	Group Fitness	ALL Access - Rec Link - Gym	0.00	8.30	0.00
Pelican Park	Group Fitness	ALL Access - Rec Link - Gym/Swim	0.00	8.50	0.00
Pelican Park	Group Fitness	ALL Access - Rec Link - Program Orientation	0.00	35.00	0.00
Pelican Park	Group Fitness	ALL Access - Rec Link - Swim	0.00	3.20	0.00
Pelican Park	Group Fitness	ALL Access - Rec Link - Swim/Steam/Spa	0.00	8.50	0.00
Pelican Park	Group Fitness	ALL Access - Stroke Group	5.40	5.50	1.85
Pelican Park	Group Fitness	All Access Membership - Direct Debit \$/fortnight	16.80	16.80	0.00
Pelican Park	Group Fitness	All Access Membership - Upfront 12 months	386.00	386.00	0.00
Pelican Park	Group Fitness	All Access Membership - Upfront 3 months	97.00	97.00	0.00
Pelican Park	Group Fitness	Aqua Aerobics (inc DWR)	0.00	14.00	100.00
Pelican Park	Group Fitness	Belura	0.00	8.00	0.00
Pelican Park	Group Fitness	Blairlogie	0.00	50.00	0.00
Pelican Park	Group Fitness	Concession entry	9.10	9.80	7.69
Pelican Park	Group Fitness	Koori WAP	0.00	160.00	0.00
Pelican Park	Group Fitness	Pregnancy	0.00	5.50	0.00
Pelican Park	Group Fitness	Room Hire - Weekdays (per hr)	0.00	0.00	0.00

Program	Category of Fee or Charge	Fee or Charge	Fee 2010/11 \$	Fee 2011/12 \$	Variance (%)
Pelican Park	Group Fitness	Room Hire - Weekends (per hr)	0.00	0.00	0.00
Pelican Park	Group Fitness	User Groups	0.00	30.00	0.00
Pelican Park	Group Fitness - All Access	All Access Chair Based	5.40	5.50	1.85
Pelican Park	Group Fitness - All Access	All Access Chair Based	5.40	0.00	-100.00
Pelican Park	Group Fitness - All Access	All Access Entry/Maintenance	5.40	5.50	1.85
Pelican Park	Group Fitness - All Access	All Access Entry/Maintenance	5.40	5.50	1.85
Pelican Park	Group Fitness - All Access	Aquaeze	5.40	5.50	1.85
Pelican Park	Group Fitness - All Access	Circuit Breakers	5.40	5.50	1.85
Pelican Park	Group Fitness - All Access	SOYF - Entry	5.40	5.50	1.85
Pelican Park	Group Fitness - All Access	SOYF - Maintenance (WED)	5.40	5.50	1.85
Pelican Park	Group Fitness - All Access	SWEAT	5.40	5.50	1.85
Pelican Park	Group Fitness - All Access	Tai Chi	5.40	5.50	1.85
Pelican Park	Group Fitness - School Groups	School Groups	0.00	6.60	0.00
Pelican Park	Health and Fitness	Adult Entry - Casual	13.00	14.00	7.69
Pelican Park	Health and Fitness	All Access	0.00	0.00	0.00
Pelican Park	Health and Fitness	Concession Entry - Casual	9.10	10.80	18.68
Pelican Park	Health and Fitness	Fitness Assessments	0.00	0.00	0.00
Pelican Park	Health and Fitness	Gym and Swim	19.00	19.00	0.00
Pelican Park	Health and Fitness	Personal Training 1 hour session (one-one-one member)	47.00	47.00	0.00
Pelican Park	Health and Fitness	Personal Training 1 hour session (two-one-one member)	0.00	72.00	0.00
Pelican Park	Health and Fitness	Personal Training 1/2 hour session (member)	0.00	27.00	0.00
Pelican Park	Health and Fitness	Personal Training 1/2 hour session (non member)	0.00	52.00	0.00
Pelican Park	Health and Fitness	Personal Training 10 session (member)	0.00	423.00	0.00
Pelican Park	Health and Fitness	Personal Training 10 session (non member)	0.00	465.00	0.00
Pelican Park	Health and Fitness	Personal Training session pass (one-one-one member)	0.00	0.00	0.00
Pelican Park	Health and Fitness	Program Orientation	30.00	35.00	16.67
Pelican Park	Health and Fitness	Schools Student	0.00	6.60	0.00
Pelican Park	Health and Fitness	Spring into Spring	0.00	400.00	0.00
Pelican Park	Memberships - Bridging	Bridging Fee - Family - Platinum	77.90	81.75	4.94
Pelican Park	Memberships - Bridging	Bridging Fee - Family - Silver	51.50	54.00	4.85
Pelican Park	Memberships - Bridging	Bridging Fee - Gold	25.50	27.95	9.61
Pelican Park	Memberships - Bridging	Bridging Fee - Gold - Concession	17.85	19.70	10.36
Pelican Park	Memberships - Bridging	Bridging Fee - Platinum	30.00	32.70	9.00
Pelican Park	Memberships - Bridging	Bridging Fee - Platinum - concession	21.00	22.90	9.05
Pelican Park	Memberships - Bridging	Bridging Fee - Silver	19.80	21.60	9.09
Pelican Park	Memberships - Bridging	Bridging Fee - Silver - Concession	13.90	15.30	10.07
Pelican Park	Memberships - Corporate	Corporate	350.00	378.50	8.14
Pelican Park	Memberships - Corporate	Corporate 12 month membership Bluescope Employee Gold	0.00	367.70	0.00
Pelican Park	Memberships - Corporate	Corporate 12 month membership Bluescope Employee Platinum	0.00	448.80	0.00
Pelican Park	Memberships - Corporate	Corporate 12 month membership upfront Platinum	423.00	455.00	7.57
Pelican Park	Memberships - Corporate	Corporate 3 month membership upfront Gold	171.30	180.00	5.08
Pelican Park	Memberships - Family	Family - Platinum - \$/fortnight	77.90	81.75	4.94
Pelican Park	Memberships - Family	Family - Silver	99.15	0.00	-100.00
Pelican Park	Memberships - Family	Family - Silver Upfront	1,175.00	1,225.00	4.26

Program	Category of Fee or Charge	Fee or Charge	Fee 2010/11 \$	Fee 2011/12 \$	Variance (%)
Pelican Park	Memberships - Family	Family Platinum	1,801.00	1,890.00	4.94
Pelican Park	Memberships - Family	Family Platinum - 3 month	599.00	625.00	4.34
Pelican Park	Memberships - Family	Family Silver - 3 month	390.00	410.00	5.13
Pelican Park	Memberships - Family	Family Silver \$/fortnight	51.50	54.00	4.85
Pelican Park	Memberships - Gold	Gold - \$/fortnight	26.62	27.95	5.00
Pelican Park	Memberships - Gold	Gold - 3 month Upfront	240.00	251.90	4.96
Pelican Park	Memberships - Gold	Gold - Upfront	640.00	672.40	5.06
Pelican Park	Memberships - Gold Concession	Gold Concession - Upfront	451.00	473.80	5.06
Pelican Park	Memberships - Gold Concession	Gold Concession - \$/fortnight	18.78	19.70	4.90
Pelican Park	Memberships - Gold Concession	Gold Concession - 3 month upfront	170.00	178.60	5.06
Pelican Park	Memberships - Platinum	Platinum - \$/fortnight	31.15	32.70	4.98
Pelican Park	Memberships - Platinum	Platinum - 3 month upfront	260.00	273.15	5.06
Pelican Park	Memberships - Platinum	Platinum - Upfront	750.00	787.95	5.06
Pelican Park	Memberships - Platinum Concession	Platinum - 3 month concession upfront	185.00	194.40	5.08
Pelican Park	Memberships - Platinum Concession	Platinum - Concession - \$/fortnight	21.81	22.90	5.00
Pelican Park	Memberships - Platinum Concession	Platinum - Concession Upfront	525.00	551.60	5.07
Pelican Park	Memberships - Platinum Offpeak	Platinum - off peak - \$/fortnight	14.85	14.85	0.00
Pelican Park	Memberships - Shire Deductions	MPS Staff Deductions	43.60	0.00	-100.00
Pelican Park	Memberships - Silver	Silver - \$/fortnight	20.58	21.60	4.96
Pelican Park	Memberships - Silver	Silver - 3 month upfront	190.00	199.60	5.05
Pelican Park	Memberships - Silver	Silver - Upfront	495.00	520.00	5.05
Pelican Park	Memberships - Silver Concession	Silver - \$/fortnight - concession	14.56	15.30	5.08
Pelican Park	Memberships - Silver Concession	Silver - 3 month concession upfront	135.00	141.80	5.04
Pelican Park	Memberships - Silver Concession	Silver - concession Upfront	350.00	367.70	5.06
Pelican Park	Squads & Adults	Adult Stroke Correction	75.63	60.00	-20.67
Pelican Park	Squads & Adults	Swim Squad - Performance Squad	151.25	151.25	0.00
Pelican Park	Squads & Adults	Swim Squad - Transition Squad	151.25	151.25	0.00
Pelican Park	Swim Club	Junior Squad - Term	0.00	77.53	0.00
Pelican Park	Swim Club	State Development	0.00	74.25	0.00
Pelican Park	Swim Club	State Squad	0.00	51.83	0.00
Pelican Park	WET Program - Adults	Adult Learn to Swim	0.00	12.50	0.00
Pelican Park	WET Program - Core	Learn to Swim Program - 10 weeks	11.50	120.00	943.48
Pelican Park	WET Program - Core	Learn to Swim Program - 11 weeks	0.00	132.00	0.00
Pelican Park	WET Program - Privates & Intensives	Intensives	12.65	12.00	-5.14
Pelican Park	WET Program - Privates & Intensives	Private Lesson x 1	27.50	28.60	4.00
Pelican Park	WET Program - Privates & Intensives	Private Lesson x 1 (disability)	19.25	20.00	3.90
Pelican Park	WET Program - Privates & Intensives	Private Lesson x 2 Children	44.00	41.60	-5.45
Pelican Park	WET Program - School Students	School student entry (Learn to Swim Program) 30 mins	5.50	6.00	9.09
Pelican Park	WET Program - School Students	School student entry (Learn to Swim Program) 45 mins	0.00	9.00	0.00
Recreation and Leisure, Foreshore Camping					
Foreshore Camping	Off Season (pre season) Package	Off Season (pre season) Package	465.00	465.00	0.00
Foreshore Camping	Unoccupied/Weekend Non-Power rate (per week)	Unoccupied/Weekend Non-Power rate (per week)	70.00	70.00	0.00

Program	Category of Fee or Charge	Fee or Charge	Fee 2010/11 \$	Fee 2011/12 \$	Variance (%)
Foreshore Camping	Holiday/Peak Season - Non-Power (per night)	Holiday/Peak Season - Non-Power (per night)	40.00	40.00	0.00
Foreshore Camping	Holiday/Peak Season - Non-Power (per week)	Holiday/Peak Season - Non-Power (per week)	165.00	165.00	0.00
Foreshore Camping	Holiday/Peak Season - Power (per night)	Holiday/Peak Season - Power (per night)	45.00	45.00	0.00
Foreshore Camping	Holiday/Peak Season - Powered Site Weekly	Holiday/Peak Season - Powered Site Weekly	235.00	235.00	0.00
Foreshore Camping	Off Season - Non-Power (per night)	Off Season - Non-Power (per night)	25.00	25.00	0.00
Foreshore Camping	Off Season - Non-Power (per week)	Off Season - Non-Power (per week)	90.00	90.00	0.00
Foreshore Camping	Off Season - Power (per night)	Off Season - Power (per night)	30.00	30.00	0.00
Foreshore Camping	Off Season - Power (per week)	Off Season - Power (per week)	130.00	130.00	0.00
Foreshore Camping	Off Season Package	Off Season Package	880.00	880.00	0.00
Foreshore Camping	Pensioner rate (per week)	Pensioner rate (per week)	100.00	100.00	0.00
Foreshore Camping	Unoccupied/Weekend rate (per week)	Unoccupied/Weekend rate (per week)	95.00	95.00	0.00
Libraries, Arts and Culture, Mornington Peninsula Regional Gallery					
Mornington Peninsula Regional Gallery	Events	Non Members	10.00	10.00	0.00
Mornington Peninsula Regional Gallery	Events	Members	8.00	8.00	0.00
Mornington Peninsula Regional Gallery	Gallery Entry	Entry Fees Adults	4.00	4.00	0.00
Mornington Peninsula Regional Gallery	Gallery Entry	Entry Fees Concessions (Healthcare card holders & Pensioners)	2.00	2.00	0.00
Mornington Peninsula Regional Gallery	Gallery Entry	Entry Fees Group Students (Primary Secondary and Tertiary)	2.00	2.00	0.00
Mornington Peninsula Regional Gallery	Membership From Friends	Single Concession	20.00	20.00	0.00
Mornington Peninsula Regional Gallery	Membership From Friends	Single	25.00	25.00	0.00
Mornington Peninsula Regional Gallery	Membership From Friends	Family	40.00	40.00	0.00
Mornington Peninsula Regional Gallery	Membership	Family 3 year	0.00	110.00	100.00
Mornington Peninsula Regional Gallery	Membership	Single 3 year	0.00	70.00	100.00
Mornington Peninsula Regional Gallery	Membership	Concession 3 year	0.00	55.00	100.00
Libraries, Arts and Culture, Libraries					
Library	Damaged Stock	Damaged Repairable Stock - all stock other than Talking books	4.00	4.00	0.00
Library	Damaged Stock	Damaged Repairable Stock - Talking Books	16.50	20.00	21.21
Library	Fines & Overdue Charges	Overdue charges - Children & Youth - per day	0.10	0.25	150.00
Library	Fines & Overdue Charges	Overdue charges - Adult - per day	0.25	0.25	0.00
Library	Library Headquarters	Interlibrary Loans to other Public Libraries	0.00	12.50	0.00
Library	Library Headquarters	Long Overdue Collection Fee	10.00	10.00	0.00

Program	Category of Fee or Charge	Fee or Charge	Fee 2010/11 \$	Fee 2011/12 \$	Variance (%)
Library	Library Headquarters	Our Library Book Club Members	0.00	130.00	0.00
Library	Lost Books	Lost/irreparable Damage - Original Cost of Item	replacement cost	replacement cost	
Library	Lost Cards	Replace Lost Library Cards	2.75	2.75	0.00
Library	Reservations	Reservations/ILL - Concession Charge	0.60	0.60	0.00
Library	Reservations	Reservations/ILL - full charge	1.20	1.20	0.00
Governance and Corporate Support, Customer Service					
Animal Management	Registration - Cat (CatFee101)	Entire Cat	0.00	156.00	0.00
Animal Management	Registration - Cat (CatFee103)	Reduced	30.00	32.00	6.67
Animal Management	Registration - Cat (CatFee104)	Reduced Pensioner	18.00	19.50	8.33
Animal Management	Registration - Dog (DogFee101)	Intact	150.00	156.00	4.00
Animal Management	Registration - Dog (DogFee102)	Intact Pensioner	76.00	79.50	4.61
Animal Management	Registration - Dog (DogFee103)	Reduced	30.00	32.00	6.67
Animal Management	Registration - Dog (DogFee104)	Reduced Pensioner	18.00	19.50	8.33
Finance, Revenue Management (Rates)					
Land Information Certificate	Land Information	Certificate	20.00	20.00	0.00
Information Services, Records Management					
Records Management	Freedom of Information	Page (optional)	0.20	0.20	0.00
Records Management	Freedom of Information	Application fee	22.70	22.70	0.00
Records Management	Freedom of Information	Search and Access Fees	20.00	20.00	0.00
Property and Valuation, Valuations					
Valuations	Supplementary Valuations	Valuations - South East Water	18.15	24.75	36.36
Valuations	Supplementary Valuations	Valuations - State Revenue Office	23.10	23.53	1.86
Valuations	Supplementary Valuations	Land Tax Objections Recovery	121.00	121.00	0.00
Property and Valuation, Property Operations					
Bathing Boxes	Bathing Box Rental Income		330.90	348.00	5.17
Bathing Boxes	Bathing Box transfer fees		5% of CIV	5% of CIV	0.00

