

Mornington Peninsula Shire Adopted Budget 2013 – 14



COMMITTED TO A
SUSTAINABLE
PENINSULA

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

The 2013-14 budget is the first of the newly elected Council, but in many ways is a continuation of the *long journey* that successive Councils have travelled over many years.

Council is confident this budget reflects the priorities identified by our community over many years—both at a 'whole of Peninsula' and local level – as well as providing ongoing service enhancements and infrastructure upgrades.

The preparation of this year's Shire budget involved councillors and officers working together over several months, modelling different options, asking many, many questions and most importantly, assessing the community's needs and wants, balanced against what is affordable.

This intense process builds on Council's ongoing assessment of policies, strategies, master plans, capital works and other projects, all of which inform or "feed into" the budget process.

Council is very conscious of the current tight economic circumstances. Council rates this year will rise by 5.9%, maintaining the Shire's position as having rate levels among the lowest in Victoria. The Municipal Charge will increase by \$20.

Whilst Council will borrow \$10.8m in 2013/14 to fund its Unfunded Superannuation Liability, it should be noted that previous borrowing will reduce by \$5.4m over 2013-14 as we continue to 'live within our means'.

Given the Shire's strong overall position, even within a 'tight budget' with low rate increases, there are a number of important and continuing increased investments in:

- *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 and facilities that respond to the needs of Peninsula families, our young people and our older residents.*

Specifically, the 2013-14 budget includes:

- Implementation of the Shire's Sustainable Infrastructure Maintenance Service (SIMS2) which delivers \$5.6 million per annum of enhancements for a cost of just \$1.4million per annum. Enhancements include:
 - increased township cleaning programs including additional street sweeping and the continuation of the very successful town based 'clean teams' to ensure a strong, proactive presence in the major townships and foreshore precincts, particularly during peak periods;
 - an increased focus on natural systems (bushland reserves), parks and roadsides;
 - additional cleaning of pits, storm water culverts and pipes; and
 - additional sports field maintenance and upgrades.
- Continued implementation of fire management strategies for bush land reserves, plus support and training for the continued preparation for fire and emergency readiness in the community
- A range of important strategic planning projects including:
 - Completion of the Green Wedge Management Plan;
 - An additional \$200k for the continued implementation of coastal management plans; and

- Development of the Rosebud Activity Centre / Point Nepean Road landscape master plan , Tootgarook Management plan and Tyabb Airfield Precinct Plan.
- Continued Implementation of the Pavilion Upgrade strategy, which will result in the Elsie Dorrington Sports Pavilion in Mornington being completed, the start of construction of Fruit Growers Sports Pavilion in Somerville and the commencement of detailed designs for Mount Martha Tennis Club and Balnarring Recreation Reserve Pavilion.
- Ongoing implementation of the Toilet Strategy with complete major refurbishment works for public toilets on the Rye and Dromana Foreshore and at Mothers Beach, Mornington, and the construction of a new toilet at Hillview Community Reserve, Dromana.
- Delivery of 750 separate program activity sessions to 12,500 young participants and 2,400 hours of one to one support for 200 young people. Family day care will deliver 350,000 hours of care to 900 hundred babies and children across the peninsula.
- An additional \$856k to respond to increased demand for Home and Community Care services (HACC) to ensure all members of our ageing community who require access to the broad range of services are able to access the services they need to remain in their own homes.
- \$60k to investigate the extension of the New Years Eve 'No Nonsense, No Entertainment ' further along the peninsula from its current location in Sorrento and Portsea.
- Refurbishment of the Somerville Cenotaph and the Police Point Respite Houses.
- Support for a wide range of Community Events and Festivals including Australia Day, Pet and Pony, Come and Try sports expo, Festival of Arts and Ideas, volunteer expo, Seniors Week and Neighbour Day in Rosebud West.
- Ongoing hosting of a range of dynamic and nationally significant program's at Mornington Peninsula Regional Gallery, following the successful hosting of the Archibald Prize Exhibition in June (the only regional gallery to host the exhibition in 2013).

Council believes that this budget address the priorities identified by our community, while keeping our rate levels among the lowest in the State.

Cr Lynn Bowden
Mayor

Chief Executive Officer's Summary

As the Mayor has highlighted in her introduction, the 2013-14 draft budget is the first of the newly elected Council and continues to focus on a range of long-term priorities aimed at protecting and enhancing the liveability of the Mornington Peninsula.

Planning for the future of the Peninsula, the infrastructure we build, maintain and enhance, the wide range of services and functions we undertake, the environmental, social and economic challenges we address, are all long-term in nature.

The many programs, projects and initiatives funded through this budget are all set out in the Shire Strategic Plan and related strategies and business plans, all of which flow from the Shire's Vision and Mission, with a long-term focus reflecting community needs and expectations.

A 'good budget' is, therefore, not a 'one off', stand-alone piece of work. Rather, as the Mayor has said, it is part of a long-term process, through which the Shire delivers a relatively high standard of services and infrastructure, with rate levels among the lowest in the State.

So the capability to deliver high quality, responsive services and infrastructure at a comparatively low level of cost is the result of many years work, not just one.

Over many years:

- Council has had clear, consistent, long-term priorities which it has committed to achieving progressively, and cost-effectively,
- Council has ensured that growth in spending has not exceeded growth in revenue so that an underlying surplus has been achieved every year,
- Council debt has steadily declined, and continues to decline; and
- We remain one of the lowest rating municipalities in the State.

This in turn has required a **constant, relentless focus on innovation and productivity improvement**, reviewing, revising, using technology, to continuously improve our cost-effectiveness, to **increase and improve what we deliver, while reducing cost to ratepayers**.

The benefits to ratepayers of this relentless focus on innovation, review and reform can be evidenced through a wide range of measures and practical examples including:

- Savings of \$65 million over 15 years through our innovative **Safer Local Roads** partnership contract, delivering ongoing, progressive upgrading of our local road network,
- Delivery of significant capital works projects over several years without any project failure or significant cost-overruns, delivered within 0.08% of projected cost,
- Utilising innovative digital technology to develop applications for the community to improve access, such as "**Get me to Class**" an application developed in-house at the Shire in collaboration with leading tertiary institutions to enable students to plan their journey to their tertiary institution, work or home. This significant development has both national and international appeal and application,
- Being one of the first Councils in Australia to identify the challenges of climate change (flooding, bushfire, drought, heat wave etc) we continue at the forefront of developing and implementing long-term strategies to address these challenges,

- Maintaining our Best Practice approach for the recovery of recyclables from waste deposited at the Rye landfill, and the Shire's waste transfer stations, saving the Shire over \$3.5m over the life of the current waste disposal contract,
- Managing the Shire's significant public risk portfolio to deliver a safer community environment. The Shire's risk management practices are ranked equal fifth among the State's 79 councils, resulting in very low premiums for our community,
- Through effective (relentless) advocacy, securing significant grant funding, including most recently \$1.2M from the Federal Government to implement '**Pen Bus**' – a much needed service that provides significantly enhanced access to public transport for students across the Peninsula. We have also been active at State level in advocating to ensure the Peninsula planning framework continues to promote the highly valued and unique characteristics of the Peninsula through the planning process underway for Melbourne's **Metropolitan Planning Strategy** and the **Mornington Peninsula Planning Statement**,
- Maintaining a 'lean' Shire management structure, with a 14% reduction in management costs as a percentage of Shire expenditure over the past decade,
- Being one of the minority of Victorian Councils to have closed the infrastructure renewal gap; and
- Enhancing infrastructure maintenance service delivery (increased frequency etc) by more than 15% over the past four years most recently including the implementation of SIMS2 contract delivering \$5.6M

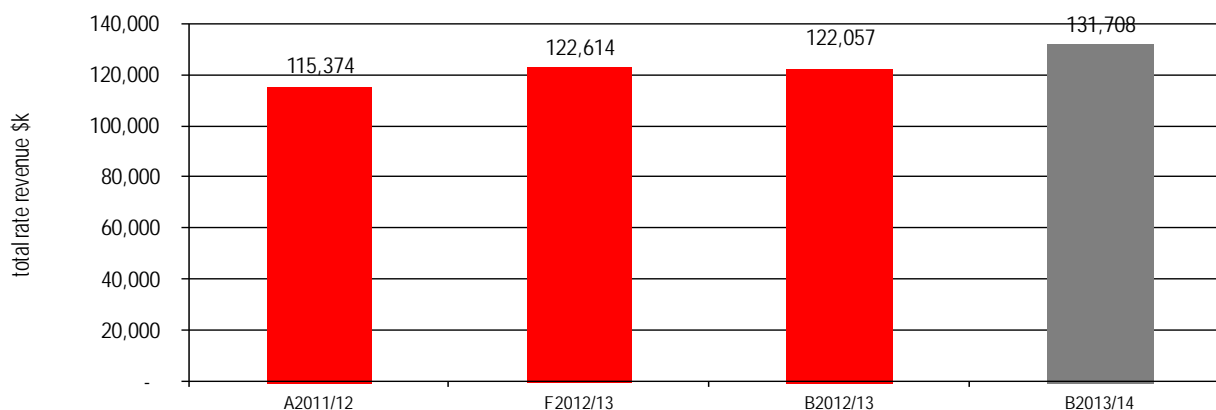
These examples illustrate the new Council's determination, consistent with that of successive Council's over many years to be innovative and cost-effective in delivering ongoing, progressive improvement of the infrastructure and services the Shire delivers, while having rate levels among the lowest in the State, despite the more than \$5 million p.a. combined costs of flood and fire prevention programs that no other Victorian council faces. So it is that the 2013-14 Shire Budget is 'the next well-planned step in the Shire's long-term journey'.

This introduction provides a summary of what is a large and very detailed budget which should be considered in full to gain a complete understanding of Council's initiatives and priorities for 2013-14.



Dr Michael Kennedy OAM
Chief Executive Officer

1. Rates

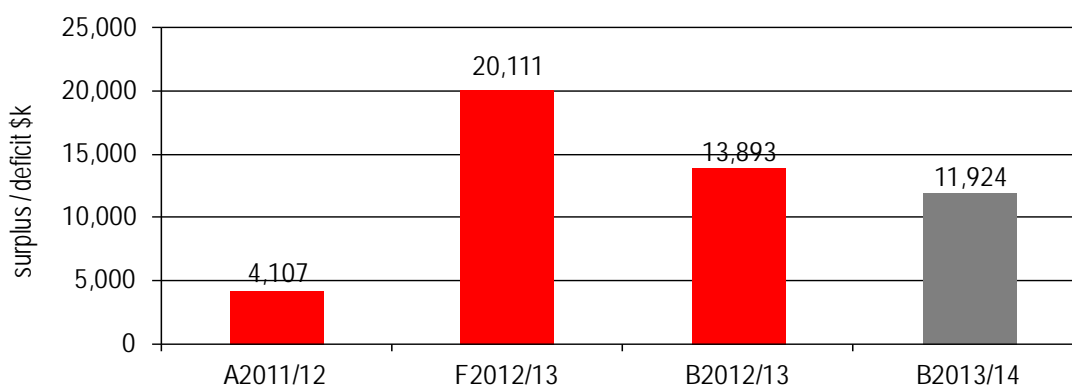


A = Actual F = Forecast B = Budget SRP = Strategic Resource Plan estimates

Council's general rate in the \$ will increase for 2013/14 by 5.90%.
All rateable property will also pay \$180 Municipal charge, an increase of \$20.

This will raise rates and charges of \$129.530 million, including \$600k generated from supplementary rates. Additionally, some \$2.177 million will be generated from the opt in green waste service.

2. Operating Result

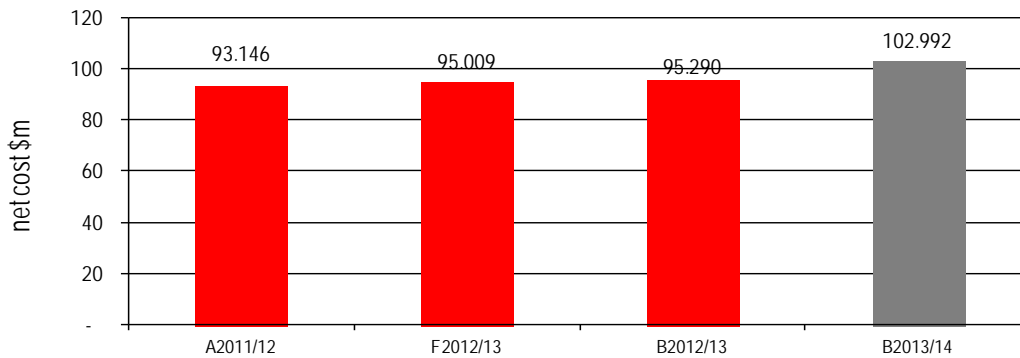


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The expected operating result for the 2013/14 year is a surplus of \$11.924 million, which is a decrease of \$1.969 million over 2012/13 budget and a decrease of \$8.187 million over 2012/13 forecast.

The reduction in the operating surplus from forecast is due to a decrease in grants (both operating and capital), contributions and user charges and increases in employee costs and other operating expenses. Grants can vary significantly from year to year, depending on the projects and programs funded. In addition, projects carried forward from 2012/13 have contributed to the variance.

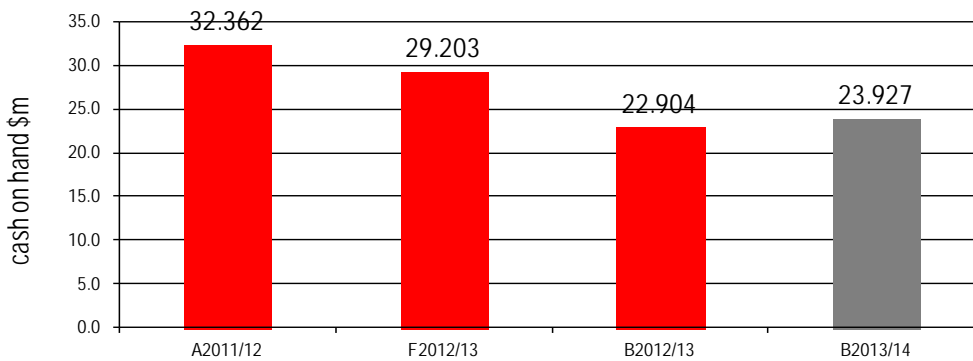
3. Services



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

The net cost of services delivered to the community for the 2013/14 year is expected to be \$102.992 million which is an increase of \$7.701 million over the 2012/13 budget. This increase includes year-on-year cost increases and proposed enhancements.

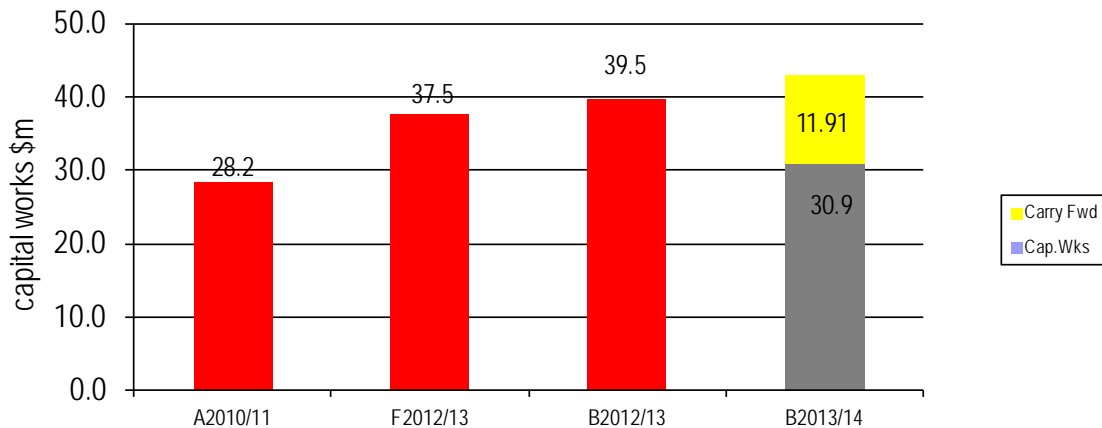
4. Cash and Investments



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

Cash and investments are expected to increase by \$1.023m during the year to \$23.927m as at 30 June 2014. 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



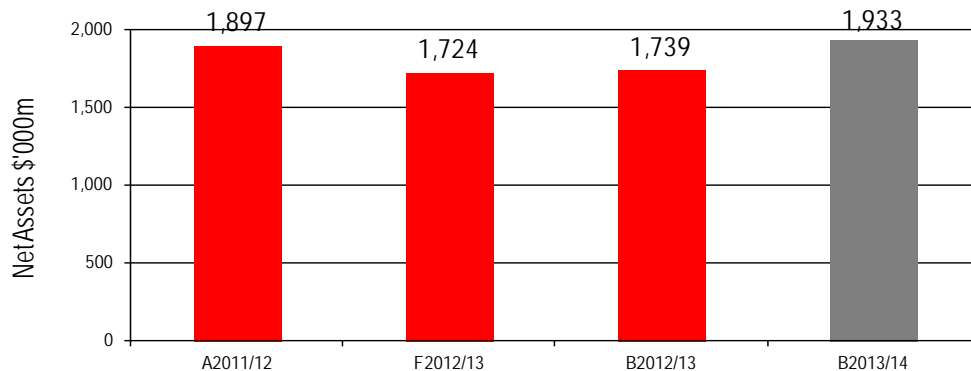
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The capital works program for the 2013/14 year is expected to be \$30.878 million (plus \$11.913m relating to projects which will be carried forward from the 2012/13 year).

Of the \$42.791 million of capital funding required, \$36.361 million will come from Council operations, \$1.0m from loan funds and \$5.400 million from external grants and contributions.

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).

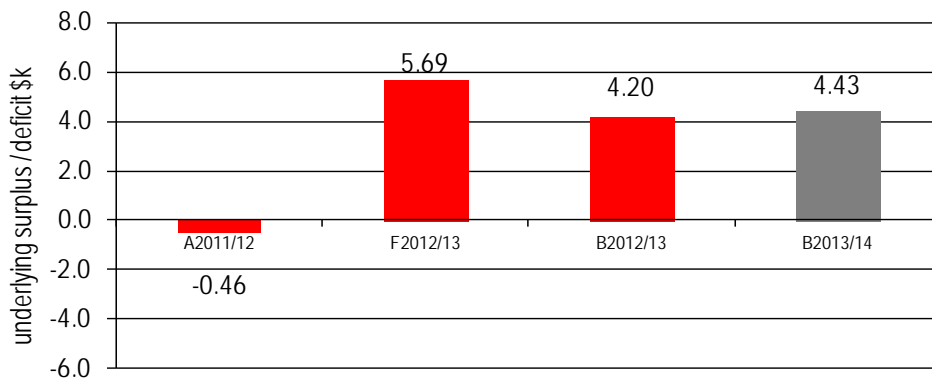
6. Financial Position



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 \$205.104 million over the 2012/13 forecast to \$1,933 million with net current assets to decrease by \$2,956m over the 2012/13 forecast to \$7,744 million as at 30 June 2014.

7. Financial Sustainability



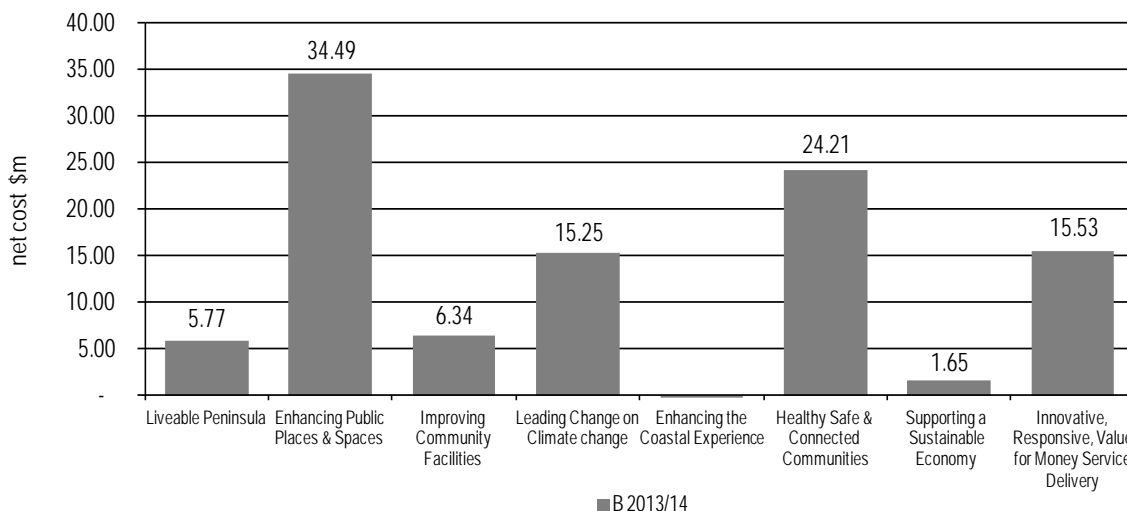
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The Victorian Auditor General assesses all Councils against five key ratios and accords each Council a rating of financial sustainability. Mornington Peninsula Shire has been rated as 'low risk' in the past three years by the Victorian Auditor General, 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 completed our 2013/17 Strategic Resource Plan, and the impacts of 2013/14 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 2013/14 year.

9. In Summary

This budget has been developed through a rigorous process of consultation and review and builds on the financially responsible approach successive 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	13 May 2013
2. Public notice advising intention to adopt budget	15 May 2013
3. Budget available for public inspection and comment	15 May 2013
4. Submissions period closes	11 June 2013
5. Submissions considered by Council/Committee	27 June 2013
6. Budget and submissions presented to Council for adoption	15 July 2013
7. Copy of adopted budget submitted to the Minister	August 2013

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 2013/14 budget, which is included in this report, is for the year 1 July 2013 to 30 June 2014 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 2014 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 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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Overview

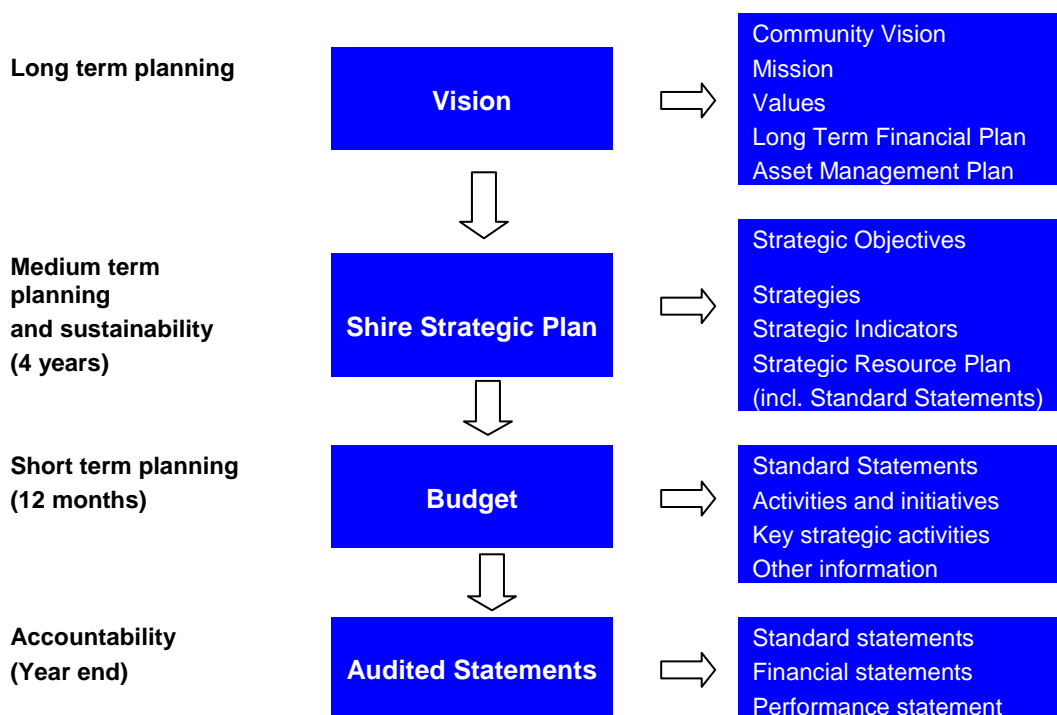
1. Linkage to the Council Strategic Plan

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

The *Local Government Act 1989* requires Council to produce a Council Plan, including a Strategic Resource Plan (referred to as Shire Strategic Plan) within a six (6) month period from general Council elections or by the next 30 June, whichever is later. This budget follows the Strategic Plan 2013-2017 developed by the elected Council.

The Shire Strategic Plan sets out a four-year vision and mission statement for the Mornington Peninsula for the period of July 2013 to June 2017. The document is developed through ongoing community consultation and engagement, and outlines the Shire's core goals, and lists the desired outcomes and strategies that will be used to achieve them. The Shire Strategic Plan is the umbrella for all other strategic planning documents and activities. All work undertaken by individuals, teams and the executive within the Shire is aimed at achieving one or more of the goals outlined in the Shire Strategic Plan, and can be mapped to one or more strategies.

The Planning and Reporting Framework is used to guide all Shire activities, including strategic and operational planning, capital works, community services and activities, and priority projects. 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 & Strategic Resource Plan 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. An annual planning cycle sits within the four year strategic planning cycle, translating the strategic vision into actions, activities and projects within the community. Consistent with 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.

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 a Sustainable Peninsula*, to achieving outcomes that are environmentally, economically and socially sustainable.

A sustainable **environment**

- ✓ minimises the use of non-renewable resources and the generation of waste
- ✓ improves water, soil and air quality
- ✓ reduced 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

What we will do to achieve this vision

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

Our values determine how the Shire will conduct itself.

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 eight Goals as set out in the Shire Strategic Plan for the years 2013-17.

The following table lists the eight Goals as described in the Shire Strategic Plan.

Goal	Description
1. Liveable Peninsula	<i>To be 'near to, but not part of Melbourne' (and its accelerating growth), and to preserve the highly valued amenity of our natural and built environment.</i>
2. Enhancing Public Places & Spaces	<i>To enhance the look, feel and function of our towns and villages, our open spaces and our infrastructure.</i>
3. Improving Community Facilities	<i>To ensure community facilities reflect the needs and expectations of our communities.</i>
4. Leading Change on Climate change	<i>To address flood and fire risk, to reduce our carbon footprint, water usage and waste across Council operations and in the wider community.</i>
5. Enhancing the Coastal Experience	<i>To protect and enhance opportunities to enjoy the coastal experience.</i>
6. Healthy Safe & Connected Communities	<i>To promote a culture of community harmony, wellbeing and a sense of safety and belonging.</i>
7. Supporting a Sustainable Economy	<i>To foster an innovative business community and promote the peninsula's agricultural and rural sector.</i>
8. Innovative, Responsive, Value for Money Service Delivery	<i>To optimise value for ratepayers through efficient, effective and innovative service delivery.</i>

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 2013/14 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: Liveable Peninsula

Livability and quality of life are principles that underpin all of Council's goals and activities. The Mornington Peninsula has special values and features which strongly contribute to its liveability. While many of Council's activities and services contribute to maintaining and enhancing livability, a key focus is on land-use planning and policy.

It must be emphasised that the Mornington Peninsula is not a 'growth municipality'. As plans are currently being developed to guide metropolitan Melbourne's growth from its current population of four million to more than six million by the early 2030s, the Shire's challenge is to continue to be 'near to, but not part of Melbourne' and its accelerating growth. While some change on the peninsula is inevitable, but it must be carefully planned and managed. In this context, as the Victorian Government moves to develop a Metropolitan Planning Strategy, the Shire is ready to represent our community's aspirations, as expressed during the 2012 *Plan Peninsula* community conversations. We will be actively involved with the Victorian Government in developing a Mornington Peninsula Planning Statement, a planning policy that will set the direction, extent and nature of development on the peninsula for the next 20-30 years and beyond.

The activities and initiatives for each Unit and key strategic activities that contribute to this goal is described below.

Activities

Unit	Description	Expenditure (Revenue) Net Cost \$'000
Strategic Planning (excl. Coastal Planning and Natural Systems 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 • Planning Scheme review, maintenance and upgrade 	1,487 (35) <hr/> 1,452
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.	5,570 (1,580) <hr/> 3,990

Infrastructure Project Management – Subdivisions and Services	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.	362 (30) 332
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Initiatives – Strategic Planning (excl Coastal Planning and Natural Systems Planning)

Within Priority Projects, a number of new initiatives have been included –

- Rosebud Activity Centre / Point Nepean Road Landscape Master Plan \$40k
- Tyabb Airfield Precinct Plan \$30k

A number of ongoing projects have also been included –

- Safety Beach Coastal Management Plan (stage 2) \$25k
- Heritage Review Area 3 (Tootgarook-Sorrento-Portsea and Hastings \$90k
- Heritage Review Completion of AREA 2 Review (Safety Beach-Rye) \$20k
- Peninsula Planning Statement \$50k

Key Strategic Activities

Strategic Activity	Performance Measure	How Data is Reported	Performance Target
Port of Hastings	Advocating for a green port in Hastings and for early provision of upgraded infrastructure to service the port	Formal submission and report to Council on Port planning process (as required)	Inclusion in Annual Report
Metropolitan Planning Strategy	Completion of submission	Report to Council	September 2013

2.2 Goal 2: Enhancing Public Places & Spaces

The Shire is responsible for managing a vast network of infrastructure located throughout the peninsula including drainage systems, roads (1700 km), paths (670 km), signs, reserves, parks and waste treatment and disposal infrastructure. The Shire is responsible for maintaining more than 350 parks, 139 bushland reserves, 160 playgrounds and 58 sporting fields, thousands of km of footpaths, 800 km of drainage infrastructure and 3 waste transfer stations.

A key element of the Shire's *Commitment to a Sustainable Peninsula* is a commitment to adequate annual reinvestment in the Shire's \$billion+ infrastructure asset base.

The activities and initiatives for each Unit and key strategic activities that contribute to this goal is described below.

Activities

Unit	Description	Expenditure (Revenue) Net Cost \$'000
Strategic Planning - Natural Systems Planning	Facilitating the strategic land use planning requirements for the Shire, including <ul style="list-style-type: none"> Natural systems planning including the development of a Biodiversity Action Plan for the Shire and coordination with the Regional Catchment Strategy 	169 (4) <hr/> 165
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 	2,280 (1) <hr/> 2,279
Infrastructure Maintenance	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 – <ul style="list-style-type: none"> Safer Local Roads (Roads and Car Parks maintenance, resealing and rehabilitation) Furniture and Signs maintenance Parks and Roadsides maintenance Natural Systems bushland maintenance Cleansing (street sweeping, litter bin collection, toilet cleaning, BBQ cleaning, beach cleaning, loose litter collection and drainage pit cleaning etc). Operation of Conservation Parks (The Briars Park and Warringine Park) 	32,768 (721) <hr/> 32,047

Initiatives – Strategic Planning -Natural Systems Planning

Within Priority Projects, a number of new initiatives have been included –

- Tootgarook Wetland Management Plan – stage 2 \$50k

The following ongoing project has also been included –

- Stream Watch Water Watch Program \$30k

Initiatives – Infrastructure Strategy

Within Priority Projects, a new initiative has been included:

- Peninsula Link Impact Study \$20k
- Mornington Tanti Park Area – Local Area Traffic Management Strategy \$50k
- Bay Trail Missing Links \$100k

The following ongoing project has been included –

- Peninsula Drive Safe - Road Safety \$50k
- Geotechnical Investigations \$55k

Initiatives – Infrastructure Strategy

Within Priority Projects, a new initiative has been included:

- Harrap Creek Cultural Heritage Management Plan \$20k

A number of ongoing projects have also been included:

- Contract Document Review – Sustainable Infrastructure Maintenance (SIMS2) \$50k
- Friends Group Training and Support \$25k
- Biodiversity Surveys in bushland reserves \$50k
- Contract Document Review – Bushland Reserves Management \$35k

Key Strategic Activities

Strategic Activity	Performance Measure	How Data is Reported	Performance Target
Best practice asset management	Condition assessments for all asset classes in accordance with Asset Management Plans	Financial Modelling Renewal Gap Module (Maloney Model)	MAV Step Asset Management Program
Enhanced open spaces	An annual park user satisfaction survey in 8 parks per annum	Annual Report	Average satisfaction rating of 75% or greater in surveyed parks
Transport improvements	Advocate public transport and road network improvements with government and authorities	CEO Advocate Report to Council	Bi-monthly reports
Road safety initiatives	Implementation of Locals Safer Speed Strategy	Annual Report	Reduced travel speed on specified roads to reduce crash risk
Improved footpaths & trails network	Implementation Footpath Strategy	Annual Report	90% completion annual program
Best practice bushland management	Retention and enhancement of biodiversity within Shire controlled bushland reserves	Report to Council	Completion of 90% of programmed biodiversity works each year within bushland reserves
Regional natural system planning	Biodiversity Action Plan	Report to Council	July 2013

2.3 Goal 3: Improving Community Facilities

The Shire is responsible for the management and maintenance of more than 880 community buildings across the peninsula including health centres, community halls, neighbourhood houses, libraries, preschools, senior citizen centres, sporting club rooms and toilet amenities.

Community buildings, in their many forms and functions, are vital for our community to be active and socially connected. They are hubs for the community to gather, connect, share and learn, and it is essential that they are progressively upgraded to ensure they continue to meet the needs of the community into the future. Over the next term of Council, the Shire will continue to plan for new facilities and the progressive upgrade of facilities that no longer meet current standards or community needs.

The activities and initiatives for each Unit and key strategic activities that contribute to this goal is described below.

Activities

Unit	Description	Expenditure (Revenue) Net Cost \$'000
Infrastructure Maintenance	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 <ul style="list-style-type: none"> • Building maintenance 	7,827 (1,124) <u>6,703</u>
Infrastructure Project Management – Design and Construction	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.	1,364 (526) <u>837</u>
Recreation and Leisure	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 – <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 and Active Sporting Reserves 	8,151 (4,196) <u>3,955</u>
Property and Valuations – Property Strategy and Operations	The Property area facilitates management of the Shire's property portfolio, including the leasing, licensing, and acquisition of property.	1,245 (6,950) <u>(5,705)</u>

Key Strategic Activities

Strategic Activity	Performance Measure	How Data is Reported	Performance Target
Improving community buildings	Implementation of Pavilion Strategy	Annual report	90% completion annual year program
Improving community facilities	Implementation of Toilet Block Strategy	Annual Report	90% completion annual year program
Environmental sustainable design	All new and refurbishment building design plans in accordance with Environmental Sustainable Design Policy	Individual project reports to Council	100% application to annual capital works program
Southern Peninsula Aquatic Centre	Timely reports to Council as required	Report to Council	Adherence to governance protocols on presentation of reports

2.4 Goal 4 Leading Change on Climate Change

Our highly valued and natural environment is of both local and international significance. We recognise our vulnerability to climate change and proactively work with the broader community to understand and address the impacts. We 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 Shire has been '*leading change on climate change*' for a number of years, having commenced the journey with the community through our *Climate Change Conversations* in 2006. Being smarter in how we use non-renewable resources, developing and applying innovative technological solutions to everyday business, delivering education programs, and being involved in projects will all contribute to reducing our adverse impact on the environment.

The activities and initiatives for each Unit and key strategic activities that contribute to this goal is described below.

Activities

Unit	Description	Expenditure (Revenue) Net Cost \$'000
EPACS – Fire Management	To manage fire risk in association with the CFA and its many local fire brigades to protect the community against loss of life or property. Programs are designed and undertaken to reduce the risk of fire in the community and help facilitate a community resilient to emergencies.	306 <u>(286)</u> 20
Infrastructure Maintenance – Natural Systems - Fire Management	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 – <ul style="list-style-type: none"> Natural Systems maintenance – fire management 	1,630 <u>0</u> 1,630
Infrastructure Project Management	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	123 <u>(33)</u> 89
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) 	31,991 <u>(18,478)</u> 13,514

Initiatives – EPACS – Fire Management

Within Priority Projects, the following new initiatives have been included –

- Enhance the Shires preparedness in the Relief and Recovery to an Emergency \$30k
- Emergency Management Training – Exercising MECC and Relief and Recovery Centres \$25k

Initiatives – Infrastructure Project Management

Within Priority Projects, a new initiative has been included:

- Reading of slope stability inclinometers \$20k

Initiatives – Renewable Resources

Within Priority Projects, a number of new initiatives have been included –

- Climate Change Community Engagement – encouraging behavior change \$25k
- Green Innovations \$10k
- Management of closed landfill sites \$100k

Key Strategic Activities

Strategic Activity	Performance Measure	How Data is Reported	Performance Target
Flood mitigation & prevention program	Implementation of Integrated Flood Management & Drainage Strategy	Quarterly reports to Council	90% completion annual program
Sustainable community education programs	Education programs delivered at Eco Living Display Centre	Annual Report	Increased participation number annually
Climate change adaptation	Partner with agencies and stakeholders in future climate change adaptation planning	Report to Council (as required) and Annual Report	Annual Report

2.5 Goal 5 Enhancing the Coastal Experience

The Mornington Peninsula Shire has 190 kilometres of coastline - 10 per cent of Victoria's total - with Port Phillip on the west, Western Port on the east and Bass Strait to the south. The Shire is responsible for the ongoing management and long term planning of much of the coastline including the development and implementation of coastal management plans. The Shire is responsible for the management of foreshore camping at Rosebud, Rye and Sorrento, which attracts thousands of visitors each year. Planning and caring for our coastline, while facilitating public use and enjoyment of our coast continues to be a key challenge. In this context, Council is committed to providing a high quality coastal experience for both its residents and visitors, while also having regard to the environmental, cultural and economic values of the coast and Bays.

Our key goal is to improve the access to and amenity of our foreshore reserves, and to partner in research projects to better manage the impacts of climate change on our coastline.

The activities and initiatives for each Unit and key strategic activities that contribute to this goal is described below.

Activities

Unit	Description	Expenditure (Revenue) Net Cost \$'000
Strategic Planning - Coastal Planning	Facilitating the strategic land use planning requirements for the Shire, including <ul style="list-style-type: none"> Coastal planning - including the development and review of Coastal Management Plans for specific areas of the coast. 	203 <u>(5)</u> 198
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.	5,570 <u>(1,580)</u> 3,990
Infrastructure Maintenance – Natural Systems – Coastal Reserves	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 – <ul style="list-style-type: none"> Natural Systems maintenance – coastal reserves 	121 <u>121</u>
Recreation and Leisure – Foreshore Camping	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 – <ul style="list-style-type: none"> Recreation Community Partnerships - Foreshore Camping 	1,597 <u>(2,182)</u> (585)

Initiatives – Strategic Planning - Coastal Planning

Within Priority Projects, a number of ongoing projects have been included –

- Safety Beach Coastal Management Plan

Key Strategic Activities

Strategic Activity	Performance Measure	How Data is Reported	Performance Target
Sustainable camping	Camping occupancy	Annual Report	80,000 night stay
Equitable coastal funding	Advocate for increased coastal funding	Monthly and Annual reports	Applications to relevant Victorian Government funding programs and support for Association of Bayside Municipalities and Sea Change Task Force submissions as appropriate

2.6 Goal 6: Healthy, Safe and Connected Communities

Planning for the future of the Mornington Peninsula and its diverse communities, drawing on the input from the community and other levels of government, is one of the Council's most important roles, and a very complex one. We will promote health and wellbeing for all and to provide services, support and care that is responsive to the needs of our families, young people, older residents and those in most need.

Working with our community, we continue to provide and support a range of community projects, events and festivals, increase access information and learning opportunities for all ages; and advocate for improved housing diversity and affordability for those in need.

The activities and initiatives for each Unit category and key strategic activities that contribute to this goal is described below.

Activities

Unit	Description	Expenditure (Revenue) Net Cost \$'000
EPACS (excluding Fire Management)	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"> • Shire Rangers • Animal Management • Traffic and Parking Management • School Crossings • Planning Enforcement • Environmental Health • Statutory Building 	8,423 <u>(3,181)</u> 5,242
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 	8,276 <u>(3,088)</u> 5,189
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 	14,115 <u>(8,984)</u> 5,131

Recreation and Leisure	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 - <ul style="list-style-type: none"> • Recreation Planning • Community and Special Events 	1,820 <u>(159)</u> 1,661
Libraries, Arts and Culture	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. 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. Local History Services are focused upon increasing community access to, and preservation of the documented cultural heritage of the Mornington Peninsula.	6,536 <u>(1,299)</u> 5,237
Director Sustainable Communities – Social Planning	The Sustainable Communities Directorate also includes the Social Planning and Community Development Team.	1,593 <u>(304)</u> 1,289
Communications - Publications	Responsible for co-ordinating effective and timely communication between Council and the community including the production of Peninsula Wide.	465 <u>0</u> 465

Initiatives – Child, Youth and Family Care

Within Priority Projects, a new initiative has been included –

- Community Playgroup Officer \$28.7k

The following ongoing project has also been included:

- Rosebud West Community Hub \$20k

Initiatives – Aged and Disabled Care

Within Priority Projects, the following ongoing project has been included:

- Positive Aging Strategy \$95k

Initiatives – Recreation and Leisure

Within Priority Projects, a new initiative has been included

- Business Plan – David Collings Leisure Centre \$20k

The following ongoing priority project has also been included:

- Community and Special Events \$160k.

Initiatives – Libraries Arts and Culture

Within Priority Projects, a number of new initiatives have been included –

- Oral History Preservation Project \$15k
- Travelling Heritage Exhibition “Postcards from the Mornington Peninsula” \$6k
- Community Arts Project Officer \$50k

A number of ongoing projects have also been included –

- Literacy Villages (Stage 3) \$64K

- Local History Digitisation project (Stage 3) \$40k
- Music Instrument and Bursary Program (Stage 3) \$20k
- Community Grant Scheme – ArtsStream (Stage 3) \$35k
- Arts and Culture Strategy Project (Stage 4) \$20k

Initiatives – Sustainable Communities Directorate – Social Planning

Within Priority Projects, a number of new initiatives have been included –

- MP Prevention of Violence Charter and Action Plan \$20k
- Place Planning \$60k
- Access & Equity Policy Implementation \$10k
- Human Rights Project \$8k
- Let’s Talk About Alcohol \$10k
- Police Point Respite Houses \$10k

A number of ongoing projects have also been included:

- Disability Action Plan \$15k.
- Mobility Maps \$10k
- Triple A Housing Policy \$25k.
- Packaged Liquor Licences Research \$10k
- Health and Wellbeing Plan \$30k.
- Reconciliation Action Plan \$15k
- Food Access Action Plan Implementation \$20k.
- Interface Council Research Project \$10k

Key Strategic Activities

Strategic Activity	Performance Measure	How Data is Reported	Performance Target
Assisting older people	High quality integrated services that are inclusive of our diverse and ageing community’s needs	AS/ANZ ISO 9001 Quality Management System – Aged & Disability Services	Annual accreditation
Community development	Integrated community agency response to identified disadvantaged communities/townships to ensure social inclusion and promote and social justice	Annual Report	Four annual service provider forums per annum
Fostering a culturally enriched community	Implementation of Arts and Culture Strategy	Annual Report	Increased participation in arts and cultural events and programs
Safe events	All event organizers have a plan to minimize risk to all parties at their events	Annual Report	100%
Healthy communities	Food Access Plan 2013 developed and implemented	Annual Report	4 Food Access Network meetings per annum Conduct Annual food forum

Public health	Premises inspected in accordance with Food Safety Management Policy	Annual report	95% compliance
Safer community	Proactive fire prevention inspection program as set out in the Municipal Fire Management Plan	Annual report	4500 proactive inspections
Health and Wellbeing	Develop and implement the Health and Wellbeing Plan 2013-2017	Annual Report	Launch and promotion of MPS Health and Wellbeing Action Plan in 2013 with key stakeholders through the MPS Health and Wellbeing Committee (monitored through quarterly meetings)
Increased community accessibility and mobility	Increased mobility within key activity centres	Annual Report	Three mobility maps in 2013 followed by 1 mobility map per year for secondary activity centres
Supporting diverse community events	Community & Special Events Tri-annual funding Program	Annual Report	Completed 2013/14 process

2.7 Goal 7: Supporting a Sustainable Economy

There are more than 6,000 businesses from a diverse range of industries on the Mornington Peninsula. Supporting our \$850 million tourism and \$650 million agricultural industries which are important for Council as these industries are a significant generator of employment on the peninsula. The Shire aims to facilitate business, especially small to medium, to develop and grow, enabling them to provide sustainable business and employment. 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 that contribute to this goal 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.	1,930 (278) <hr/> 1,652

Initiatives – Economic Development

A number of ongoing projects have been included –

- Conduct of Careers Expo \$30k
- Promotion and Marketing of Mornington Peninsula to the national conference industry \$50k.
- Visitor Information Centre's staffing contribution \$50k

Key Strategic Activities

Strategic Activity	Performance Measure	How Data is Reported	Performance Target
Business excellence	Implement a program of Tourism Excellence workshops	Annual Report	Conduct a series of excellence workshops and business audits to at least 60 businesses per annum
Business development	Business Survey	Report to Council	Minimum of 300 businesses to complete survey per annum
High quality tourism industry	Tourism Customer Survey	Annual Report	75% + positive response rate per annum
Agricultural industry support	Implement Mornington Peninsula Regional Food Strategy	Annual Report	Formation of an industry reference group Implementation of two awareness raising activities through the industry reference group
Tourism marketing	Complete 2012-15 Regional Marketing Program	Report to Council	Completion by 2013

2.8 Goal 8: Innovative, Responsive, Value for Money Service Delivery

The Mornington Peninsula is anything but average. The diversity of the Mornington Peninsula means a 'one size fits all' approach is not appropriate. So it is that in responding to the social, environmental and economic needs of our diverse communities that our team must, likewise, be anything but average. We 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. Working with the community, the Shire continues to develop tailored solutions that suit our diverse towns, villages and coastal and rural communities.

The activities and initiatives for each service category and key strategic activities that contribute to this goal is described below.

Activities

Unit	Description	Expenditure (Revenue) Net Cost \$'000
Infrastructure Maintenance	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 – <ul style="list-style-type: none"> • Contract Auditing • Fleet Management. 	206 <hr/> 0 206
CEO's Office	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. The managers of the following areas (and the Internal Auditor) report directly to the CEO: <ul style="list-style-type: none"> • Corporate Planning and Development • Communications • Team Support and Development. 	553 <hr/> 0 553
Internal Audit	Responsible for providing an independent review over the Shire's administrative, financial and operational functions.	162 <hr/> (162) (0)
Communications	Responsible for co-ordinating effective and timely communication between Council and the community. This involves managing media relations for the Shire, including preparation of media releases, press conferences and on-going communication and liaison with local journalists.	688 <hr/> 0 688
Team Support and Development	Ensuring that the Shire has the human resources and skills necessary to deliver its services. This includes <ul style="list-style-type: none"> • Recruitment and Selection • Employee Relations • Industrial relations • Learning and Development • Occupational Health and Safety 	2,695 <hr/> (1,380) 1,315

	<ul style="list-style-type: none"> The development of long term strategies for staff attraction, development and retention. Revenue primarily includes – Internal Recharges	
Corporate Planning and Projects	Key responsibilities are <ul style="list-style-type: none"> The development and ongoing review of the Shire Strategic Plan and the organisation's Annual Plan. The facilitation of the business planning and business improvement process across the organisation, Continuously improving the Shire's community engagement practices. 	1,190 0 <u>1,190</u>
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) 	6,055 (1,279) <u>4,776</u>
Information Services	Provision of an efficient and effective technology and information services base for Shire operations.	5,500 (2,828) <u>2,672</u>
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 Fin Stats and Audit) Management Accounting (ie budget and internal financial reporting) Payroll Revenue Management 	7,362 (4,993) <u>2,369</u>
Property and Valuations	The Property area facilitates management of the Shire's property portfolio including 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.	1,412 (633) <u>780</u>
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.	3,130 (304) <u>2,826</u>
	Sustainable Environment - Net Cost = \$458k Sustainable Infrastructure - Net Cost = \$551k Sustainable Communities - Net Cost = \$1,289k Sustainable Organisation - Net Cost = \$528k	

Initiatives – Corporate Planning and Development

Within Priority Projects, the following ongoing projects have been included –

- Community Partnership Programs \$65k
- Shire Strategic Plan \$20k
- Ward Discretionary Funds \$110k

Initiatives – Information Services

Within Priority Projects, the following project has been included –

- Aerial Photography \$35k.

Initiatives – Finance

Within Priority Projects, the following ongoing project has been included –

- Provision for matching funding for grant applications \$200k

Key Strategic Activities

Strategic Activity	Performance Measure	How Data is Reported	Performance Target
Quality Service	Percentage of Merit Customer Request System action requests completed within Service Charter timeframes	Monthly Report	95%
Advocacy & Engagement	Percentile ranking of community satisfaction with Council's advocacy and community representation on key local issues	Local Government Victoria Annual Community Satisfaction Survey	62%
Capital Works Program	Percentage Completion Capital Works Budget	Quarterly reports to Council	90% completion annual program
Financial Management	Victorian Auditor General's assessment of financial sustainability	Victorian Auditor General Report to Parliament	Council Overall Rating = Low Risk
Competent, safe and healthy workplace	Implementation of Learning and Development Program for staff	Annual Report	Program published prior to June and delivered as published

2.9 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 2013/14 will include the audited Performance Statement which is presented to the Minister for Local Government and the local community.

2.10 Reconciliation with Budgeted Operating Result

Shire Strategic Plan - Goals	Net Cost \$'000	Expenditure \$'000	Revenue \$'000
Liveable Peninsula	5,773	7,418	(1,645)
Enhancing Public Places & Spaces	34,491	35,217	(726)
Improving Community Facilities	6,341	19,138	(12,797)
Leading Change on Climate change	15,253	34,050	(18,797)
Enhancing the Coastal Experience	(266)	1,921	(2,186)
Healthy Safe & Connected Communities	24,213	41,227	(17,014)
Supporting a Sustainable Economy	1,652	1,930	(278)
Innovative, Responsive, Value for Money Service Delivery	15,534	26,809	(11,275)
Total activities and initiatives	102,992	167,708	(64,717)
Other Recurrent			
Rates	129,531		
Grants Commission	6,466		
Depreciation	(22,281)		
Efficiency Savings	500		
Interest (Net)	(755)		
Recurrent Surplus / (Deficit)	10,470		
Priority Works	(5,395)		
Priority Projects	(5,381)		
Capital Income	5,455		
Reserve Transfers	275		
Asset Revaluations and Adjustments	0		
New Subdivisions	6,500		
Non-Recurrent Surplus / (Deficit)	1,454		
Surplus / (Deficit) for the year	11,924		

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 close to, but not part of Melbourne, located just over an hour's drive from the city, and is often described as 'Melbourne's playground'.

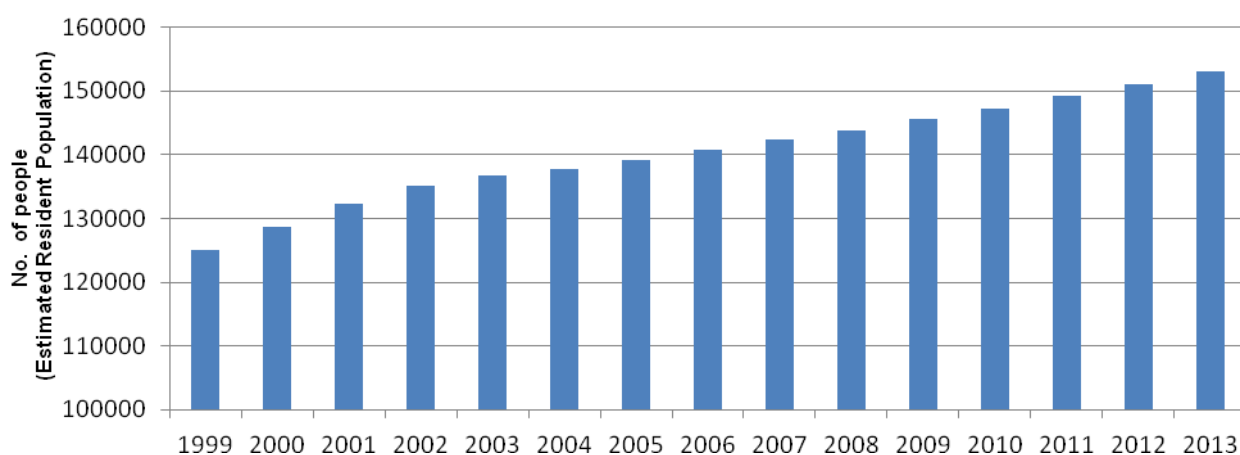
The Mornington Peninsula is a boot-shaped promontory separating two contrasting bays: Port Phillip and Western Port. 'The peninsula', as it is affectionately known to local residents, contains a diversity of scenic landscapes and is almost surrounded by the sea, with coastal boundaries of over 190 kilometres, approximately 10% of Victoria's coastline. It is a mixture of urban areas, townships, natural reserves 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 agricultural land as well as highly significant landscapes and ecosystems.

Population

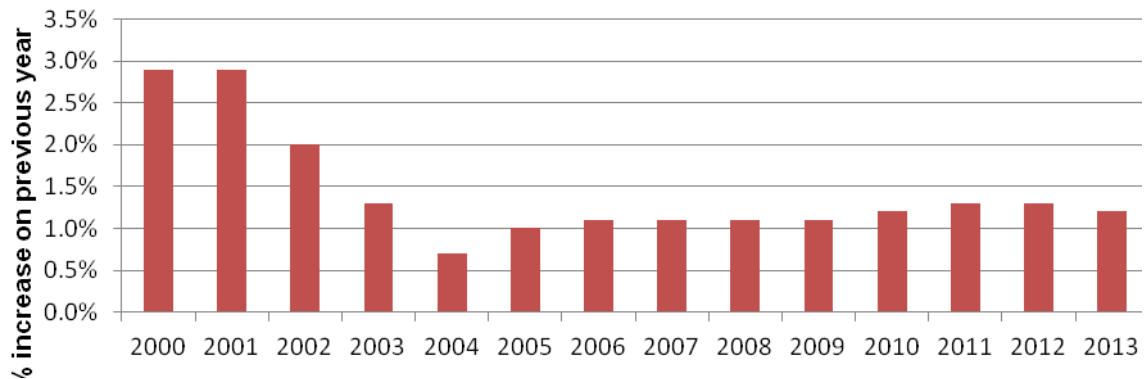
The Mornington Peninsula Shire population has grown from 151,104 in 2013, with projections it will expand to 185,702 by 2031.

Mornington Peninsula Shire Population 1999-2013



After relatively large increases in the early 2000's, 2005 onward has seen population growth on the peninsula stable at around 1.1%pa. This growth rate is expected to continue from 2013 to 2031, with an average increase of 1.1%pa.

Mornington Peninsula Shire - % increase of population on previous year



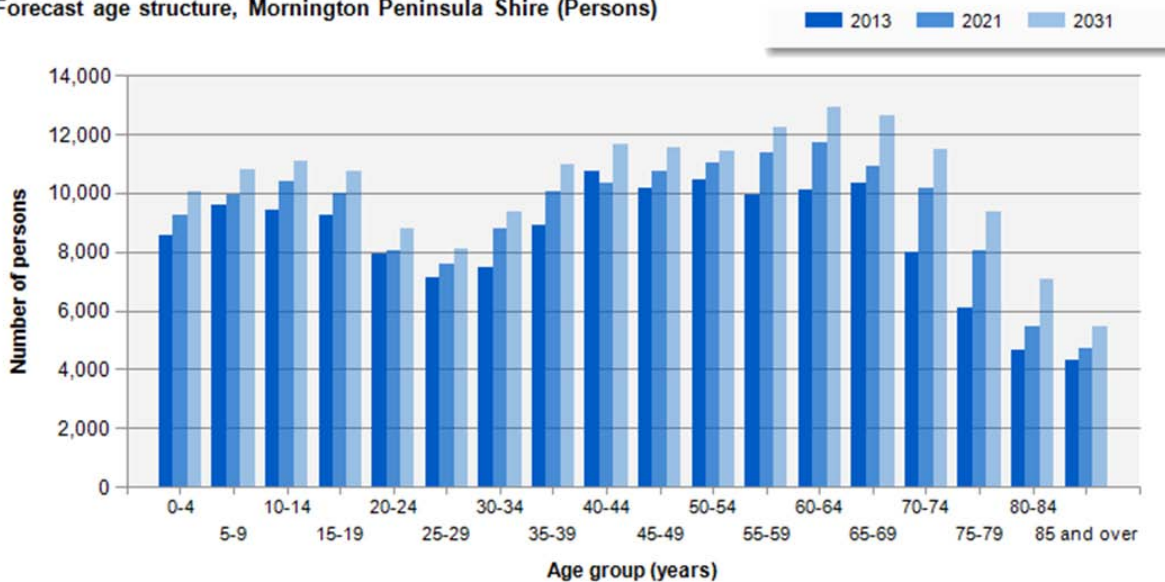
Note: data in the above graphs contain ABS official Estimated Resident Population data & .id forecast data
 Source: Australian Bureau of Statistics, Census of Population and Housing 2006 and 2011 - Profile.id and Forecast id
<http://profile.id.com.au/mornington-peninsula>, <http://forecast2.id.com.au/Default.aspx?id=118&pg=5000>

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

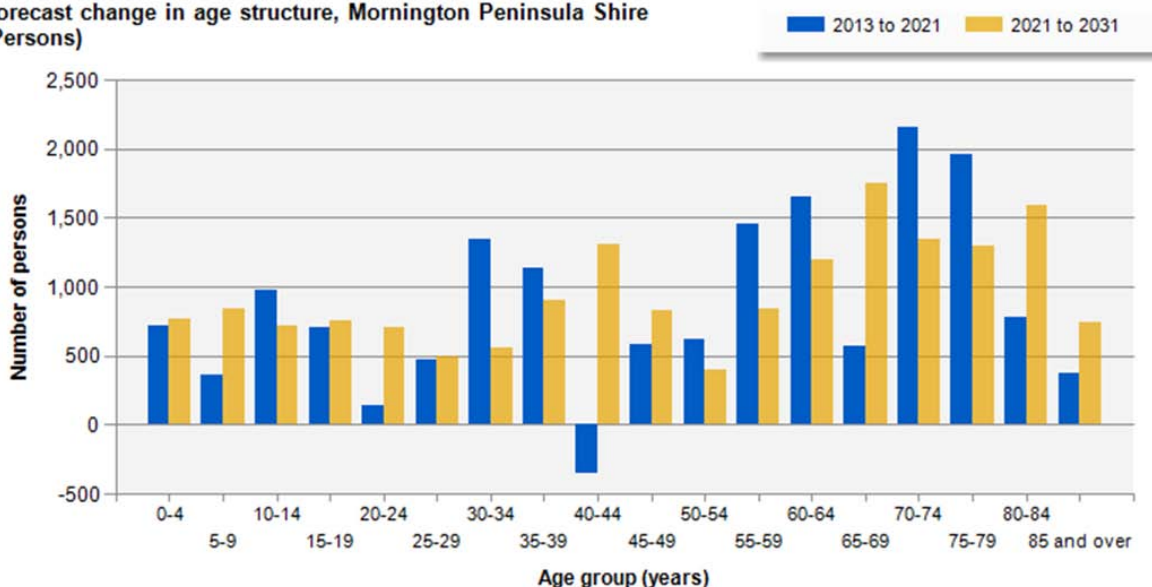
In 2011, the number of people aged 60 years and older comprised 28.6% our population; by 2031 this is expected to increase to 31.7%, so approximately one of every three people residing within Mornington Peninsula will be aged over 60 years.

The graphs below demonstrate the current and projected population age structure for the Mornington Peninsula Shire and how it is expected to change over time.

Forecast age structure, Mornington Peninsula Shire (Persons)



Forecast change in age structure, Mornington Peninsula Shire (Persons)



Source: Forecast id – population forecasts Mornington Peninsula Shire
<http://forecast2.id.com.au/Default.aspx?id=118&pg=5000>

Births

Despite an ageing population, approximately 1500-1630 babies have been born each year since from 2006-2011.

Cultural Diversity

The ethnic demographics of the Shire continue to be less diverse than the Greater Melbourne average, but interestingly show:

- 58.8% of the community recorded their religion as Christian, while 38.6% stated they did not have a religion or did not answer.
- the three largest ancestries in Mornington Peninsula Shire are English, Australian, and Irish.
- some 18.1% of residents were born overseas. Of these 5.9% were born in non-English-speaking countries and 12.2% were born in English-speaking countries.
- 5% of residents speak a language other than English at home

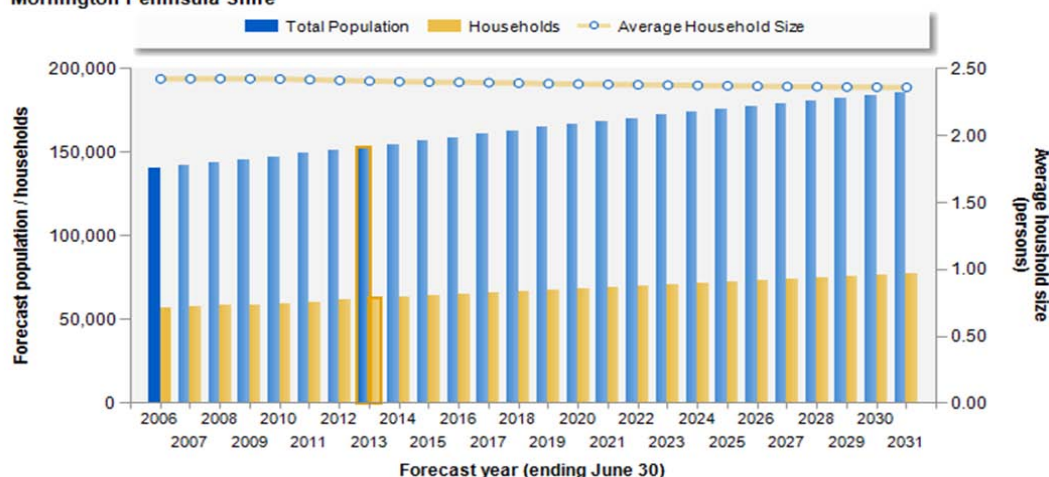
Housing

The 2011 Census shows that the peninsula's overall rate of 'unoccupied dwellings' has remained relatively unchanged since 2006, with the split between occupied/unoccupied varying only very slightly, from 67.8%/32.1% (2006) to 67.6%/32.3% (2011).

As expected, many of the townships at the southern end of the peninsula experience a higher rate of 'unoccupied dwellings' on Census night, as it is conducted in winter when part-time residents are not traditionally spending time in their holiday homes. This continues the past trend that approximately 30% of properties on the Mornington Peninsula are part time residents.

Due to the Shire's ageing population, the majority of household types within the Shire are not surprisingly couples without children 29%, couples with children 28.3% and lone person households 25.1% (based on an ageing population). These demographic indicators reveal the area's residential role and function and provide key insight into the level of demand for services and facilities. It is anticipated that lone person (and ageing) households will steadily increase by 2031. This combined with the forecast that couples without children will be rising in numbers is expected to continue to reduce the average household size.

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



Source: Forecast id – population forecasts Mornington Peninsula Shire
<http://forecast2.id.com.au/Default.aspx?id=118&pg=5000>

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

- 2002 revaluation = 42% average increase
- 2004 revaluation = 47% average increase
- 2006 revaluation = 8% average increase
- 2008 revaluation = 15% average increase
- 2010 revaluation = 10% average increase
- 2012 revaluation = 12% 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

- Subject to the 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.
- Climate change issues continue to be high on the Shire agenda, and the 2013/14 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, water re-use, waste management and the 'physical' impacts of climate change.
- The State Government has further increased the Land Fill Levy from \$48.40 per tonne to \$53.20 per tonne (a 9.9% increase). This follows an increase of \$4.40 per tonne (or 10%) in the levy payable to the State Government upon disposal of waste into landfill in the previous year. A significant reduction in tipping income has also been budgeted for with reduced waste volumes from non-residents.
- The Shire has strongly advocated that the underlying Home and Community Care funding formula does not keep pace with demand, in the context of an ageing (and much older than average) population, however, Council is committed to ensuring that aged people on the Peninsula continue to have access to appropriate Home and Community Care services to meet their needs without having to endure waiting lists to obtain access..
- Preliminary advice for insurance costs in 2013/14 from the Shire's insurance provider the MAV, is not positive. The significant impact of pricing for reinsurance, based on whole of local government performance at the lower end of claims ie. less than \$1m has meant a need for reassessment. Advice provided through the Actuarial Review is not expected to recommend maintaining the status quo. Information regarding final pricing over the life of the SRP is yet to be received, however should be confirmed by 30 June 2013.

- Provision has been made to borrow \$10.865m, over 10yrs, to fund the shortfall in the Local Government Defined Benefits Superannuation liability, from efficiency savings and Rates as advised and provided for in the 2012/13 Budget.
- The Superannuation Guarantee Charge (SGC) will progressively increase from 9% to 12% from 1 July 2013. The first increase, from 9% to 9.25% will take effect from 1 July 2013.
- Increasing community expectations and growth in demand for an expanded range and scope of service delivery.

3.2.2 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 2013/14 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.
- SIMS2 implementation - \$1.4M delivers \$5.6M additional services
Responding to the community consultation undertaken prior to the contract the tender specification set high levels of service delivery requirements including: increased cleaning regimes, better coordination of program's for Safer Local Roads, Natural Systems (bush land reserves) additional street sweeping regimes, cleaning of pits, storm water culverts, pipes, sports field upgrades, improved management of parks and roadsides.
- As mentioned under external factors, the continued good work and emphasis however in risk management (mentioned following), has at least, within areas controlled by Council, minimized the impact.
- The challenge of delivering services in an environment of growing costs of service delivery – including costs of fuel, utilities, water, contract costs and less evident costs such as technology licencing.

3.3 Risk Management and its influence on the 2013/14 Budget

Within the Shire Strategic Plan, the Shire places particular emphasis and attention on managing its risk exposures.

This is visible in all aspects of operations, where Units 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 management of operational risk by Governance and Corporate Support within the 2013/14 budget include –

- Independent inspections of risk exposures within specific facilities
- The continuing use of legislative compliance software
- The continuation of targeted training programs such as 'Ethics and Integrity' training across the organisation
- Council's Audit Committee will continue its emphasis on the review and monitoring of a range of strategic and operation risk management issues and reports.
- Risk Management Training and Strategic Organisational Risk profiling workshops will be held with senior managers and 'risk owners' throughout the year. In addition, fraud awareness training and workshops will be conducted to raise awareness of the recently approved fraud management plan.

Other teams across the Shire will focus on:

- 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)
- Coastal geotechnical risk assessments (Priority Projects)

- Planning and preparing our communities for potential emergencies (Environment Protection)
- Improvements to the processes for registration and approval of Events and Festivals (Recreation and Leisure, and Environment Protection)
- Risk management initiatives relating to former land fill sites (Priority Works)
- A dedicated Road Safety program (Priority Projects)

This is in addition to the Shire's significant ongoing programs relating 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 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 the development of both the Shire Strategic Plan and 2013/14 budget.*

Within the Shire's Strategic Risk Register, the highest rating risks relate to climate change. Other moderately rated risks include –

- Fire safety generally
- An ageing community and the challenges of healthy ageing
- Future issues in waste management - changes to environmental standards/ cost of providing waste services
- An ageing workforce
- Lack of local employment opportunities
- The potential for loss of township character

As can be seen, a number of these rely on Council advocating to, or working in partnership with, other levels of government. Council will often not be able to respond on its own to the risk. However, within the 2013/14 budget, the Shire's response to these issue is summarised as follows -

Observed Strategic Risk	Shire response within the 2012/13 Budget
Various aspects of climate change	<ul style="list-style-type: none"> • Continuing commitment to Local Integrated Drainage Strategy (LIDS) (\$3.0m) • Other drainage upgrades and rehabilitation works (\$1m) • 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 (\$1.6m) • Continuation of inspections on private land via Municipal Fire Prevention Officer • Continuation of Municipal Emergency Management Co-ordinator
An ageing community and the challenges or health ageing	<ul style="list-style-type: none"> • Delivery of 171,000 hours of home/personal/respite care • Delivery of 90,000 delivered meals • Delivery of 4,300 hours of home maintenance/ modifications • Delivery of 8,500 community transport passenger trips • Delivery of 7,800 hours of activity programs • Continued advocacy for improvements to HACC funding formula • Implementation of a Positive Ageing Strategy
Future issues in waste management	<ul style="list-style-type: none"> • Continued implementation of revised Waste Management Strategy (including education projects) • Continued 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

An ageing workforce	<ul style="list-style-type: none"> • Restructuring of pricing to recognize non-resident usage • Continuation of a process of traineeships and 'grow your own' strategies for staff development • Long Term People Planning, which encourages older staff to consider more flexible working arrangements which may see them continue at work • Proactive and creative strategies to attract staff to available positions
Lack of local employment opportunities	<ul style="list-style-type: none"> • Conduct of a Careers Expo • Advocacy and direct involvement with the Local Learning Employment Network to ensure that training is targeted where it is needed • Completion of the Employment Land Requirements Study • Continued implementation of the 2009-2014 Economic Development Strategy • Ongoing support for promotional fund special charge schemes • Bi-annual Business Survey undertaken • Support for four emerging iconic events that showcase Mornington Peninsula's attractions • Support for the interim Mornington Peninsula Regional Tourism Board • Support for specific focuses for employment opportunity ie Marine Industry • A range of traineeship programs across the Shire's 'local government' activities as well as Natural Systems, Tourism etc
The potential for loss of township character	<ul style="list-style-type: none"> • Completion of town centre plans for Mt Eliza, Somerville and Dromana • Completion of the Housing and Sustainable Settlement Strategy • Completion of the Rosebud Structure Plan and Hastings Structure Plan

3.4 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 2012/13 to be preserved.
- Operating revenues and expenses arising from completed 2012/13 capital projects to be included.

4.0. Rating Information

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

4.1 Strategy Development

Rates and charges is an important source of revenue, accounting for approximately 70% of the total revenue received by Council annually. Planning for future rate increases has therefore been an important component of the Budget Planning process.

The amount of rates and charges generated by Council depends in the first instance on choices as to the quantity and quality of services that it decides to provide and how much of the cost is to be recovered from other revenue sources (for example income includes grants, prescribed and discretionary fees, fines and charges, sales of assets and interest earned)

The amount collected in rates and charges represents the difference between the total expense required by Council to fund programs, maintain assets, to service and redeem debt, and the total of revenue from these other sources.

However, it is always necessary to balance the requirement of rate revenue as a funding source with the capacity of ratepayers to fund increases, particularly given the change some years ago to bi-annual general revaluations (which redistributes the rate burden more regularly) and the impacts of the economy generally.

Relative to other Councils, Mornington Peninsula Shire is big. When last measured against other Councils in 2012/13, with 95,467 rateable assessments the Shire was the third largest Council in the State on that measure; with a 2012/13 rates and charges revenue of \$120.347m (net of green waste), the Shire had the 5th largest rate base in the State.

The reality however is that our rates and charges are not high in comparison to other Councils. 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 2012/13 budget survey,

- On a 'per assessment' basis MPSC was the fifth lowest of the 71 Councils (that responded) at \$1,249 average rates and charges per assessment.
- Of the four Councils lower than MPSC, three Councils had rates and charges revenue of less than \$8m
- Of the metropolitan and Interface Councils, only Monash (at \$1,190 per assessment). was lower than MPSC
- We were by far the lowest Interface Council on a per assessment basis (next lowest was Whittlesea at \$1,462. Highest was Nillimbik at \$2,122).

Whilst the Shire wishes to maintain a status as a low rating municipality, it also aspires 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.

4.2 Current Year Rate Increase

The 2013/14 operating position requires rate revenue of \$129.530m (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 the required capital expenditure program.

Additional to this is a sum of \$2.177m for the opt-in green waste service, bringing the total rates and charges revenue to \$131.707m.

Council's general rate in the \$ will increase for 2013/14 by 5.90%, from 0.0018565 cents to 0.0019660 cents. With very few exceptions, all rateable properties also pay a municipal charge, and this will increase by \$20, from \$160 to \$180. The differential on MP Ag rate properties will remain at 35% and the vacant land differentials will remain at 120%

The following table sets out future proposed rate increases and total rates to be raised. By property type, the estimated amount to be levied is as follows.

PROPERTY TYPE	RATES AND CHARGES			
	Rates	Charges	Total	%
Residential - Improved	\$ 95,964,208	\$ 15,123,420	\$ 111,087,628	85.8%
Commercial - Improved	\$ 5,270,108	\$ 561,420	\$ 5,831,528	4.5%
Industrial - Improved	\$ 1,425,265	\$ 252,000	\$ 1,677,265	1.3%
Other General Rate properties	\$ 450,589	\$ 52,020	\$ 502,609	0.4%
Farm House (Curtiledge)	\$ 758,961	\$ -	\$ 758,961	0.6%
Boatshed	\$ 322,842	\$ 234,900	\$ 557,742	0.4%
	\$ 104,191,973	\$ 16,223,760	\$ 120,415,733	93.0%
Residential - Vacant	\$ 4,792,631	\$ 779,400	\$ 5,572,031	4.3%
Commercial - Vacant	\$ 84,775	\$ 10,980	\$ 95,755	0.1%
Industrial - Vacant	\$ 217,251	\$ 43,740	\$ 260,991	0.2%
MP Ag Rate	\$ 1,876,845	\$ 211,680	\$ 2,088,525	1.6%
Steel Works	\$ 840,000	\$ -	\$ 840,000	0.7%
Naval Base	\$ 39,891	\$ 19,980	\$ 59,871	0.0%
Cult and Rec	\$ 137,626	\$ -	\$ 137,626	0.1%
	\$ 112,180,992	\$ 17,289,540	\$ 129,470,532	100.0%
Supplementary Rates for year			\$ 600,000	
Land Sustainability Rebate			(-) \$ 375,000	
Heritage Rebate			(-) \$ 65,000	
Valuations Objections for year			(- 0 \$ 100,000	
TOTAL	\$ 112,180,992	\$ 17,289,540	\$ 129,530,532	
Green Waste Charge			\$ 2,177,305	
			\$131,707,837	

4.3 Rating Structure

Council's past practices and decisions regarding rating are underpinned by:

- Equitable distribution of the rate burden across the community according to assessment of property value;
- Simplicity in the levy of rates and charges
- Consistency with Council's strategic, corporate and financial directions and budgetary requirements; and
- Compliance with relevant legislation.

Over a long period of time, Council has established a rating structure which is comprised of two key elements. These are:

- a rate in the \$ (a general rate and various differential rates) which is multiplied by the Capital Improved Value (CIV) 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.

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

Council utilises CIV as the basis for the calculation of its rates. CIV is considered the most appropriate method of valuation because –

- It is the valuation method best understood by ratepayers as it best approximates market value.
- It is considered to most closely reflect wealth and affordability and thus it is more equitable to rate residents on the total value of their property rather than the notional value of their land alone.
- It is the only valuation method which allows Council to utilise differential rates
- It is utilised by the vast majority of Councils.

The existing rating structure also comprises a number of differential rates.

The Local Government Act allows Councils to “differentiate” rates based on the use of the land, the geographic locality of the land or the use and locality of the land. Different rates in the dollar of CIV can be applied to different classes of property. These classes of property must be clearly differentiated and the setting of the differentials must be used to improve equity and efficiency.

Council's differential rates include –

- For properties determined to comply with the requirements of the Valuation of Lands Act for MP Ag rate (proposed to be increased to 35% of General Rate)
- For residential, commercial and industrial vacant land (proposed to be 120% of General rate)

Additionally, 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.

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 2013/14 year. A more detailed analysis of the rates to be raised is contained in Appendix B 'Statutory Disclosures'.

4.3.1 Rate in the Dollar and Municipal Charge

It is proposed that for general land, the rate in the \$ increase by 5.9%, from 0.18565 cents to 0.19660 cents

The municipal charge increase by \$20, from \$160 to \$180.

	Proposed 2013/14	Previous year	Variance
General rate in \$	0.0019660	0.0018565	(+) 5.9%
MP Agricultural rate	0.0006881	0.0006498	(+) 5.9%
Cerberus rate	0.009830	0.009283	(+) 5.9%
Municipal Charge	\$180	\$160	(+) 12.5%

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 \$375k in 2013/14 (\$359k actual in 2012/13) Provision of \$65k has been made for Heritage rate rebates (\$60k actual in 2012/13) .

4.3.2 General Rate

The general rate in the dollar proposed is 0.19660 cents. For information, general rates in the dollar over previous years have been –

- 2006/07 reval 0.19074 cents
- 2007/08 0.20199 cents
- 2008/09 reval 0.18340 cents
- 2009/10 0.19702 cents
- 2010/11 reval 0.18883 cents
- 2011/12 0.20167 cents
- 2012/13 reval 0.18565 cents

4.3.3 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 of \$180 for 2013/14, an increase of \$20 per property.

For 2013/14, Council is comfortably within the upper limit set by legislation –

- Total general rates and municipal charge \$129.531m
- 20% legislative limit \$25.906m
- 2013/14 municipal charge levy \$17.290m
- 2013/14 percentage 13.3%

4.3.4 MP Agricultural Rate

In 2012/13, the differential for the MP Ag rate was increased by 5%, from 30% to 35% of general rate.

The objectives determined by Council for the MP Ag rate are -

- 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.

Following adoption of the draft Green Wedge Management Plan (OCM 20 December 2010), Council can now ensure the MP Ag Rate and its objectives are consistent with the aspirations for the Green Wedge.

The Green Wedge Management Plan supports the continuation of a farm rate differential. Action 26 under Green Wedge Action Plan No. 2 specifically says –

‘Continue to offer a farm rate over land areas actively used for agriculture, excluding the dwelling curtilage, and explore opportunities to better promote productive use of rural land’

(It should be noted that Council already had a strong strategic justification for a farm rate differential, and the current Council Strategic Plan has a strong commitment to agriculture, as evidenced by

- Outcome 7.2 Prosperous rural economy
- Strategy 7.2.2 To foster and encourage agriculture and promote the Peninsula’s rural sector

This provided a sound ‘policy anchor’ for the MP Ag rate and the differential offered to eligible recipients).

The adoption of a Green Wedge Management Plan is an important policy platform for this review. The report to Council noted –

‘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.’

This is important having regard for the current objectives determined by Council for the MP Ag rate.

4.3.5 Vacant Land Differentials

In the 2011/12 Budget, Council introduced a differential for residential, commercial and industrial vacant land. The objective of the vacant land differential was -

'To ensure the owners of vacant 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 the land is vacant or occupied;.

No change to the level of differential is recommended at this time.

4.3.6 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.

Some 700 properties utilize the rebate on an annual basis, at an estimated cost of \$375k.

The current rebate for Land Sustainability has been in place for a decade, and no change is proposed at this time. When Council considers the many issues associated with the Green Wedge Management Plan, it will be an opportunity to reassess the approach.

4.3.7 Heritage Rebate

The purpose of the Heritage 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.

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 indicates that the major benefit is not in the financial benefit provided 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 continue to 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 at this time and a 2013/14 provision is \$65k.

4.3.8 Properties rated under Cultural and Recreation Lands Act

Council has 29 properties in the municipality (primarily yacht and sailing clubs, and golf clubs) rated under the Cultural & Recreational Lands Act 1963 (CRLA). Under the CRLA, (Section 4 (1), a Council may levy rates

'in each year such amount as the Municipal Council thinks reasonable having regard to the services provided by the Municipal Council in relation to such lands and having regard to the benefit to the community derived from such recreational lands'.

The CRLA was enacted to provide for a rating regime for those properties that are defined as being eligible to be rated under the CRLA. Section 2 of the CRLA defines this type of land as:

(a) *lands which are—*

(i) *vested in or occupied by any body corporate or unincorporate which exists for the purpose of providing or promoting cultural or sporting recreational or similar facilities or objectives and which applies its profits in promoting its objectives and prohibits the payment of any dividend or amount to its members; and*

(ii) *used for out-door sporting recreational or cultural purposes or similar out-door activities.*

In simple terms, to be eligible a club must comply with the following criteria:

- The lands must be vested in or occupied by any body corporate or unincorporated
- The body must exist for promoting cultural or sporting recreational facilities
- The body must apply its profits in promoting its objectives, and prohibit payment of any dividend or amount to its members.
- The land must be “used” ie. not dormant
- The land must be used for “outdoor” sporting, recreational or cultural activity

Clearly the definition does not include an entity which is in private ownership, or operate to generate a profit distributable to club members; as such, a number of private golf clubs are not eligible.

In accordance with Council's requirements, the 29 Clubs were invited (2012/13) to provide their thoughts on their utilisation of the services provided by Council in relation to their land and also their perception of the benefit to the community derived from their land.

As a generalization, the Club's view is that they have little or no utilisation of Council services and the community derives great benefit from the Clubs! However no property exists in isolation to the wider community across the municipality and clearly derives or benefits from the Shires infrastructure and services.

In conjunction with the 2012/13 budget process, a review was conducted of properties rated under the Cultural and Recreational Lands Act 1963. The review concluded that there was no material change required to the current calculation method.

The amount determined for 2013/14 is the previous year incremented by 5.9%.

4.4 Other Matters

Given that 2013/14 is not a general revaluation year, provision of \$100k has been made to off-set 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 and the Fire Services Property Levy, from 1 July 2013). Whilst this may not significantly impact on Shire valuations or rates, it ‘encourages’ some property owners to object to CIV valuations as well.

Land Tax assessment provides two opportunities for valuation objection, one when Council rate notices are issued and also when Land Tax notices are issued)..

Further, The Fire Services Property Levy, commencing 1 July 2013, may also subject to objections.

In relation to supplementary valuations, a similar level (\$600k) of supplementary rates compared to past year's budget is expected.

4.5 Impacts

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

NOTE – EVERY PROPERTY WILL ALSO PAY A MUNICIPAL CHARGE OF \$180.

AREA	2012 VALUATION	Proposed 2013/14 0.0019660	2012/13 0.0018565	VARIATION IN RATES	
				\$	%
Briars Ward					
Ward lowest val. Dwelling	\$262,000	\$515	\$486	\$29	5.9%
Mount Eliza	\$694,000	\$1,364	\$1,288	\$76	5.9%
Mornington	\$483,000	\$950	\$897	\$53	5.9%
Mount Martha	\$546,000	\$1,073	\$1,014	\$60	5.9%
Ward highest val. Dwelling	\$6,900,000	\$13,565	\$12,810	\$756	5.9%
Cerberus Ward					
Ward lowest val. Dwelling	\$177,000	\$348	\$329	\$19	5.9%
Bittern	\$383,000	\$753	\$711	\$42	5.9%
Crib Point	\$320,000	\$629	\$594	\$35	5.9%
Hastings	\$311,000	\$611	\$577	\$34	5.9%
Moorooduc	\$663,000	\$1,303	\$1,231	\$73	5.9%
Mt Martha	\$642,000	\$1,262	\$1,192	\$70	5.9%
Tuerong	\$653,000	\$1,284	\$1,212	\$72	5.9%
Tyabb	\$658,000	\$1,294	\$1,222	\$72	5.9%
Ward highest val. Dwelling	\$4,300,000	\$8,454	\$7,983	\$471	5.9%
Nepean Ward					
Ward lowest val. Dwelling	\$179,000	\$352	\$332	\$20	5.9%
Blargowrie	\$557,000	\$1,095	\$1,034	\$61	5.9%
Portsea	\$1,505,000	\$2,959	\$2,794	\$165	5.9%
Rye	\$403,000	\$792	\$748	\$44	5.9%
Sorrento	\$813,000	\$1,598	\$1,509	\$89	5.9%
Ward highest val. Dwelling	\$23,000,000	\$45,218	\$42,700	\$2,519	5.9%
Red Hill Ward					
Ward lowest val. Dwelling	\$191,000	\$376	\$355	\$21	5.9%
Arthurs Seat	\$883,000	\$1,736	\$1,639	\$97	5.9%
Balnarring	\$488,000	\$959	\$906	\$53	5.9%
Balnarring Beach	\$705,000	\$1,386	\$1,309	\$77	5.9%
Boneo	\$774,000	\$1,522	\$1,437	\$85	5.9%
Cape Schanck	\$574,000	\$1,128	\$1,066	\$63	5.9%
Dromana	\$752,000	\$1,478	\$1,396	\$82	5.9%
Fingal	\$638,000	\$1,254	\$1,184	\$70	5.9%
Flinders	\$819,000	\$1,610	\$1,520	\$90	5.9%
Main Ridge	\$860,000	\$1,691	\$1,597	\$94	5.9%
Merricks	\$843,000	\$1,657	\$1,565	\$92	5.9%
Merricks Beach	\$746,000	\$1,467	\$1,385	\$82	5.9%
Merricks North	\$1,003,000	\$1,972	\$1,862	\$110	5.9%
Point Leo	\$1,169,000	\$2,298	\$2,170	\$128	5.9%
Red Hill	\$615,000	\$1,209	\$1,142	\$67	5.9%
Red Hill South	\$704,000	\$1,384	\$1,307	\$77	5.9%
Shoreham	\$784,000	\$1,541	\$1,455	\$86	5.9%
Somers	\$611,000	\$1,201	\$1,134	\$67	5.9%
St Andrews Beach	\$520,000	\$1,022	\$965	\$57	5.9%
Ward highest val. Dwelling	\$9,324,000	\$18,331	\$17,310	\$1,021	5.9%

AREA	2012 VALUATION	Proposed 2013/14 0.0019660	2012/13 0.0018565	VARIATION IN RATES	
				\$	%
Seawinds					
Ward lowest val. Dwelling	\$201,000	\$395	\$373	\$22	5.9%
Arthurs Seat	\$554,000	\$1,089	\$1,029	\$61	5.9%
Dromana	\$418,000	\$822	\$776	\$46	5.9%
McCrae	\$524,000	\$1,030	\$973	\$57	5.9%
Mt Martha	\$820,000	\$1,612	\$1,522	\$90	5.9%
Safety Beach	\$486,000	\$955	\$902	\$53	5.9%
Rosebud	\$343,000	\$674	\$637	\$38	5.9%
Rosebud West	\$331,000	\$651	\$615	\$36	5.9%
Tootgarook	\$369,000	\$725	\$685	\$40	5.9%
Ward highest val. Dwelling	\$3,773,000	\$7,418	\$7,005	\$413	5.9%
Watson Ward					
Ward lowest val. Dwelling	\$169,000	\$332	\$314	\$19	5.9%
Baxter	\$287,000	\$564	\$533	\$31	5.9%
Moorooduc	\$671,000	\$1,319	\$1,246	\$73	5.9%
Pearcedale	\$580,000	\$1,140	\$1,077	\$64	5.9%
Somerville	\$369,000	\$725	\$685	\$40	5.9%
Tyabb	\$346,000	\$680	\$642	\$38	5.9%
Ward highest val. Dwelling	\$1,566,000	\$3,079	\$2,907	\$171	5.9%

5.0 Loan Borrowings

For the 2013/14 year, Council will take out new borrowings of \$11.865m, to fund its Unfunded Superannuation Liability (\$10.865m) and borrowing for major capital works projects (\$1.000m), specifically funding the acceleration of the Pavilion Upgrade Strategy, deferred from 2012/13.

The following table sets Council's borrowings program for 2013/14.

Year	New Borrowings \$'000	Principal Paid \$'000	Interest Paid \$'000	Balance 30 June \$'000
2012/13				31,543
2013/14	11,865	5,871	2,479	37,538

After making loan payments of \$4.886m, (Capital Works \$2.854m, Unfunded Superannuation \$2.032m), Council's loan liability will be \$37.463m.

When Finance Leases (\$515k) and Unfunded Superannuation payments (2010)(\$469k) are included, Council's liability will be \$37.538m).

The following table summarises Council's current loan liability as at 1 July 2013, and projected principal repayments for 2013/14.

Loan No.	Financial Institution	Purpose	Debt Principal 1-Jul-13 \$'000	Principal to be paid 2013/14 \$'000	Debt Principal 30-Jun-14 \$'000
5	NAB	Unfunded Sup'n Liab.	2,030	1,318	712
6	NAB	Regional Drainage	435	186	249
7	NAB	Regional Drainage	345	114	231
8	NAB	General	1,280	294	986
9	NAB	General	1,401	278	1,123
10	CBA	General	1,439	226	1,213
11	CBA	General	5,206	616	4,590
12	CBA	General	5,147	517	4,630
13	CBA	Unfunded Sup'n Liab.	3,392	310	3,082
14	CBA	General	2,132	180	1,952
15	Bendigo	General	2,385	165	2,220
16	Bendigo	General	2,527	147	2,380
17	NAB	General	2,765	131	2,634
			30,484	4,482	26,002
18	New	General	-	-	1,000
19	New	Unfunded Sup'n Liab. (2011)	-	404	10,461
			30,484	4,886	37,463
	Finance Leases Bins		590	515	75
	Unfunded Superannuation (2010)		469	469	-
			31,543	5,870	37,538

Purpose	Debt Principal 1-Jul-13 \$'000	Principal to be paid 2013/14 \$'000	Debt Principal 30-Jun-14 \$'000
General	5,147	2,854	2,293
Unfunded Sup'n Liab.	25,337	1,628	23,709
	30,484	4,482	26,002
New - General	-	-	1,000
New - Unf.Sup'n Liab. (2011)	-	404	10,461
	30,484	4,886	37,463
Finance Leases	590	515	75
Unfunded Superannuation (2010)	469	469	-
	31,543	5,870	37,538

In developing the Strategic Resources Plan (refer Shire Strategic Plan 2013-2017), 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.

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.



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Budget Analysis

6.0 Analysis of Corporate Performance Budget

	Adopted Budget 2012/13 \$'000	Forecast 2012/13 \$'000	Budget 2013/14 \$'000	Variance to Budget 2012/13 \$'000	Variance to Forecast 2012/13 \$'000
Operating Income	169,942	170,485	178,783	8,726	8,183
Operating Expenditure	138,703	139,227	146,033	(7,233)	(6,708)
Funds available	31,239	31,257	32,751	1,494	1,475
Capital and priority works and services	46,203	39,316	38,459	7,790	14,675
Operating Result	(14,965)	(8,059)	(5,708)	9,283	16,150
Non-operating items	2,725	1,807	5,485	2,760	(4,107)
Projects funded in previous years	562	562	229	(333)	(333)
Result	(11,678)	(5,690)	6	11,683	5,696
Carry Overs/Other Non-Cash Movements	1,966	2,278	(5,281)	(7,247)	(7,247)
Cash surplus/(deficit)	(9,712)	(3,412)	(5,276)	4,436	4,436

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 2013/14 Corporate Performance Budget forecasts a surplus of Funds Available for capital outlays (after all operating activities) of \$32.751m.

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 \$38.459m.

Council's operating result for the year is budgeted to be a deficit of \$5.708m, which will be fully off-set by the disposal of excess and assets not required (primarily land) of \$5.485m and projects for which funding has been received in previous years. A cash deficit of \$5.276m is budgeted for in the Corporate Format.

7. Analysis of Operating Budget

	Reference	Adopted Budget 2012/13 \$'000	Forecast 2012/13 \$'000	Budget 2013/14 \$'000	Variance to Budget 2012/13 \$'000	Variance to Forecast 2012/13 \$'000
Operating Revenue	7.1	183,535	189,602	190,912	7,377	1,310
Operating expenditure	7.2	169,641	169,492	178,988	(9,347)	(9,496)
Net gain / (loss) on disposal of assets		0	0	0	0	0
Surplus/(deficit) for the year		13,893	20,111	11,924	(1,969)	(8,187)
Net gain / (loss) on disposal of assets		0	0	0	0	0
Contributed assets		(6,500)	(6,500)	(6,500)	0	0
Underlying surplus (deficit)		7,393	13,611	5,424	(1,969)	(8,187)

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.

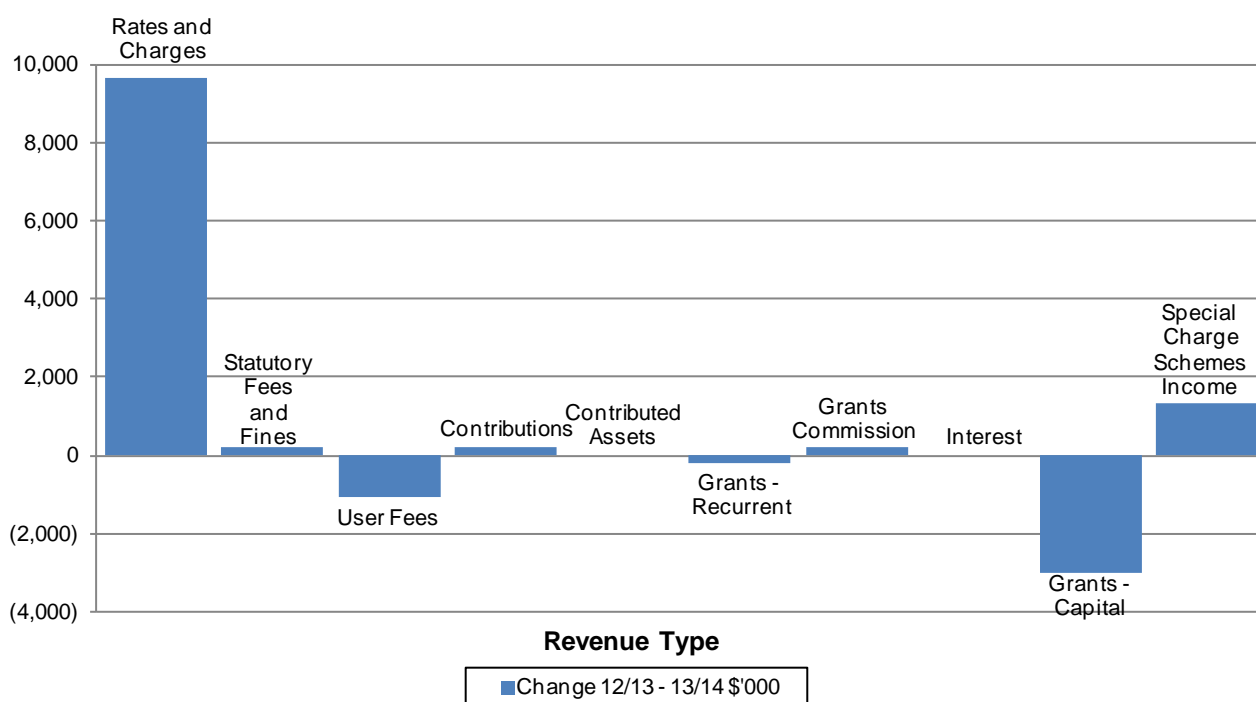
It is a measure of financial sustainability as it is not impacted by non-recurring or once-off items of revenues and expenses which can often mask the operating result.

The budgeted underlying result for the 2013/14 year is a surplus of \$5.424 million which is a decrease of \$1.969 million over the 2012/13 budget and a decrease of \$8.187 million over 2012/13 forecast.

Explanations are provided in the following pages.

7.1 Operating Revenue

Revenue Types	Reference	Adopted		Budget 2013/14 \$'000	Variance to Budget 2012/13 \$'000	Variance to Forecast 2012/13 \$'000
		Budget 2012/13 \$'000	Forecast 2012/13 \$'000			
Rates and Charges	7.1.0	122,057	122,614	131,708	9,651	9,094
Statutory Fees and Fines	7.1.1	3,692	3,902	3,916	224	14
User Fees	7.1.2	24,342	23,829	23,269	(1,073)	(560)
Contributions	7.1.3	2,624	3,941	2,827	203	(1,114)
Contributed Assets	7.1.4	6,500	6,500	6,500	0	0
Grants - Recurrent	7.1.5	11,929	14,801	11,722	(207)	(3,080)
Grants Commission	7.1.6	6,253	6,091	6,466	213	375
Interest	7.1.7	1,700	1,700	1,700	0	0
Operating Revenue Before Capital		179,098	183,379	188,108	9,010	4,729
Grants - Capital	7.1.8	4,437	6,131	1,450	(2,987)	(4,681)
Special Charge Schemes Income	7.1.9	0	93	1,354	1,354	1,262
Operating Revenue After Capital		183,535	189,602	190,912	7,377	1,310
Total Operating Revenue		183,535	189,602	190,912	7,377	1,310



7.1.0 Rates and Charges \$131.078m (\$9.651m increase to budget and \$9.094m increase to forecast)

Rates and Charges income will increase by \$9.651 million over 2012/13 budget and \$8.994 million to forecast to \$131.708 million; this amount includes income of \$2.2m from the opt-in green waste service. Rates income increases offset normal increases in employee costs, contracts, services and capital works etc. They also generally fund the service enhancements outlined in the budget.

Council's rate increase for 2013/14 will be 5.9%. All rateable property will also pay \$180 Municipal charge, an increase of \$20.

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

Section 4 - Rating Strategy includes a more detailed analysis of the rates and charges to be levied for 2013/14.

7.1.1 Statutory Fees \$3.916 (\$224k increase to budget and \$14k increase to forecast)

Statutory fees are set by legislation and cannot be varied by Council. The increase is primarily due to an increase in the fire infringement notice penalty and parking infringement penalties. Increases in Environmental Health permits and licences have also been budgeted for.

7.1.2 User Fees \$23.269m (\$1.073m decrease to budget and \$560m decrease 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 is required (note each specific unit commentary includes a comment on proposed user charge variations, and a detailed list of user charges is enclosed in Appendix F).

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 2012/13 budget include:

Activity	\$ '000	Reason
Waste Disposal Tipping fees	- \$1.468m	Due to a reduction in volume.
Tourism Projects	- \$405k	Due to the reallocation of Tourism Projects to Priority Projects. Noting this section operates at no cost to Council.
Mornington Leisure Centre	- \$124k	Reduction in income due to the building works as part of the David Collings Leisure Centre redevelopment.
MP Enterprise Centre	- \$62k	MP Enterprise Centre no longer operating.
Animal Registrations	+ \$51k	Changes in fees and number of animals registered.
Valuations income	+ \$68k	Increase in the sale of valuation data to the State Revenue Office and other authorities.
New/additional/extra capacity bins	+ \$78k	Increase in volume of sales for extra capacity bins.
Planning Compliance legal recovery income	+ \$85k	Anticipated additional legal recovery income, fully offset by an increase in legal recovery expenditure.
Property Rental Fees	+ \$467k	Primarily due to rent generated through the purchase of the Rosebud Shopping Centre in Wannaeue Place in 2013.
Foreshore Camping	+ \$251K	Due to changes in fees and increased volumes.

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

7.1.3 Contributions \$2.827m (\$203k increase to budget and \$1.114m 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	\$2.000m
• Capital Works/Priority Works project contributions	\$400k
• Priority Project contributions	\$50k
• Other minor developer contributions (street trees etc)	\$25k
• Other operating contributions	\$13k
• Income relating to projects carried forward	\$340k

7.1.4 Contributed Assets \$6.500m (no change)

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.

Consistent with development activity in the Shire, a slowing of contributed assets is budgeted for.

7.1.5 Grants - Recurrent \$11.722m (\$207k decrease to budget and \$2.736m 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 decreased by 4.4% on last year's budget.

Major variations in grants from the 2012/13 budget include -

Activity	\$ '000	Reason
Community Renewal Program	- \$193k	Program complete.
School Focussed Youth Program	- \$157K	Program no longer funded. Offset by a reduction in expenditure.
Mornington Peninsula Tourism Inc Grant	- \$155K	Tourism Projects is a fully funded program and has been reallocated to Priority Projects.
Transport Connections	- \$87.5K	Program no longer funded.
Emergency Management	+ \$78k	Continuation of grant for Emergency Management.
Aged and Disabled Care	+ \$293K	HACC funding.

7.1.6 Grants Commission \$6.466m (\$213k increase to budget and \$375k increase to forecast)

Based on advice from the Victorian Grants Commission (VGC).

7.1.7 Interest Income \$1.700m (no change)

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

Interest on investments is budgeted to remain the same as the 2012/13 budget.

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 2012/13.

7.1.8 Grants – Capital \$1.450m (\$2.987m decrease to budget and \$4.681m 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).

The only known capital grant budgeted to be received is \$1m for the Roads to Recovery Program. Plus carryover funding for Mornington Transit Precinct \$450k.

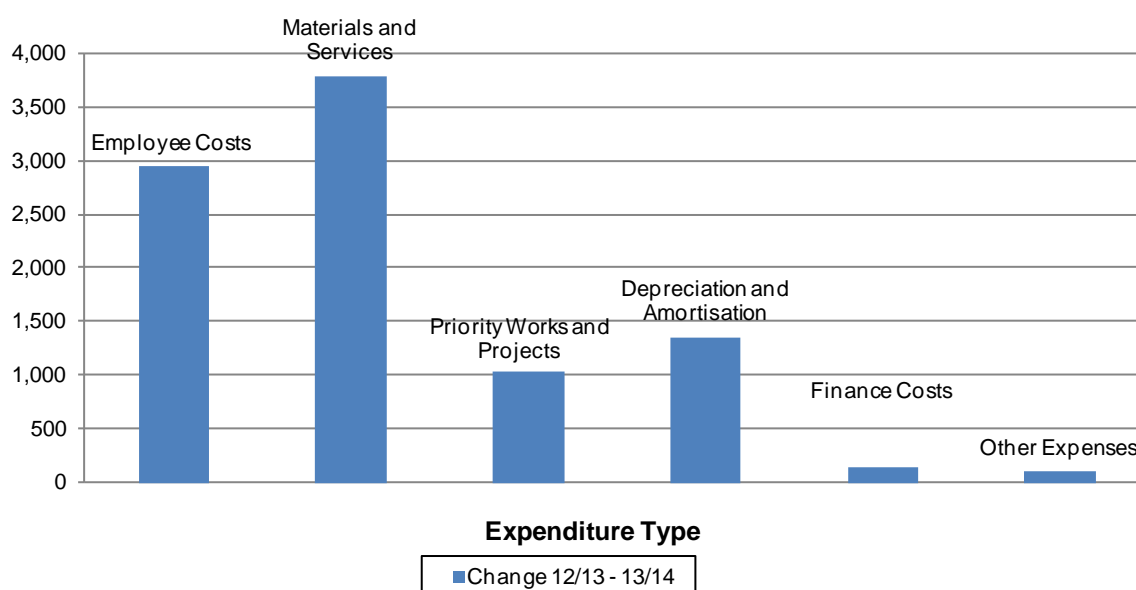
7.1.9 Special Charge Schemes \$1.354m (\$1.354m increase to budget and \$1.262m increase to forecast)

Special Charge Schemes adopted by Council become a charge on the property and therefore income to Council. Income will not be recognised until the scheme is adopted and certain to proceed.

The Budget relates to projects carried forward from 2012/13..

7.2 Operating Expenditure

Revenue Types	Reference	Adopted		Budget 2013/14 \$'000	Variance to Budget 2012/13 \$'000	Variance to Forecast 2012/13 \$'000
		Budget 2012/13 \$'000	Forecast 2012/13 \$'000			
Employee Costs	7.2.1	57,793	58,676	60,738	(2,944)	(2,061)
Materials and Services	7.2.2	74,153	74,055	77,938	(3,785)	(3,882)
Priority Works and Projects	7.2.3	9,924	8,876	10,950	(1,026)	(2,074)
Depreciation and Amortisation	7.2.4	20,927	20,927	22,281	(1,354)	(1,354)
Finance Costs	7.2.5	2,347	2,347	2,480	(133)	(133)
Other Expenses	7.2.6	4,498	4,610	4,603	(105)	7
Operating Expenditure		169,641	169,492	178,988	(9,347)	(9,497)



7.2.1 Employee Costs \$60.738m (\$2.944m increase to budget and \$2.061m increase to forecast)

Employee costs include all labour related expenditure including 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% and an increase in the Superannuation Guarantee from 9% to 9.25% as provided for under Legislation.

The approved employee establishment in last year's budget was 667.1 Full Time Equivalent (FTE) staff. The recommended employee establishment in this budget is 666.80 FTE staff.

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:

		Adopted Budget 2012/13 \$'000	Budget 2013/14 \$'000	Variance to Budget 2012/13 \$'000
Sustainable Environment	Strategic Planning	1,231	1,365	(135)
	Statutory Planning	3,793	3,819	(26)
	EPACS	6,368	6,620	(252)
	Economic Development	1,135	1,183	(47)
	Director Sustainable Environment	348	354	(6)
Sustainable Infrastructure	Infrastructure Strategy	1,521	1,643	(122)
	Infrastructure Maintenance	2,196	2,313	(117)
	Infrastructure Project Management	1,393	1,443	(50)
	Renewable Resources	1,323	1,354	(32)
	Director Sustainable Infrastructure	421	433	(12)
Sustainable Communities	Child Youth and Family Care	5,016	4,726	291
	Aged and Disability Services	9,589	10,998	(1,409)
	Recreation and Leisure	5,301	5,737	(436)
	Libraries Arts and Culture	3,836	4,047	(211)
	Director Sustainable Communities	1,372	1,181	190
Sustainable Organisation	Governance and Corporate Support	3,076	3,173	(97)
	Property and Valuation	1,450	1,503	(53)
	Information Services	2,151	2,293	(142)
	Finance	2,511	2,636	(125)
	Director Sustainable Organisation	404	427	(23)
The CEOs Office	Communications	510	526	(17)
	Team Support and Development	1,495	1,503	(8)
	Corporate Planning & Projects	764	876	(112)
	Internal Audit	146	150	(5)
	The CEO's Office	443	435	9
Total Employee Costs		57,793	60,738	(2,944)

Material increases in employee costs by service unit are summarised below and are explained mostly by the normal Award and EBA increases. The following Units have increases/decreases over and above this

- Strategic Planning – an increase in the staff establishment of 1.0 FTE for a Coastal Strategic Planner position. This FTE was reallocated from the Statutory Planning unit.
- Statutory Planning – a decrease in the staff establishment with 1.0 FTE moved to Strategic Planning and 0.6 FTE moved to Corporate Planning and Projects.
- EPACS – Fire Prevention position has been increased from 6 months to 12 months due to an increase in grant funding from the 2012/13 budget.
- Infrastructure Strategy – an increase in the staff establishment of 0.6 FTE for a Senior Infrastructure Planning Officer and changes in bandings. In addition, an increase in casual salaries to support a transition to retirement position has been included, fully offset by capital recovery for special charge scheme projects. A graduate engineer position has also been included.
- Infrastructure Maintenance – an increase to banding levels in the unit has increased the labour budget above that of the EBA increase.
- Child Youth and Family Care – the conclusion of fully funded programs in 2012/13 has resulted in a reduction to the labour budget for 2013/14 (West Rosebud Family Access Project and Youth School Focussed Program). In addition, a position in Family Day Care was not replaced during 2012/13.

- Aged and Disability Services – an increase in service demands has resulted in a large increase to the labour budget to meet service level requirements.
- Recreation and Leisure – Casual salaries at the Foreshore have been increased, fully funded by an increase in income due to the opening of Section 10A. Small increases in casual salaries for Hall Booking Staff and Community and Special Events have been funded by increased income and reductions in external professional services. Banding increases across the unit have also contributed to the increase and the impact of the EBA. Inclusion of 1.25 FTE for the Hastings Community Hub.
- Libraries Arts and Culture – an increase in banding levels due to a restructure in the unit.
- Director Sustainable Communities (Social Planning) – the conclusion of the fully funded Community Renewal Project in 2012/13 has resulted in a reduction to the 2013/14 labour budget. The Aboriginal Heritage Advisor Officer position was increased from 0.3 FTE to 1.0 FTE during 2012/13, which has been fully offset by capital recovery.
- Governance and Corporate Support – a decrease to banding levels due to position changes has resulted in a reduction to the 2013/14 labour budget.
- Information Services – an availability allowance, as well as increase to banding levels have been included.
- Corporate Planning and Projects – an increase in the staff establishment of 1.0 FTE, with 0.60FTE reallocated from Statutory Planning and an increase in FTE 0.40 for a Mayor and Councillor Support Officer. Increases in banding levels have also been included.
- Team Support and Development – a long term workcover employee is no longer paid by the organisation, contributing to a reduction to the 2013/14 labour budget.

7.2.2 Materials and Services \$77.938m (\$3.785m increase to budget and \$3.882m increase to forecast)

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

Major variations from the 2012/13 budget include –

Activity	\$ '000	Reason
Tourism Projects	- \$516k	Tourism Projects operates at no cost to Council and has been reallocated to Priority Projects so that any unspent funds at the end of the year can be carried forward into the new year.
Phones System	+ \$250k	Provision for upgrade to the phone system which is 12 years old.
Fire Services Levy	+ \$200k	Provision for the payment of the Fire Services Levy on eligible Council properties. Previously paid as part of the building insurance.
Planning Compliance legal fees	+ \$75k	Offset by legal recovery income.
Insurance Premiums	+ \$70k	Increase on current year premiums between 7-15%. Noting there was an adjustment to the building insurance premium taking into account the fire services no longer being collected by the insurance company.
Property Maintenance	+ \$90k	Primarily due to maintenance requirements relating to the Rosebud Shopping Centre complex in Wannaeue Place Rosebud, partially offset by rental income.
Utilities	+ \$211k	Provision for annual price increases and the inclusion of an increase for the desalination plant cost to water. Savings in electricity expenditure have been budgeted for following the decision to no longer purchase green power.
Infrastructure Maintenance Service Enhancements	+ \$244k	Town Based Seasonal Clean-Keepers Pilot Program \$200k and Fauna Based Protection \$44k
Street Lighting	+ \$308k	Provision for carbon tax and annual price increase.
Devilbend tipping	+ \$311k	Based on tipping volumes and 10% increase in Landfill levy .
Opt In Green Waste	+ \$469k	Contract cost and usage increase relating to the provision of the service, noting this is fully offset by income.
Natural Systems (Bushland Reserves)	- \$626k	Annual contract adjustments 2.5%, and the reallocation of Fire Management Works to SIMS2 Parks and Roadsides budget.

7.2.3 Priority Works and Projects \$10.950m (\$1.026m increase to budget and \$2.074m increase to forecast)

Priority Works are “almost” capital works. Works are similar in nature to capital works, however, they are not generally 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 Priority 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.

7.2.4 Depreciation and Amortisation \$22.281m (\$1.354m increase to budget and \$1.354m 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 is due to the full year effect of depreciation on the 2012/13 capital works program, any assessed impacts due to the completion of the 2013/14 capital works program, and the revaluation and condition assessment 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.

7.2.5 Finance Costs Expense \$2.480m (\$133k increase to budget and \$133k increase to forecast)

Borrowing costs relate to interest charged by financial institutions on funds borrowed or through finance leases. Council’s overall debt will increase in 2013/14 by \$5.995m, due to the provision to borrow to pay Council’s unfunded superannuation liability of \$10.865m. The repayment of \$5.466m in current debt, and a borrowing of \$1m for major capital works projects deferred from 2012/13 and the debt servicing on proposed new borrowings is included in the budget.

Borrowing costs for 2013/14 are made up of –

- Interest on Loans \$2.368m
- Interest on Unfunded Superannuation \$86k
- Interest on Leases \$25k

7.2.6 Other Expenses \$4.603m (\$105k increase to budget and decrease \$7k 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 particularly due to the recent Fair Work Australia Pay Equity Case; property rentals due to rent reviews and land tax, and increase in volunteer allowance for delivered meals volunteers.

8. Analysis of Budgeted Cash Position

This section analyses the expected cash flows from the operating, investing and financing activities of Council for the 2013/14 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.

8.1 Budgeted Cash Flow Statement

	Reference	Adopted Budget 2012/13	Budget 2013/14	Variance (Outflow) \$'000
Operating Activities	8.1.1			
Receipts		184,231	192,412	8,181
Payments		(153,454)	(161,337)	(7,883)
NET CASH INFLOW (OUTFLOW)		<u>30,777</u>	<u>31,075</u>	<u>298</u>
Investing Activities	8.1.2			
Receipts		6,225	13,320	7,095
Payments		(39,541)	(42,791)	(3,250)
NET CASH INFLOW (OUTFLOW)		<u>(33,316)</u>	<u>(29,471)</u>	<u>3,845</u>
Financing Activities	8.1.3			
Receipts		1,000	11,865	10,865
Payments		(8,172)	(18,746)	(10,574)
NET CASH INFLOW (OUTFLOW)		<u>(7,172)</u>	<u>(6,881)</u>	<u>291</u>
NET INCREASE (DECREASE) IN CASH HELD		(9,711)	(5,276)	4,435
Cash at beginning of year		<u>32,615</u>	<u>29,203</u>	<u>(3,412)</u>
Cash at end of year	8.1.4	<u>22,904</u>	<u>23,927</u>	<u>1,023</u>

8.1.1 Operating Activities (\$298m increase)

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.

8.1.2 Investing Activities (\$3.845m decrease)

The variation in investing activities is primarily due to the fact that the 2012/13 year includes capital works projects carried over from the previous year.

8.1.3 Financing Activities (\$291k increase)

Council's overall debt will increase in 2012/14 by some \$5.995m, with repayment of \$5.466m in current debt, and a (potential) borrowing of \$1m.

8.1.4 Cash and Cash Equivalents at end of the year (\$1.023m increase)

Overall, total cash and investments is budgeted to increase by \$1.023m to \$23.927m as at 30 June 2014.

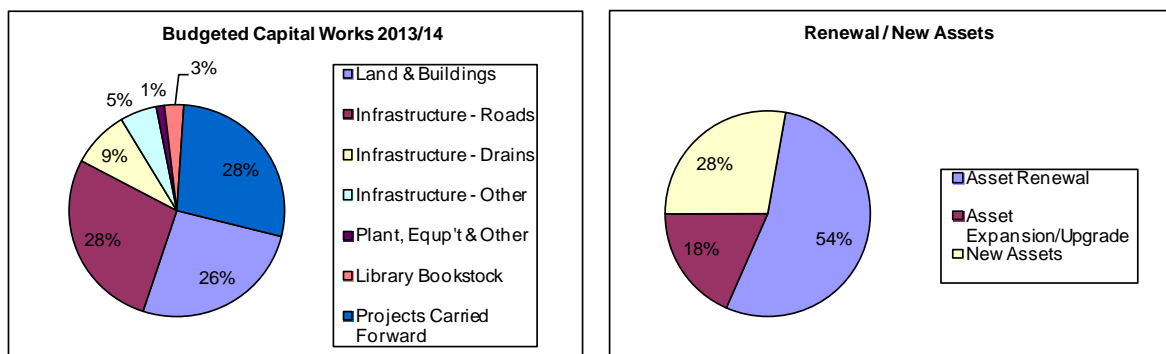
9. Analysis of Capital Budget

This section analyses the planned capital expenditure budget for the 2013/14 year and the sources of funding for the capital budget.

9.1 Capital Works

Capital Works Areas	Reference	Adopted	Forecast	Budget	Variance	Variance
		Budget 2012/13 \$'000	2012/13 \$'000	2013/14 \$'000	to Budget 2012/13 \$'000	to Forecast 2012/13 \$'000
Projects carried forward	9.1.1	11,596	0	11,913	(317)	(11,913)
Budgeted works						
Land	9.1.2	50	6,901	50	0	6,851
Buildings	9.1.3	7,346	5,203	11,175	(3,830)	(5,972)
Infrastructure - Roads	9.1.4	13,282	14,807	11,805	1,477	3,002
Infrastructure - Drainage	9.1.5	3,500	5,662	3,700	(200)	1,962
Infrastructure - Other	9.1.6	2,120	3,231	2,375	(255)	856
Plant, Equipment & Other	9.1.7	448	588	523	(75)	65
Library Bookstock	9.1.8	1,200	1,151	1,250	(50)	(99)
Sub Total		27,946	37,541	30,878	(2,932)	6,664
Total Capital Works		39,541	37,541	42,791	(3,249)	(5,248)
Budgeted works represented by:						
Asset Renewal		21,762	17,214	23,010	(1,249)	(5,796)
New Assets		5,208	10,843	7,882	(2,674)	2,960
Asset Expansion / Upgrade		12,572	9,484	11,898	674	(2,414)
	9.1.9	39,541	37,541	42,791	(3,248)	(5,248)

Note – Projects carried forward in the Forecast column are included within the budget categories.



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

9.1.1 Carried Forward Works (\$11.913m)

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 2012/13 year it is forecast that \$11.913 million of capital works will be incomplete and be carried forward into the 2013/14 year. Some projects include:

• VicRoads Blackspot projects	\$2.790m
• Building Renovations – Major Building Program	\$2.122m
• Urban Road Contributory Schemes	\$1.502m
• Footpath Strategy – Implementation projects	\$1.271m
• Implementation of Recreation Master Plans	\$622k
• Mornington Transit Precinct	\$346k
• Integrated Flood Management and Drainage	\$289k

The details of all projects to be carried forward are included in Appendix A.

9.1.2 Land (\$50k)

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

9.1.3 Buildings and Land Improvements (\$11.175m)

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

The more significant projects include –

Major Building Program (Includes Pavilion & Toilet Strategy – Impl.)	\$10.395m
Recreation Building - Improvements	\$ 130k
Foreshore Camping Areas Amenity Block - Refurbishment	\$ 200k
Mornington Peninsula Regional Gallery – Climate Control Refurb.	\$ 400k

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.

9.1.4 Infrastructure – Roads (\$11.115m)

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

Safer Local Roads	\$4.000m
Roads to Recovery program	\$1.000m
Urban Road Contributory Scheme Strategy – Implementation	\$ 900k
National Black Spot Program (Council contribution)	\$ 500k
Footpath/Shared Path/Bike Paths/Boardwalk Rehabilitation	\$1.410m

Footpath Strategy Implementation	\$1.500m
Bicycle Strategy – Implementation	\$ 300k
Kerb & Channel Rehabilitation	\$ 300k
Roadside Equestrian & Mountain Bike Trails Strategy – Impl..	\$ 100k
Hastings Comm'l Area Parking & Traffic Mgt Strategy	\$ 220k
Bay Trail – Safety Beach	\$ 80k
Rye Traffic Mgt Strategy – Impl.	\$ 50k
Sorrento Policemans Point Strategy – Impl. (\$225k c/f to 2014/15)	\$ 25k
Sorrento Foreshore Path/Seawall – ‘The Sisters’ (\$350k c/f to 2014/15)	\$ 50k
Portsea Strategy – Implementation	\$ 400k
Traffic Management Treatments	\$ 250k

9.1.5 Infrastructure - Drains (\$3.700m)

Drains includes drains in road reserves, retarding basins and waterways. The most significant inclusion in 2013/14 is the fifth year funding of the Local Integrated Drainage Strategy (including \$500k for Priority Works). The more significant projects include –

Integrated Flood Management & Drainage Strategy	\$2.500m
Drainage Upgrades	\$ 400k
Drainage Rehabilitation & Erosion Control	\$ 700k
Drainage Soak Pit Refurbishment	\$ 100k

9.1.6 Infrastructure – Other (\$2.795m)

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)	\$ 250k
Long Term - Recreation Master Plans	\$ 700k
Oval Rehabilitation	\$ 135k
Skate & BMX Strategy - Implementation	\$ 230k
Mornington Activity Centre Structure Plan – Impl.	\$ 500k
Hastings Activity Centre Structure Plan – Impl.	\$ 100k
Rosebud Activity Centre Structure Plan – Impl.	\$ 100k
Neighbourhood Activity Centre Structure Plan – Implementation	\$ 100k
Long Term Coastal Mgt Plan – M'ton F'ball Disaster Mem. Park	\$ 80k
Active Sports Strategy – Impl.	\$ 100k
Tennis Strategy – Impl.	\$ 100k

9.1.7 Plant, Equipment & Other (\$503k)

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 provision of \$85k to refurbish the mobile Library has been included.

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 7 of the, 'Enterprise Content Management System', \$120k, has been included in 2013/14 budget.

9.1.8 Library Book Stock (\$1.250m)

The program includes funding for acquisitions and preparation of the Library Collection (in various formats including - books, magazines, CD ROMs, DVDs, talking books).

9.1.9 Asset Renewal (\$23.010m), Expansion/Upgrade (\$11.898 million) and New Assets (\$7.882m)

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, \$19.279m (excluding projects carried forward from 2012/13) 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 \$1,048m will also be expended through Priority Works on asset refurbishment.

Of the total program, \$4.847m (excluding projects carried forward from 2012/13) will be for the construction of new assets.

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

- Major Building Program
- Integrated Flood Management & Drainage Strategy
- Traffic Management Treatments
- Mornington Activity Centre Structure Plan – Implementation
- Playground Development
- Skate & BMX Strategy – Implementation
- Sports Facilities Lighting Program

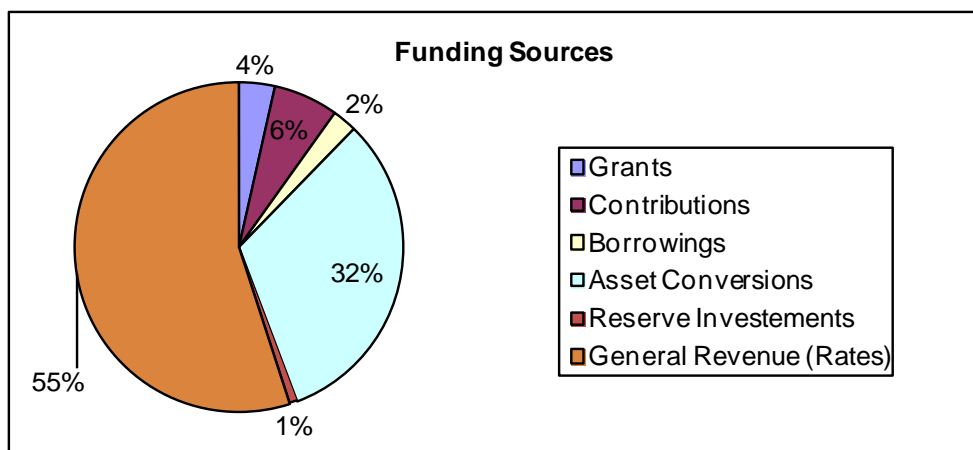
Of the total program, \$6.753m (excluding projects carried forward from 2012/13) will be for the upgrading or expansion of existing assets.

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

Building Improvements – Recreation Facilities
 Urban Road Contributory Scheme Strategy
 Roads to Recovery – Bungower/Tyabb-Tooradin RD Intersection
 Footpath Strategy – Implementation
 Bicycle Strategy - Implementation
 Integrated Flood Management & Drainage Strategy
 Drainage Upgrades
 Hastings Comm'l Area Parking & Traffic Mgt Strategy
 Mornington North Precinct – Road & Pedestrian Infrastructure Impr.
 Portsea Strategy – Implementation
 National Black Spot Program (Council contribution)
 Long Term Recreation Master Plans – Implementation

9.2 Funding Sources

		Adopted			Variance	Variance
		Budget	Forecast	Budget	to Budget	to
		2012/13	2012/13	2013/14	2012/13	Forecast
Capital Works Areas	Reference	\$'000	\$'000	\$'000	\$'000	\$'000
External						
Grants - Capital	9.2.1	4,437	6,131	1,450	2,987	4,681
Contributions	9.2.2	2,582	2,979	2,626	(43)	354
Special Charge Schemes Income	9.2.3	0	96	1,354	(1,354)	(1,259)
New Borrowings	9.2.4	1,000	0	1,000	0	(1,000)
	Sub Total	8,019	9,206	6,430	(1,590)	(2,776)
Internal						
Cash and Investments	9.2.5	28,238	25,882	22,780	(5,458)	(3,102)
Asset Conversion	9.2.6	2,325	1,806	13,270	10,945	11,464
Reserve Investments	9.2.7	959	647	311	(647)	(336)
	Sub Total	31,521	28,336	36,361	4,840	8,025
Total Funding Sources		39,541	37,541	42,791	3,250	5,249



9.2.1 Grants - Capital (\$1.000m)

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 \$1.000m

Projects carried forward from 2012/13 include –

- Mornington Transit Precinct \$450k

9.2.2 Contributions (\$2.4252m)

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 –

Archibald Exhibition \$ 400k

Projects carried forward from 2012/13

- Somerville Needs Strategy – Implementation \$100k
- St Mitchell Circuit Mornington Railway \$66k
- Mount Martha Park Viewing Tower \$60k

The balance to be received is expected from developer contributions

9.2.3 Special Charge Schemes (\$1.354m)

A number of Special Charge Schemes are expected to be adopted by Council in 2013/14 and on adoption, any user charges become a charge on the property and therefore income to Council.

Council contribution to Special Charge Schemes (as distinct from user charges) expected to be adopted in 2013/14 include:

SCS – Mcleod Rd Group, Mt Martha

A number of footpath schemes

The \$1.354m relates to projects carried forward from 2012/13.

9.2.4 Proposed New Borrowings (\$1m)

Council's overall debt will increase in 2013/14 by \$5.995m, due to the provision to borrow to pay Council's unfunded superannuation liability of \$10.865m. The repayment of \$5.466m in current debt, and a borrowing of \$1m for major capital works projects deferred from 2012/13 and the debt servicing on proposed new borrowings is included in the budget.

9.2.5 Operations (Cash and Investments) (\$22.780m)

Council generates cash from its operating activities, which is used as a funding source for the capital works program. It is forecast that \$22.780 million will be generated from operations to fund the 2013/14 capital works program.

9.2.6 Asset Conversions (\$13.270m)

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 2013/14 plans to generate at least \$13.270k 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.

9.2.7 Reserve Investments (\$ 311m)

This amount has been carried forward from 2012/13 for the implementation of the recreation master plan - Civic Reserve.

10. Analysis of Budgeted Financial Position

This section analyses the movements in assets, liabilities and equity between 2012/13 and 2013/14. It also considers a number of key performance indicators.

10.1 Budgeted Balance Sheet

	Reference	Approved Budget 2012/13 \$'000	Forecast Actual 2012/13 \$'000	Budget 2013/14 \$'000	Variance Budget (Outflow) 2012/13 \$'000	Variance Forecast (Outflow) 2012/13 \$'000
Current						
Assets	10.1.1	38,978	43,766	36,022	(2,956)	(7,744)
Liabilities	10.1.2	(31,265)	(29,380)	(30,777)	488	(1,397)
NET CURRENT ASSETS		<u>7,713</u>	<u>14,386</u>	<u>5,245</u>	<u>(2,468)</u>	<u>(9,141)</u>
Non Current						
Assets	10.1.1	1,761,891	1,748,745	1,963,526	201,635	214,781
Liabilities	10.1.2	(30,423)	(35,110)	(35,646)	(5,223)	(536)
NET NON CURRENT ASSETS		<u>1,731,468</u>	<u>1,713,635</u>	<u>1,927,880</u>	<u>196,412</u>	<u>214,245</u>
NET ASSETS	10.1.3	<u>1,739,181</u>	<u>1,728,021</u>	<u>1,933,125</u>	<u>193,944</u>	<u>205,104</u>
Equity						
Accumulated Surplus	10.1.4	883,528	872,817	898,062	14,534	25,245
Reserves		855,653	855,204	1,035,063	179,410	179,859
Total Equity		<u>1,739,181</u>	<u>1,728,021</u>	<u>1,933,125</u>	<u>193,944</u>	<u>205,104</u>

10.1.1 Current Assets (\$2.956m decrease to budget and \$7.744m decrease to forecast) and Non-Current Assets (\$201.635m increase to budget and \$214.781m 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 increase in current assets to 2013/14 budget and forecast is largely influenced by budget assumptions in 2012/13 in respect of cash assets and receivables.

The increase in non current assets is due to capital works.

10.1.2 Current Liabilities (\$0.488m decrease to budget and \$1.397m increase to forecast) and Non Current Liabilities (\$5.223m increase to budget and \$0.536m increase to forecast)

Amounts owed to suppliers (Payables) are expected to increase 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 expected to increase in 2013/14 having regard for the mix between current and non current liabilities. The Council is budgeting to repay loan principal of \$4.886million over the year and \$11.335m for unfunded superannuation levy. Repayments on finance leases of \$515k are also budgeted for.

10.1.3 Net Assets (\$193.944m increase to budget and \$205.104m 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 net result of the capital works program, contributed assets, depreciation of assets and the sale of property, plant and equipment.

10.1.4 Equity (\$193.944m increase to budget and \$205.104m 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.



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Budget Statements

Budgeted Corporate Performance Statement

For Period Ending 30 June 2014

	Adopted Budget 2012/13 \$'000	Forecast 2012/13 \$'000	Budget 2013/14 \$'000	Variance to Budget 2012/13 \$'000	Variance to Forecast 2012/13 \$'000
Income					
Rates	122,057	122,614	131,708	9,651	9,094
Grants and Subsidies	11,895	12,737	11,712	(183)	(1,025)
User Charges	28,037	27,343	27,198	(839)	(145)
Grants Commission	6,253	6,091	6,466	98	260
Interest Income	1,700	1,700	1,700	0	0
	169,942	170,485	178,783	8,726	8,183
Expenses					
Sustainable Environment	16,318	16,918	16,268	50	651
Sustainable Infrastructure	62,916	61,629	67,356	(4,457)	(5,744)
Sustainable Communities	33,875	34,502	34,947	(1,072)	(445)
Sustainable Organisation	18,758	18,705	20,230	(1,398)	(1,451)
The CEO's Office	4,990	5,127	5,252	(223)	(85)
Efficiency Savings	(500)	0	(500)	0	500
Interest Expense	2,347	2,347	2,480	(133)	(133)
	138,703	139,227	146,033	(7,233)	(6,708)
Funds available	31,239	31,257	32,751	1,494	1,475
Capital and priority works and services					
New Borrowings	1,000	0	11,865	10,865	11,865
Debt Servicing Principal	(4,189)	(4,189)	(4,886)	(697)	(697)
Lease Payments	(479)	(479)	(515)	(36)	(36)
Unfunded Superannuation Liability	(1,122)	(1,122)	(11,335)	(10,213)	(10,213)
Priority Projects (Net)	(4,699)	(2,192)	(2,472)	2,272	2,261
Priority Works (Net)	(5,076)	(3,644)	(3,663)	1,413	1,686
Capital Expenditure	(39,541)	(37,541)	(30,878)	8,663	17,566
Capital Grants	4,437	6,131	1,000	(3,437)	(4,856)
Capital Contributions	2,507	2,979	2,425	(82)	(495)
Special Charge Schemes	0	93	0	0	(1,447)
Transfers from reserves	959	648	0	959	959
	(46,203)	(39,316)	(38,459)	7,790	14,675
Operating Result	(14,965)	(8,059)	(5,708)	9,256	2,351
Non-operating					
Asset Sales	2,725	1,807	5,485	2,760	(4,107)
Transfer to land acquisition reserve	0	0		0	0
Projects funded in previous years	562	562	229	(333)	(333)
Result	(11,678)	(5,690)	6	11,683	5,696
Carry-forwards					
Priority Projects	-	-	(2,909)	2,909	2,909
Priority works	-	-	(1,845)	1,845	1,845
Capital expenditure	-	-	(11,913)	11,913	11,913
Income relating to carry-forwards	-	-	2,144	(2,144)	(2,144)
Transfer from reserves	-	-	311	(311)	(311)
Assets sales			7,785	(7,785)	(7,785)
			(6,427)	6,427	6,427
Transfers to/from reserves	(959)	(648)	(36)	923	612
Other non-cash adjustments	2,925	2,926	(11,672)	(14,597)	(14,598)
Cash surplus/(deficit)	(9,712)	(3,412)	(5,276)	4,436	(1,864)
Cash at beginning of period	32,615	32,615	29,203		
Cash at end of period	22,904	29,203	23,927		

Standard Statement of Financial Performance (Income Statement)
2013/14

	Adopted Budget 2012/13 \$'000	Forecast 2012/13 \$'000	Budget 2013/14 \$'000	Variance to Budget 2012/13 \$'000	Variance to Forecast 2012/13 \$'000
Revenue from ordinary activities					
Rates and Charges	122,057	122,614	131,708	9,651	9,094
Statutory Fees and Fines	3,692	3,902	3,916	224	14
User Fees	24,342	23,921	24,623	281	702
Contributions	2,624	3,941	2,827	203	(1,114)
Contributed Assets	6,500	6,500	6,500	0	0
Grants - Recurrent	18,182	20,893	18,188	6	(2,705)
Grants - Capital	4,437	6,131	1,450	(2,987)	(4,681)
Interest	1,700	1,700	1,700	0	0
Total revenues	183,535	189,602	190,912	7,377	1,310
Expenses from ordinary activities					
Employee Costs	57,793	58,676	60,738	(2,944)	(2,061)
Materials and Services	84,077	82,932	88,887	(4,810)	(5,955)
Depreciation and Amortisation	20,927	20,927	22,281	(1,354)	(1,354)
Finance Costs	2,347	2,347	2,480	(133)	(133)
Other Expenses	4,498	4,610	4,603	(105)	7
Asset Revaluations and Adjustments	0	0	0	0	0
Total expenses	169,641	169,492	178,988	(9,347)	(9,496)
Net Gain/(Loss) on Sale/Disp Assets	0	0	0	0	0
Surplus/(deficit) for the year	13,893	20,111	11,924	(1,969)	(8,187)
Other comprehensive income					
Other					
Total comprehensive income for the year	13,893	20,111	11,924	(1,969)	(8,187)

Budgeted Standard Balance Sheet

For the year ending 30 June 2014

	Approved Budget 2012/13 \$'000	Forecast Actual 2012/13 \$'000	Budget 2013/14 \$'000	Variance Budget (Outflow) 2012/13 \$'000	Variance Forecast (Outflow) 2012/13 \$'000
Current assets					
Cash assets	22,904	29,230	23,927	1,023	(5,303)
Receivables	9,711	9,241	10,686	975	1,445
Inventories	196	196	184	(12)	(12)
Other	1,017	1,099	1,225	208	126
Land held for resale	5,150	4,000	-	(5,150)	(4,000)
Total current assets	38,978	43,766	36,022	(2,956)	(7,744)
Non-current assets					
Other financial assets	8	8	8	-	-
Receivables	595	526	787	192	261
Land and buildings	858,033	825,000	-	(858,033)	(825,000)
Plant, furniture and equipment	7,395	8,000	-	(7,395)	(8,000)
Infrastructure	894,660	914,011	1,961,531	1,066,871	1,047,520
Intangibles	1,200	1,200	1,200	-	-
Total non-current assets	1,761,891	1,748,745	1,963,526	201,635	214,781
Total assets	1,800,869	1,792,511	1,999,548	198,679	207,037
Current liabilities					
Payables	13,585	13,099	13,777	(192)	(678)
Interest-bearing liabilities	6,298	5,326	5,186	1,112	140
Provisions	11,382	10,955	11,814	(432)	(859)
Total current liabilities	31,265	29,380	30,777	488	(1,397)
Non-current liabilities					
Interest-bearing liabilities	27,761	32,548	32,883	(5,122)	(335)
Provisions	2,662	2,562	2,763	(101)	(201)
Total non-current liabilities	30,423	35,110	35,646	(5,223)	(536)
Total liabilities	61,688	64,490	66,423	(4,735)	(1,933)
Net assets	1,739,181	1,728,021	1,933,125	193,944	205,104
Equity					
Accumulated surplus	883,528	872,817	898,062	14,534	25,245
Asset revaluation reserve	855,653	854,704	1,035,063	179,410	180,359
Other reserves	-	500	-	-	(500)
Total equity	1,739,181	1,728,021	1,933,125	193,944	205,104

Budgeted Standard Cash Flow Statement

For the year ending 30 June 2014

	Adopted Budget 2012/13 \$'000	Forecast Actual 2012/13 \$'000	Budget 2013/14 \$'000	Variance to Budget (Outflow) 2012/13 \$'000	Variance to Forecast (Outflow) 2012/13 \$'000
Cash flows from operating activities					
<i>(inclusive of GST, wherever applicable)</i>					
Receipts					
General rates	122,058	122,614	131,708	9,650	9,094
User charges and other	28,034	27,823	28,539	505	716
Cash contributions	2,624	3,941	2,827	203	(1,114)
Government grants	22,619	27,024	19,638	(2,981)	(7,386)
Interest	1,700	1,700	1,700	-	-
Net GST refund	7,197	7,197	8,000	804	804
	184,231	190,298	192,412	8,181	2,114
Payments					
Employee costs	57,793	58,676	60,738	(2,945)	(2,062)
Materials and contracts	90,803	89,657	95,996	(5,192)	(6,338)
Other expenses	4,858	4,970	4,603	255	367
	153,454	153,303	161,337	(7,883)	(8,033)
Net cash inflows / (outflows) from operating activities	30,777	36,995	31,075	298	(5,920)
Cash flows from investing activities					
Payments for					
Land and buildings	7,396	7,428		7,396	7,428
Infrastructure assets	30,497	25,031	42,791	(12,294)	(17,759)
Plant, furniture and equipment	1,648	1,633		1,648	1,633
	39,541	34,092	42,791	(3,250)	(8,698)
Proceeds from					
Sale of land and buildings	6,150	1,766	13,270	7,120	11,504
Sale of plant, furniture and equipment	75	90	50	(25)	(40)
	6,225	1,856	13,320	7,095	11,464
Net cash inflows / (outflows) from investing activities	(33,316)	(32,236)	(29,471)	3,845	2,766
Cash flows from financing activities					
Finance Costs	(2,346)	(2,346)	(2,480)	(134)	(134)
Proceeds from borrowings	1,000	-	11,865	10,865	11,865
Repayment of borrowings	(4,189)	(4,189)	(4,886)	(697)	(697)
Repayment of finance leases	(515)	(515)	(515)	-	-
Repayment of Unfunded Superannuation	(1,122)	(1,122)	(10,865)	(9,743)	(9,743)
Movement in Deposits and Bonds	-	-	-	-	-
Net cash inflows / (outflows) from financing activities	(7,171)	(8,171)	(6,880)	291	1,291
Net increase / (decrease) in cash held	(9,711)	(3,412)	(5,276)	4,435	(1,863)
Cash at beginning of year	32,615	32,615	29,203	(3,412)	(3,412)
Cash at end of year	22,904	29,203	23,927	1,023	(5,277)

Standard Statement of Capital Works

2013/14

	Adopted Budget 2012/13 \$'000	Forecast 2012/13 \$'000	Budget 2013/14 \$'000	Variance to Budget 2012/13 \$'000	Variance to Forecast 2012/13 \$'000
Capital Works Areas					
Land	50	6,901	50	0	6,851
Buildings	8,573	5,203	14,167	(5,594)	(8,964)
Infrastructure - Roads	18,897	14,807	18,750	147	(3,944)
Infrastructure - Drainage	5,651	5,662	3,989	1,662	1,673
Infrastructure - Other	4,617	3,231	3,838	779	(608)
Plant	218	203	406	(188)	(204)
Furniture and Equipment	299	346	250	49	96
Artworks	37	39	20	17	19
Library Bookstock	1,200	1,151	1,320	(120)	(169)
Total Capital Works	39,541	37,541	42,791	(3,249)	(5,248)
Represented by:					
Expansion	2,696	2,164	3,305	(609)	(1,141)
Upgrade	11,084	7,320	10,499	585	(3,179)
New	5,033	10,843	5,976	(943)	4,867
Renewal	20,728	17,214	23,010	(2,282)	(5,796)
Total Capital Works	39,541	37,541	42,791	(3,249)	(5,249)



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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.

	2013/14	2012/13
	\$	\$
New borrowings (other than refinancing)	11,865,260	1,000,000
Debt redemption - Loans	4,886,121	4,189,000
Debt redemption - Leases	515,302	479,000
Debt redemption – Unfunded Superannuation	11,334,558	1,122,000

2. Rates and charges

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

Type of property	2013/14	2012/13
	Cents	Cents
General rate for rateable general properties	0.0019660	0.0018565
General rate for rateable vacant residential properties	0.0023592	0.0022278
General rate for rateable vacant commercial properties	0.0023592	0.0022278
General rate for rateable vacant industrial properties	0.0023592	0.0022278
General rate for rateable MP Ag Rate properties	0.0006881	0.0006498

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

Type of property	2013/14	2012/13
	\$	\$
General land	104,191,973	97,226,361
Vacant residential land	4,792,631	4,664,927
Vacant commercial land	84,775	72,175
Vacant industrial land	217,251	210,928
MP Agricultural Rate land	1,876,845	1,835,133
Cerberus land	39,891	37,666
Steel works	840,000	840,000
Cultural and Recreational Land	137,626	129,958
Supplementary Rates	600,000	600,000
Land Sustainability rebate	(375,000)	(375,000)
Heritage rebate	(65,000)	(65,000)
Valuation Objections	(100,000)	(100,000)

2.3 The estimated total amount to be raised by rates

	2013/14	2012/13
	\$	\$
Total rates to be raised	112,240,992	105,077,148

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	2013/14 % change	2012/13 % change
General land	5.9%	(-) 7.9%
Vacant residential land	5.9%	(-) 7.9%
Vacant commercial land	5.9%	(-) 7.9%
Vacant industrial land	5.9%	(-) 7.9%
MP Agricultural Rate land	5.9%	7.4%

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

Type of property	2013/14 No.	2012/13 No.
General land	90,132	89,248
Vacant residential land	4,330	4,538
Vacant commercial land	61	58
Vacant industrial land	243	247
MP Agricultural Rate land	1,176	1,235
Cerberus land (ex gratia payment)	111	111
Steel works (rating agreement)	2	2
Cultural and Recreational Land	28	28
Total number of assessments	96,083	95,467

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	2013/14 CIV	2012/13 CIV
General land	52,999,931,477	52,371,976,713
Vacant residential land	2,031,429,800	2,094,012,000
Vacant commercial land	35,933,000	32,398,000
Vacant industrial land	92,085,300	94,682,500
MP Agricultural Rate land	2,727,530,100	2,824,197,100
Cerberus land	40,580,000	40,580,000
Steel works	134,720,000	134,720,000
Total value	58,062,209,677	57,748,686,813

2.8 The proposed unit charge for each type of charge levied

Type of Charge	2013/14 Charge	2012/13 Charge
Municipal Charge	\$180	\$160
Green Waste Charge (optional)	\$130	\$130

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

Type of Charge	2013/14 \$	2012/13 \$
Municipal Charge	17,289,540	15,270,240
Green Waste Charge (optional)	2,177,305	1,695,980
Total	19,466,845	16,966,220

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

Type of Charge	2013/14 \$	2012/13
Rates	111,640,992	104,477,148
Supplementary Rates	600,000	600,000
Municipal Charge	17,289,540	15,270,240
Green Waste Charge (optional)	2,177,305	1,695,980
Total	131,707,837	122,043,368

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 \$100k 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	2013/14 Cents	2012/13 Cents
General rate for rateable general properties	0.0019660	0.0018565
General rate for rateable vacant residential properties	0.0023592	0.0022278
General rate for rateable vacant commercial properties	0.0023592	0.0022278
General rate for rateable vacant industrial properties	0.0023592	0.0022278
General rate for rateable MP Ag Rate properties	0.0006881	0.0006498

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 believes 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 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

Not applicable.

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 2012/13 Financial Year.

Key Strategic Activities

This section presents a number of key strategic activities to be undertaken during the 2013/14 year and performance targets and measures in relation to these.

Liveable Peninsula			
Strategic Activity	Performance Measure	How Data is Reported	Performance Target
Port of Hastings	Advocating for a green port in Hastings and for early provision of upgraded infrastructure to service the port	Formal submission and report to Council on Port planning process (as required)	Inclusion in Annual Report
Metropolitan Planning Strategy	Completion of submission	Report to Council	September 2013

Enhancing Public Places & Spaces			
Strategic Activity	Performance Measure	How Data is Reported	Performance Target
Best practice asset management	Condition assessments for all asset classes in accordance with Asset Management Plans	Financial Modelling Renewal Gap Module (Maloney Model)	MAV Step Asset Management Program
Enhanced open spaces	An annual park user satisfaction survey in 8 parks per annum	Annual Report	Average satisfaction rating of 75% or greater in surveyed parks
Transport improvements	Advocate public transport and road network improvements with government and authorities	CEO Advocate Report to Council	Bi-monthly reports
Road safety initiatives	Implementation of Locals Safer Speed Strategy	Annual Report	Reduced travel speed on specified roads to reduce crash risk
Improved footpaths & trails network	Implementation Footpath Strategy	Annual Report	90% completion annual program
Best practice bushland management	Retention and enhancement of biodiversity within Shire controlled bushland reserves	Report to Council	To Completion of 90% of programmed biodiversity works each year within bushland reserves
Regional natural system planning	Biodiversity Action Plan	Report to Council	July 2013

Improving Community Facilities

Strategic Activity	Performance Measure	How Data is Reported	Performance Target
Improving community buildings	Implementation of Pavilion Strategy	Annual report	90% completion annual year program
Improving community facilities	Implementation of Toilet Block Strategy	Annual Report	90% completion annual year program
Environmental sustainable design	All new and refurbishment building design plans in accordance with Environmental Sustainable Design Policy	Individual project reports to Council	100% application to annual capital works program
Southern Peninsula Aquatic Centre	Timely reports to Council as required	Report to Council	Adherence to governance protocols on presentation of reports

Leading Change on Climate change

Strategic Activity	Performance Measure	How Data is Reported	Performance Target
Flood mitigation & prevention program	Implementation of Integrated Flood Management & Drainage Strategy	Quarterly reports to Council	90% completion annual program
Sustainable community education programs	Education programs delivered at Eco Living Display Centre	Annual Report	Increased participation number annually
Climate change adaptation	Partner with agencies and stakeholders in future climate change adaptation planning	Report to Council (as required) and Annual Report	Annual Report

Enhancing the Coastal Experience

Strategic Activity	Performance Measure	How Data is Reported	Performance Target
Sustainable camping	Camping occupancy	Annual Report	80,000 night stay
Equitable coastal funding	Advocate for increased coastal funding	Monthly and Annual reports	Applications to relevant Victorian Government funding programs and support for Association of Bayside Municipalities and Sea Change Task Force submissions as appropriate

Healthy Safe & Connected Communities

Strategic Activity	Performance Measure	How Data is Reported	Performance Target
Assisting older people	High quality integrated services that are inclusive of our diverse and ageing community's needs	AS/ANZ ISO 9001 Quality Management System – Aged & Disability Services	Annual accreditation
Community development	Integrated community agency response to identified disadvantaged communities/townships to ensure social inclusion and promote and social justice	Annual Report	Four annual service provider forums per annum
Fostering a culturally enriched community	Implementation of Arts and Culture Strategy	Annual Report	Increased participation in arts and cultural events and programs
Safe events	All event organizers have a plan to minimize risk to all parties at their events	Annual Report	100%
Healthy communities	Food Access Plan 2013 developed and implemented	Annual Report	4 Food Access Network meetings per annum Conduct Annual food forum
Public health	Premises inspected in accordance with Food Safety Management Policy	Annual report	95% compliance
Safer community	Proactive fire prevention inspection program as set out in the Municipal Fire Management Plan	Annual report	4500 proactive inspections
Health and Wellbeing	Develop and implement the Health and Wellbeing Plan 2013-2017	Annual Report	Launch and promotion of MPS Health and Wellbeing Action Plan in 2013 with key stakeholders through the MPS Health and Wellbeing Committee (monitored through quarterly meetings)
Increased community accessibility and mobility	Increased mobility within key activity centres	Annual Report	Three mobility maps in 2013

			followed by 1 mobility map per year for secondary activity centres
Supporting diverse community events	Community & Special Events Tri-annual funding Program	Annual Report	Completed 2013/14 process

Supporting a Sustainable Economy

Strategic Activity	Performance Measure	How Data is Reported	Performance Target
Business excellence	Implement a program of Tourism Excellence workshops	Annual Report	Conduct a series of excellence workshops and business audits to at least 60 businesses per annum
Business development	Business Survey	Report to Council	Minimum of 300 businesses to complete survey per annum
High quality tourism industry	Tourism Customer Survey	Annual Report	75% + positive response rate per annum
Agricultural industry support	Implement Mornington Peninsula Regional Food Strategy	Annual Report	Formation of an industry reference group Implementation of two awareness raising activities through the industry reference group
Tourism marketing	Complete 2012-15 Regional Marketing Program	Report to Council	Completion by 2013

Innovative, Responsive, Value for Money Service Delivery

Strategic Activity	Performance Measure	How Data is Reported	Performance Target
Quality Service	Percentage of Merit Customer Request System action requests completed within Service Charter timeframes	Monthly Report	95%
Advocacy & Engagement	Percentile ranking of community satisfaction with Council's advocacy and community representation on key local issues	Local Government Victoria Annual Community Satisfaction Survey	62%
Capital Works Program	Percentage Completion Capital Works Budget	Quarterly reports to Council	90% completion annual program
Financial Management	Victorian Auditor General's assessment of financial sustainability	Victorian Auditor General Report to Parliament	Council Overall Rating = Low Risk
Competent, safe and healthy workplace	Implementation of Learning and Development Program for staff	Annual Report	Program published prior to June and delivered as published

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	80-85
2.	Activities and initiatives to be funded in the budget	Section 127(2)(b)	18-36
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)	18-36
4.	Key strategic activities to be undertaken and performance targets and measures for each	Section 127(2)(d)	96
5.	Details of the rates to be declared	Section 158(1)	87-95
6.	Total proposed borrowings	Regulation 8(a)	87
7.	Debt redemption	Regulation 8(b)	87
8.	Rate in the dollar	Regulation 8(c)(i)	87
9.	Estimate of rates by type	Regulation 8(c)(ii)	87
10.	Total amount to be raised by rates	Regulation 8(c)(iii)	88
11.	% change to rate in dollar	Regulation 8(c)(iv)	88
12.	Number of assessments by type of rate and change	Regulation 8(c)(v)	88
13.	Total number of assessments	Regulation 8(c)(vi)	88
14.	Basis of valuation used	Regulation 8(c)(vii)	88
15.	Estimated total value of land by type and change	Regulation 8(c)(viii)	88
16.	Municipal charge	Regulation 8(c)(ix)	89
17.	Unit amount to be levied as service rate or charge	Regulation 8(c)(x)	89
18.	Amount to be raised by service rate or charge and change	Regulation 8(c)(xi)	89
19.	Total amount to be raised from rates and charges	Regulation 8(c)(xii)	89
20.	Any significant changes that may affect the amounts to be raised	Regulation 8(c)(xiii)	89



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 2013/14 year.

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

- New works for 2013/14
- Projects carried forward from the 2012/13 year

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

The detail of projects to be carried forward will be included in Adopted Budget

Capital Works Program 2013 / 2014 (asset category)

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	400,000	8,567,000	8,967,000
Asset Expansion/Upgrade	-	129,000	129,000
New Assets	-	2,079,000	2,079,000
Total Buildings	400,000	10,775,000	11,175,000
Infrastructure - Roads			
Asset Renewal	-	6,573,750	6,573,750
Asset Expansion/Upgrade	1,000,000	3,318,750	4,318,750
New Assets	-	912,500	912,500
Total Infrastructure - Roads	1,000,000	10,805,000	11,805,000
Infrastructure - Drains			
Asset Renewal	-	1,545,000	1,545,000
Asset Expansion/Upgrade	-	1,530,000	1,530,000
New Assets	-	625,000	625,000
Total Infrastructure - Drains	-	3,700,000	3,700,000
Infrastructure - Other			
Asset Renewal	-	440,000	440,000
Asset Expansion/Upgrade	-	775,000	775,000
New Assets	-	1,160,000	1,160,000
Total Infrastructure - Other	-	2,375,000	2,375,000
Plant/Equipment/Other			
Asset Renewal	-	503,040	503,040
Asset Expansion/Upgrade	-	-	-
New Assets	-	20,000	20,000
Total Plant/Equipment/Other	-	523,040	523,040
Library Collection			
Asset Renewal	-	1,250,000	1,250,000
Asset Expansion/Upgrade	-	-	-
New Assets	-	-	-
Total Library Collection	-	1,250,000	1,250,000
Total Capital Works 2013/14			
Asset Renewal	400,000	18,878,790	19,278,790
Asset Expansion/Upgrade	1,000,000	5,752,750	6,752,750
New Assets	-	4,846,500	4,846,500
Total Capital Works 2013/14	1,400,000	29,478,040	30,878,040
Developer Contributions (not project aligned - refer section 7.2.2)	2,000,000	(2,000,000)	-
New Borrowings (not project aligned - refer section 7.2.4)	1,000,000	(1,000,000)	-
Total External Funding	4,400,000	27,478,040	30,878,040

Works carried forward from 2012/13

Asset Renewal	100,000	3,631,700	3,731,700
Asset Expansion/Upgrade	2,115,250	4,936,277	7,051,527
New Assets	125,697	1,003,700	1,129,397
Land Sales	7,785,000	(7,785,000)	-
Total Works carried fwd from 2012/13	2,340,947	9,571,677	11,912,624

Summary

Asset Renewal	500,000	22,510,490	23,010,490
Asset Expansion/Upgrade	3,115,250	10,689,027	13,804,277
New Assets	125,697	5,850,200	5,975,897
Developer Contributions	2,000,000	(2,000,000)	-
New Borrowings	1,000,000	(1,000,000)	-
Land Sales	7,785,000	(7,785,000)	-
Total Summary	14,525,947	28,264,717	42,790,664

Grants

RTR - Bungower Rd / Tyabb-Torradin Rd Intersection	1,000,000
	1,000,000

Contributions

Developer Contributions	2,000,000
MP Regional Gallery Archibald Exhibition	400,000
	2,400,000

Projects Carried Forward from 2012/13

Implementation of Recreation Master Plans - Civic Reserve	311,200
Footpath Strategy Implementation	181,550
St Mitchell Circuit, Mornington Railway	65,697
Balnarring Hall Refurbishment	1,000,000
Somerville Needs Strategy - Implementation	100,000
Urban Road Contributory Schemes	1,072,500
Mornington Transit Precinct	450,000
Mount Martha Park Viewing Tower	60,000
SCS - Shire Road, Dromana	100,000
Land Acquisition - 21 Ninth Avenue Rosebud	435,000
Land Acquisition - 9-11 Ninth Avenue Rosebud	774,000
Land Acquisition - Rosebud Shopping Centre	5,184,000
Land Acquisition - 23 Ninth Avenue Rosebud	392,000
	10,125,947

New Borrowings

	1,000,000
Total External Funding	14,525,947

Capital Works Program 2013 / 2014 (program)

Capital Works Area	Externally Funded	Internally Funded	Project Cost
Liveable Peninsula			
Asset Renewal	-	156,250	156,250
Asset Expansion/Upgrade	-	306,250	306,250
New Assets	-	762,500	762,500
Total Land	-	1,225,000	1,225,000
Enhancing Public Places & Spaces			
Asset Renewal	-	6,437,500	6,437,500
Asset Expansion/Upgrade	1,000,000	3,012,500	4,012,500
New Assets	-	360,000	360,000
Total Buildings	1,000,000	9,810,000	10,810,000
Improving Community Facilities			
Asset Renewal	400,000	10,042,000	10,442,000
Asset Expansion/Upgrade	-	829,000	829,000
New Assets	-	3,014,000	3,014,000
Total Infrastructure - Roads	400,000	13,885,000	14,285,000
Leading Climate Change			
Asset Renewal	-	1,545,000	1,545,000
Asset Expansion/Upgrade	-	1,530,000	1,530,000
New Assets	-	625,000	625,000
Total Infrastructure - Drains	-	3,700,000	3,700,000
Enhancing the Coastal Experience			
Asset Renewal	-	250,000	250,000
Asset Expansion/Upgrade	-	50,000	50,000
New Assets	-	85,000	85,000
Total Infrastructure - Other	-	385,000	385,000
Innovative Responsive Value for Money Service			
Asset Renewal	-	448,040	448,040
Asset Expansion/Upgrade	-	25,000	25,000
New Assets	-	-	-
Total Library Collection	-	473,040	473,040
Total Capital Works 2013/14			
Asset Renewal	400,000	18,878,790	19,278,790
Asset Expansion/Upgrade	1,000,000	5,752,750	6,752,750
New Assets	-	4,846,500	4,846,500
Total Capital Works 2013/14	1,400,000	29,478,040	30,878,040
Developer Contributions (not project aligned - refer section 7.2.2)	2,000,000	(2,000,000)	-
New Borrowings (not project aligned - refer section 7.2.4)	1,000,000	(1,000,000)	-
Total External Funding	4,400,000	27,478,040	30,878,040

Works carried forward from 2012/13

Asset Renewal	100,000	3,631,700	3,731,700
Asset Expansion/Upgrade	2,115,250	4,936,277	7,051,527
New Assets	125,697	1,003,700	1,129,397
Land Sales	7,785,000	(7,785,000)	-
Total Works carried fwd from 2012/13	10,125,947	1,786,677	11,912,624

Summary

Asset Renewal	500,000	22,510,490	23,010,490
Asset Expansion/Upgrade	3,115,250	10,689,027	13,804,277
New Assets	125,697	5,850,200	5,975,897
Developer Contributions	2,000,000	(2,000,000)	-
New Borrowings	1,000,000	(1,000,000)	-
Land Sales	7,785,000	(7,785,000)	-
Total Summary	14,525,947	28,264,717	42,790,664

Grants

RTR - Bungower Rd / Tyabb-Torradin Rd Intersection	1,000,000
	1,000,000

Contributions

Developer Contributions	2,000,000
MP Regional Gallery Archibald Exhibition	400,000
	2,400,000

Projects Carried Forward from 2012/13

Implementation of Recreation Master Plans - Civic Reserve	311,200
Footpath Strategy Implementation	181,550
St Mitchell Circuit, Mornington Railway	65,697
Balnarring Hall Refurbishment	1,000,000
Somerville Needs Strategy - Implementation	100,000
Urban Road Contributory Schemes	1,072,500
Mornington Transit Precinct	450,000
Mount Martha Park Viewing Tower	60,000
SCS - Shire Road, Dromana	100,000
Land Acquisition - 21 Ninth Avenue Rosebud	435,000
Land Acquisition - 9-11 Ninth Avenue Rosebud	774,000
Land Acquisition - Rosebud Shopping Centre	5,184,000
Land Acquisition - 23 Ninth Avenue Rosebud	392,000
	10,125,947

New Borrowings

	1,000,000
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Total External Funding

	14,525,947
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Capital Works 2013 / 2014

Proj No.	Act No.	Project Title	Location	Committed / Conditional	Cost 2013/14 (\$)	Other Funding 2013/14 (\$)	Net Req' From Rates 2013/14 (\$)
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Liveable Peninsula

1345	7371	Portsea Strategy - Implementation	Point Nepean Road Portsea	Conditional	400,000	0	400,000
<i>Staged implementation of Portsea Strategy</i>							
2334	7584	Mornington Activity Centre Structure Plan	Main Street Mornington	Conditional	500,000	0	500,000
<i>Works associated with the implementation of the Mornington Activity Centre Structure Plan</i>							
3181	7671	Sorrento Policemans Point Strategy	Point Nepean Road Sorrento	Conditional	25,000	0	25,000
<i>Implementation of Strategy</i>							
3182	3182	Hastings Activity Centre Structure Plan	High Street Hastings	Committed	100,000	0	100,000
<i>Works associated with the implementation of the Hastings Activity Centre Structure Plan</i>							
3183	3183	Rosebud Activity Centre Structure Plan	Point Nepean Road Rosebud	Conditional	100,000	0	100,000
<i>Works associated with the implementation of the Rosebud Activity Centre Structure Plan</i>							

Proj No.	Act No.	Project Title	Location	Committed / Conditional	Cost 2013/14 (\$)	Other Funding 2013/14 (\$)	Net Req' From Rates 2013/14 (\$)
<i>Comments</i>							
3286	7672	Township Plan Impl. (incl. minor st'scape / beautification wks)	Shire-Wide	Conditional	100,000	0	100,000
<i>Neighbourhood Activity Centre Structure Plan - Development</i>							
Liveable Peninsula Total					1,225,000	0	1,225,000

Proj No.	Act No.	Project Title	Location	Committed / Conditional	Cost 2013/14 (\$)	Other Funding 2013/14 (\$)	Net Req' From Rates 2013/14 (\$)
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Enhancing Public Places & Spaces

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	50,000	0	50,000
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Implementation of the Rye Traffic Management Strategy

2024	7444	Hastings Comm'l Area Parking & Traffic Mgt Strategy - Impl	High Street Hastings	Committed	220,000	0	220,000
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Staged implementation of Hastings Commercial Area Strategy

2756	7552	Blackspot Program	Shire-Wide	Committed	500,000	0	500,000
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Council contribution to Blackspot funded projects (subject to successful application).

3167	3167	RTR - Bungower Rd / Tyabb-Tooradin Rd Intersection	Bungower Road Somerville	Conditional	1,000,000	1,000,000	0
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Intersection Treatment - Contribution = Federal Grant

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

350	7062	Signage - Traffic / Parking Areas	Shire-Wide	Committed	15,000	0	15,000
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Annual Program

Proj No.	Act No.	Project Title	Location	Committed / Conditional	Cost 2013/14 (\$)	Other Funding 2013/14 (\$)	Net Req' From Rates 2013/14 (\$)
351	7063	Signage - General	Shire-Wide	Committed	20,000	0	20,000

Annual Program

360	7038	Traffic Management Treatments	Shire-Wide	Conditional	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 (\$)
958	Intersection Treatments	Shire-Wide	50,000
2521	The Loop Blairgowrie	The Loop Blairgowrie	15,000
2522	Palm Vista Drive	Palm Vista Drive Safety Beach	15,000
2523	Skinner/Salmon Street	Skinner Street Hastings	20,000
2524	Glen Shian Road	Glen Shian Crescent Mount Eliza	20,000
2525	South Road	South Road Rosebud	20,000
2526	Illaroo Street	Illaroo Street Rosebud West	30,000
2527	Esplanade Mt Martha (b/n Dava Hotel & Helena St)	Esplanade Mount Martha	25,000
2528	James Court	James Street Dromana	25,000
2529	Charles Street & Kangerong Ave	Charles Street Dromana	30,000
			250,000

Proj No.	Act No.	Project Title	Location	Committed / Conditional	Cost 2013/14 (\$)	Other Funding 2013/14 (\$)	Net Req' From Rates 2013/14 (\$)
361	7050	Footpaths / Shared Paths / Bike Paths / Boardwalks - Rehabilitation	Shire-Wide	Committed	1,410,000	0	1,410,000

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 (\$)
572	Footpath Replacement for Risk Management	Shire-Wide	150,000
1613	Balcombe Estuary Boardwalk Rehabilitation	Mirang Avenue Mount Martha	300,000
1787	Horse Trail Upgrade for Maintenance	Shire-Wide	100,000
2104	Concrete Grinding Program	Shire-Wide	140,000
2105	Somerville to Hastings Cycle Path Rehab	Frankston-Flinders Road Somerville	204,000
2441	Western Park Rd (Rear 1/2 Western Park Rd)	Western Park Road Somers	20,000
2442	Queen Street (West Elizabeth St to High St)	Queen Street Hastings	15,000
2443	Dylan Drive (South of Elisa Pl & Dylan Dr)	Boes Road Hastings	5,500
2444	Gold Court (West side of Gold Ct from Coolstore)	Gold Court Hastings	7,500
2445	Orotava St (Lorimer St to Governors Rd)	Orotava Street Crib Point	15,000
2446	Pettit St (West side of Pettit St to Lorimer St)	Pettit Street Crib Point	15,000
2447	Stony Point Rd (Seaglades Lane to South Boundary Rd)	Stony Point Road Bittern	27,500
2448	Orotava St to Disney St	Orotava Street Crib Point	11,500
2449	Eramosa Rd (Graf Rd - Pembroke Drive)	Eramosa Road East Somerville	62,500
2451	Milne Rd (Martin Rd - Governor Rd)	Milne Street Crib Point	120,000
2452	Governors Rd (from Lorimer)	Governors Road Crib Point	34,000
2453	Mornington Tyabb Rd (Yuilles Rd to Virginia St)	Mornington-Tyabb Road Mornington	170,000
2455	Loch Rd (Loch Rd - Disney St)	Loch Street Crib Point	12,500
			1,410,000

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 2013/14 (\$)	Other Funding 2013/14 (\$)	Net Req' From Rates 2013/14 (\$)
576	7586	Bus Stops Improvement Program	Shire-Wide	Committed	20,000	0	20,000

Annual periodic upgrade / improvement to bus stops to improve accessibility and amenity

Annual Items

No.	Description	Location	Cost (\$)
2540	Bus Stop Improvement Program	Shire-Wide	20,000
			20,000

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

1284	7558	Kerb and Channel - Rehabilitation	Shire-Wide	Committed	300,000	0	300,000
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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 prograded inspections for risk management	Shire-Wide	100,000
1701	Kerb Replacement in conjunction with Reseal Program	Shire-Wide	200,000
			300,000

Proj No.	Act No.	Project Title	Location	Committed / Conditional	Cost 2013/14 (\$)	Other Funding 2013/14 (\$)	Net Req' From Rates 2013/14 (\$)
1552	7362	Footpath Strategy - Implementation	Shire-Wide	Conditional	1,500,000	0	1,500,000

Implementation of Footpath Strategy

Annual Items			
No.	Description	Location	Cost (\$)
2516	SCS Besgrove St (Boneo Rd to Eastbourne Rd)	Besgrove Street Rosebud	242,055
2294	Watts Rd (Coolstore Rd to Glendale Ave, East Side)	Frankston-Flinders Road Hastings	63,000
2296	SCS Wyuna St/ Karginal Dr/ Mawarra Av	Wyuna Street Rosebud West	37,500
2300	SCS Illaroo St (Eastbourne Rd to Shops)	Illaroo Street Rosebud West	133,000
2381	Wooralla Dr (Tower Rd to Emil Madsen Reserve)	Wooralla Drive Mount Eliza	275,265
2385	Coolstore Rd (North Side) (Watts Rd to Railway Line)	Cool Store Road Hastings	25,200
2388	SCS Coppin Rd (Melb Rd to Constitution Hill)	Coppin Road Sorrento	240,000
2389	SCS Noel St /Gibson St (Charles St to Gibson St)	Noel Street Dromana	26,250
2505	SCS Beverley Rd (Pt Nepean Rd to Waller Place)	Beverley Road McCrae	41,250
2506	SCS - Burrell Street (Bartels St to Coburn Ave)	Burrell Street McCrae	30,000
2507	SCS Haig Street (Vale St to Elizabeth St)	Haig Street Mornington	22,500
2508	SCS Wandella Rd (Dunns Rd to Maxwell St)	Wandella Road Mornington	23,970
2509	SCS Inglis Street (Beleura Hill Rd to Tallis Dr)	Inglis Street Mornington	30,450
2510	Nepean Hwy (Wooralla Dr to Peninsula School)	Nepean Highway Mount Eliza	46,710
2511	Wooralla Dr (Murralinga Pl to St Kilda St)	Wooralla Drive Mount Eliza	22,950
2513	Lempriere Av (Esplanade to Two Bays Crs)	Lempriere Avenue Mount Martha	17,250
2514	SCS McDowell St (Jetty Rd to Shopping Centre)	McDowell Street Rosebud	23,250
2519	Point Nepean Rd (Canterbury Jetty Rd to Minnimurra)	Point Nepean Road Rye	50,000
2520	SCS Ferrero Reserve (Glenisla Dr to Dickinson Gr)	Ferrero Grove Mount Martha	37,400
2537	Boneo Rd (Mornington Pen FWY to Cain St)	Boneo Road Boneo	112,000
			1,500,000

2329	7483	Signage - Directional	Shire-Wide	Conditional	25,000	0	25,000
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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

Proj No.	Act No.	Project Title	Location	Committed / Conditional	Cost 2013/14 (\$)	Other Funding 2013/14 (\$)	Net Req' From Rates 2013/14 (\$)
2548	7549	Bicycle Strategy	Shire-Wide	Committed	300,000	0	300,000
<p><i>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.</i></p>							
3195	7659	Urban Road Contributory Scheme Strategy - Implementation	Shire-Wide	Committed	900,000	0	900,000
<p><i>Council contribution to various Special Charge Schemes under the Urban Road Contributory Scheme Strategy.</i></p>							
Annual Items							
No.	Description	Location	Cost (\$)				
2237	McLeod Rd Group, Mt Martha	McLeod Road Mount Martha	900,000				
			900,000				
3310	7630	Peninsula DriveSafe - High Risk Targets	Shire-Wide	Committed	50,000	0	50,000
<p><i>Continuation of program</i></p>							
3412	7684	Bay Trail - Safety Beach	Marine Drive Safety Beach	Committed	80,000	0	80,000
<p><i>To complete the final two sections of the Bay Trail between Safety Beach and Dromana (stage 2)</i></p>							
3555		Unmade Carpark Construction Strategy - Design	Shire-Wide	Committed	90,000	0	90,000
Enhancing Public Places & Spaces Total					10,810,000	1,050,000	9,760,000

Proj No.	Act No.	Project Title	Location	Committed / Conditional	Cost 2013/14 (\$)	Other Funding 2013/14 (\$)	Net Req' From Rates 2013/14 (\$)
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Improving Community Facilities

946 7260 Playground Developments - New / Refurbishment **Shire-Wide** **Conditional** **250,000** **0** **250,000**

Development of new playgrounds and/ or major upgrades to existing facilities in accordance with the Playground Strategy.

Annual Items

No.	Description	Location	Cost (\$)
1594	Repl. of play equipment removed as unservicable	Shire-Wide	100,000
1859	Project Management Recreation	Shire-Wide	40,000
2541	Mechanic Park Balanarring	Balanarring Road Balanarring	20,000
2542	Schnapper Point Mornington	Schnapper Point Drive Mornington	20,000
2543	Swings and Minor Improvements	Shire-Wide	70,000
			250,000

954 7263 Long Term - Recreation Master Plans - Implementation **Shire-Wide** **Conditional** **700,000** **0** **700,000**

Continuing program for the implementation of the Recreation Master Plans.

Annual Items

No.	Description	Location	Cost (\$)
1955	Emil Madsen Reserve	Wooralla Drive Mount Eliza	195,000
2067	Mt Martha House Parade Ground	Esplanade Mount Martha	80,000
2068	Bunguyan and Tyabb Central	Frankston-Flinders Road Tyabb	50,000
2396	David MacFarlan Reserve	Melbourne Road Sorrento	45,000
2397	Police Point Park	Point Nepean Road Portsea	80,000
2403	To be advised	Shire-Wide	100,000
2490	Woolleys Road Reserve	Woolleys Road Crib Point	150,000
			700,000

Proj No.	Act No.	Project Title	Location	Committed / Conditional	Cost 2013/14 (\$)	Other Funding 2013/14 (\$)	Net Req' From Rates 2013/14 (\$)
3270	3270	Active Sports Strategy - Implementation	Shire-Wide	Conditional	100,000	0	100,000
<i>Implementation of Council's Active Sports Strategy</i>							
3271	7313	Roadside Equestrian & Mountain Bile Trails Strategy - Impl.	Shire-Wide	Conditional	100,000	0	100,000
<i>Implementation of Council's Equestrian Strategy</i>							
3272	7556	Soccer Strategy - Implementation	Shire-Wide	Conditional	100,000	0	100,000
<i>Implementation of Councils Soccer Strategy</i>							
Annual Items							
No.	Description	Location	Cost (\$)				
2502	Emil Madsen Reserve	Wooralla Drive Mount Eliza	100,000				
			100,000				
3274	7675	Tennis Strategy - Implementation	Shire-Wide	Conditional	100,000	0	100,000
<i>Implementation of Council's Tennis Strategy</i>							

Proj No.	Act No.	Project Title	Location	Committed / Conditional	Cost 2013/14 (\$)	Other Funding 2013/14 (\$)	Net Req' From Rates 2013/14 (\$)
1998	7401	Major Building Program	Shire-Wide	Committed	10,395,000	5,400,000	4,995,000

Annual Program - Major refurbishment program for Council buildings

Funding Detail	
Property Asset Conv.	5,400,000
Total	5,400,000

Annual Items			
No.	Description	Location	Cost (\$)
2459	Elsie Dorrington Pavilion	Cromwell Street Mornington	1,000,000
1447	Baxter Pre-School	Olstead Drive Baxter	900,000
2458	Sorrento Pre School	Darling Road Sorrento	200,000
2460	Fruit Growers Reserve Pavilion	Jones Road Somerville	320,000
2462	Balnarring Rec Res Pavilion (Football/Cricket)	Balnarring Road Balnarring	100,000
2463	Citation Reserve Pavilion (Sth M/ton Football)	Helen Street Mount Martha	100,000
2469	Pavilion Strategy - Minor Urgent Works	Shire-Wide	100,000
2470	Civic Reserve Master Plan Development	Dunns Road Mornington	6,655,000
2471	David Collings LC - Upgrade of Façade	Dunns Road Mornington	250,000
2372	Toilet Strategy Implementation	Shire-Wide	200,000
2472	Hastings Municipal Office - Refurb.	Marine Parade Hastings	200,000
2473	Dromana Visitor Centre - Refurb.	Point Nepean Road Dromana	200,000
2474	Major Building Program - Investigations	Shire-Wide	100,000
2475	Major Building Program - Design	Shire-Wide	70,000
			10,395,000

3311	7673	Sporting Facilities Lighting Program	Shire-Wide	Conditional	100,000	0	100,000
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Implementation - Sporting Facilities Lighting Program

Annual Items			
No.	Description	Location	Cost (\$)
2418	Narambi Reserve	Narambi Road Mornington	60,000
2484	Fruit Growers Reserve	Jones Road Somerville	40,000
			100,000

Proj No.	Act No.	Project Title	Location	Committed / Conditional	Cost 2013/14 (\$)	Other Funding 2013/14 (\$)	Net Req' From Rates 2013/14 (\$)
349 7031		Library Books / Materials - Acquisitions	Shire-Wide	Committed	1,250,000	0	1,250,000

Annual Program - for the purchase and processing of library materials

362 7016		Oval Rehabilitation	Shire-Wide	Committed	135,000	0	135,000
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Annual program of oval drainage improvements

<u>Annual Items</u>		
No.	Description	Cost (\$)
2483	Crib Point	135,000
		135,000

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.

<u>Annual Items</u>		
No.	Description	Cost (\$)
318	Purchase - Bi Annual "Works on Paper"	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.

Proj No.	Act No.	Project Title	Location	Committed / Conditional	Cost 2013/14 (\$)	Other Funding 2013/14 (\$)	Net Req' From Rates 2013/14 (\$)
1056	7272	Hall Improvements - Asset Replacement	Shire-Wide	Committed	50,000	0	50,000

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

Annual Items

No.	Description	Location	Cost (\$)
1891	Hall building works as required	Shire-Wide	50,000
			50,000

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

Annual Items

No.	Description	Location	Cost (\$)
2497	Hastings No 2	Marine Parade Hastings	45,000
2498	Main Ridge	Main Ridge Recreation Re Main Ridge	45,000
			90,000

1992	7402	Building Improvements - Recreation Facilities	Shire-Wide	Committed	130,000	0	130,000
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Provision for building improvements at Council's recreation facilities

Annual Items

No.	Description	Location	Cost (\$)
2182	PPRC - Amenties Upgrade	Marine Parade Hastings	60,000
2378	SRCC - Group Training Studio	Edward Street Somerville	70,000
			130,000

Proj No.	Act No.	Project Title	Location	Committed / Conditional	Cost 2013/14 (\$)	Other Funding 2013/14 (\$)	Net Req' From Rates 2013/14 (\$)
1997	7400	BBQ - Upgrades / New	Shire-Wide	Committed	40,000	0	40,000

Annual Program - Upgrade or provision of new BBQ's.

Annual Items			
No.	Description	Location	Cost (\$)
1050	Sunnyside Beach, Mt Eliza	Sunnyside Road Mount Eliza	14,000
1062	Quarry Reserve (No 1)	Two Bays Road Mount Eliza	13,000
2539	Quarry Reserve (No 2)	Two Bays Road Mount Eliza	13,000
			40,000

2302	7464	Plant & Equipment - Replacement (Recreation Facilities)	Marine Parade Hastings	Committed	30,000	0	30,000
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Annual Program - Periodic replacement of plant & equipment

2524	7504	Signage - Township/Corporate	Shire-Wide	Committed	50,000	0	50,000
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To replace signage at township entrances and Council buildings

2889	7554	Skate & BMX Strategy	Shire-Wide	Conditional	230,000	0	230,000
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Implementation of the Skate & BMX Strategy.

Annual Items			
No.	Description	Location	Cost (\$)
2204	Mt Martha Skate Park	Dominion Road Mount Martha	230,000
			230,000

Proj No.	Act No.	Project Title	Location	Committed / Conditional	Cost 2013/14 (\$)	Other Funding 2013/14 (\$)	Net Req' From Rates 2013/14 (\$)
3553		MP Regional Gallery Climate Control Refurb.	Dunns Road Mornington	Committed	400,000	400,000	0

Refurbishment of existing air conditioning and climate control equipment (funded from proceeds of Archibald Exhibition)

Funding Detail	
Contributions	400,000
Total	400,000

Improving Community Facilities Total

14,285,000 5,800,000 8,485,000

Proj No.	Act No.	Project Title	Location	Committed / Conditional	Cost 2013/14 (\$)	Other Funding 2013/14 (\$)	Net Req' From Rates 2013/14 (\$)
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Leading Change on Climate Change

344 7053	Drainage - Rehabilitation & Erosion Control	Shire-Wide	Committed	700,000	0	700,000
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Annual Program

Annual Items			
No.	Description	Location	Cost (\$)
283	Emergency Repairs from Maint. Program Inspections	Shire-Wide	340,000
348	Rehab enhancement following invest of Serv Request	Shire-Wide	140,000
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
			700,000

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
2152	Minor Works Shirewide-Upgrades	Shire-Wide	100,000
			400,000

Proj No.	Act No.	Project Title	Location	Committed / Conditional	Cost 2013/14 (\$)	Other Funding 2013/14 (\$)	Net Req' From Rates 2013/14 (\$)
2951	7593	Integrated Flood Management and Drainage Strategy	Shire-Wide	Committed	2,500,000	0	2,500,000

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
2157	Ballar Creek Catchment	Canadian Bay Road Mount Eliza	300,000
2160	McCrae Catchment	Point Nepean Road McCrae	200,000
2154	Murray Anderson Catchment	Point Nepean Road Rosebud	200,000
2155	Fishersmans Creek Catchment	Nepean Highway Mornington	600,000
2159	Kackeraboite Catchment	Nepean Highway Mount Eliza	300,000
2161	Somerville Catchment	Dandenong-Hastings Road Somerville	200,000
2165	Southern Peninsula Catchment	Point Nepean Road Toot'K - Portsea	150,000
2166	Somers Catchment	Sandy Point Road Somers	150,000
2538	Dromana Wet Land	Point Nepean Road Dromana	200,000
			2,500,000

Leading Change on Climate Change Total

3,700,000 0 3,700,000

Proj No.	Act No.	Project Title	Location	Committed / Conditional	Cost 2013/14 (\$)	Other Funding 2013/14 (\$)	Net Req' From Rates 2013/14 (\$)
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Enhancing the Coastal Experience

575 7065		Foreshore Facilities Rehab. - Boat Ramps / Boarding Jetties	Shire-Wide	Committed	50,000	0	50,000
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Annual Program - Rehabilitation of Boat Ramps and Boarding Jetties under Shire responsibility identified through programed and annual underwater inspections.

Annual Items

No.	Description	Location	Cost (\$)
284	Emergency structural repair from annual water inspections	Shire-Wide	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

3552		Long Term - Coastal Mgt Plan (M'ton F'ball Disaster Mem.Park)	Shire-Wide	Committed	80,000	0	80,000
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Mornington Football Disaster Memorial Park

3556		Sorrento Foreshore Path/Seawall - 'The Sisters'	Point Nepean Road Sorrento	Conditional	50,000	0	50,000
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Construction of Sea Wall & Linking Path Eastern Sisters Sorrento

Enhancing the Coastal Experience Total					385,000	0	385,000
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Proj No.	Act No.	Project Title	Location	Committed / Conditional	Cost 2013/14 (\$)	Other Funding 2013/14 (\$)	Net Req' From Rates 2013/14 (\$)
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Innovative Responsive Value for Money Service Delivery

345 7010		Plant & Equipment - Replacement (Motor Vehicles & Min.Pl)	Council	Committed	223,000	35,000	188,000
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Annual Program
Periodic replacement of plant and equipment.

Funding Detail	
Plant Realisation	35,000
Total	35,000

346 7028		Office Furniture - Replacement	Council	Conditional	30,000	0	30,000
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Annual replacement program

1676 7363		Photocopier - Replacement	Council	Committed	50,040	0	50,040
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Annual replacement program

1993 7403		Building Improvements - Municipal Buildings	Shire-Wide	Committed	50,000	0	50,000
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Provision for improvements to Municipal Buildings

Annual Items		
No.	Description	Cost (\$)
1831	Municipal Office Building East Rosebud Carpet	50,000
		<u>50,000</u>

Proj No.	Act No.	Project Title	Location	Committed / Conditional	Cost 2013/14 (\$)	Other Funding 2013/14 (\$)	Net Req' From Rates 2013/14 (\$)
2666	7522	Enterprise Content Management System	Council	Committed	120,000	0	120,000
<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>							
Innovative Responsive Value for Money Service Delivery Total					473,040	35,000	438,040

Proj No.	Act No.	Project Title	Location	Committed / Conditional	Cost 2013/14 (\$)	Other Funding 2013/14 (\$)	Net Req' From Rates 2013/14 (\$)
<i>Comments</i>							

Report Total

30,878,040	6,885,000	23,993,040
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Capital Works Carry-Forwards To 2013-14

No.	Posting Account	Project Description	Contrib'n (\$)	Budget (\$)	Comments
17010		Plant & Equipment Replacement			
	Y553	Toyota Coaster Bus 22 Seater	-	28,300	Additional lift to be fitted
	Y558	Mobile Library - Refurbishment	-	125,000	Mechanical fit out
17016		Oval Rehabilitation - Drainage & Sprinklers			
	Q023	CB Wilson Reserve	-	8,000	Project works not yet complete
	Q021	Myers Reserve, Resurfacing Drainage	-	4,000	Project works not yet complete
17031		Replacement of Office Furniture			
	L925	Library RFID Implementation	-	70,000	Project works not yet complete
17038		Traffic Management Treatments			
	C128	Flinders Preschool Parking	-	16,300	Project works not yet complete
	C130	Helena Street Mt Martha	-	40,000	Project works not yet complete
	C129	Somerville Pedestrian Strategy Implementation	-	9,500	Project works not yet complete
	C126	Graydens and Boes Road Hastings R/bout	-	13,500	Project works not yet complete
17260		Playground developments			
	S107	Rye Foreshore - (Community Building)	-	10,000	Project works not yet complete
	S110	Mornington Park Regional PG Upgrade	-	187,000	Project works not yet complete
17263		Implementation of Recreation Master Plans			
	T032	Graham Myers Reserve	-	98,900	Project works not yet complete
	T025	John Butler Reserve	-	55,000	Project works not yet complete
	T028	Civic Reserve	(311,200)	311,200	Tendering process complete
	T029	Mt Martha House Parade Ground	-	51,000	Project works not yet complete
	T030	Bunguyan Reserve	-	70,000	Project works not yet complete
	T033	Police Point Park	-	36,000	Project works not yet complete
17362		Footpath Strategy - Implementation			
	H352	Pt Nepean Rd (The Loop to Hughes)	-	376,550	Project works not yet complete
	H353	Jetty Rd (Pt Nepean Rd Keogh St)	-	264,132	Project works not yet complete
	H347	Pt Nepean Rd (Wattle Pl to Bartels)	-	86,000	Project works not yet complete
	H350	SCS Old Mton Rd Stage 2 -William Rd	-	113,000	Project works not yet complete
	H361	Martha C /Dromana F/path Connection	-	60,000	Project works not yet complete
	H348	SCS Baden Powell Place	(46,200)	64,500	Project works not yet complete

Capital Works Carry-Forwards To 2013-14

No.	Posting Account	Project Description	Contrib'n (\$)	Budget (\$)	Comments
	H359	SCS Elizabeth St - Main St Tanti Ave	(37,500)	26,900	Project works not yet complete
	H351	SCS Keogh St Jetty Rd - KenningtonRd	(33,500)	71,250	Project works not yet complete
	H355	SCS South Rd - Adams Ave/Lonsdale	(33,750)	128,250	Project works not yet complete
	H358	SCS Coburn Ave - Pt Nep to Wonga Gr	(30,600)	80,400	Project works not yet complete
17401		Building Renovations - Major Building Program			
	K091	Baxter Preschool	-	238,000	Project works not yet complete
	7692	Bentons Square Preschool-Additions	-	581,900	Project works not yet complete
	K084	Sports Pavilion Strategy Implement	-	264,000	Project works not yet complete
	K085	Toilet Strategy Implementation	-	1,038,000	Project works not yet complete
	7473	St Mitchell Circuit, M'ton Railway	(65,697)	65,697	Funded from developer contributions
	7486	Southern Peninsula Aquatic Recreation Fac.	-	188,500	Project works not yet complete
	7490	Police Point Park Improvements	-	9,700	Project works not yet complete
	7547	Balnarring Hall Refurbishment & Ext	(1,000,000)	-	Land Sales not yet complete
	7549	Bicycle Strategy	-	15,000	Project complete - final payment
17554		Skate & BMX Strategy			
	S500	Balnarring Skate Park, Balnarring	-	267,000	Project works not yet complete
	S501	Mt Martha Skate Park	-	24,000	Project works not yet complete
	7556	Soccer Strategy Implementation	-	9,500	Project works not yet complete
	7584	Mornington Activity Centre Structure Plan	-	226,000	Project works not yet complete
17593		Integrated Flood Management and Drainage			
	D401	The Eyrie McCrae	-	231,000	Project works not yet complete
	D418	Kackeraboite Catchment	-	35,000	Project works not yet complete
	D422	Mt Eliza (Village Flood Mitgation)	-	9,800	Project works not yet complete
	D416	Ballar Catchment	-	13,000	Project works not yet complete
	7626	Foreshore Camping Areas - Amenity Block	-	62,500	Project works not yet complete
	7629	Safety Beach CC Path to Lift Access	-	26,500	Project works not yet complete
	7641	BSpot Elizabeth Street Herring St	-	149,000	Project works not yet complete
	7644	BSpot Melbourne Rd and Hughes Road	-	75,000	Project works not yet complete
	7655	Somerville Needs Strategy - Implementation	(100,000)	189,000	Project works not yet complete
	7657	Former M'ton Sec.College Classrooms	-	100,000	Project works not yet complete

Capital Works Carry-Forwards To 2013-14

No.	Posting Account	Project Description	Contrib'n (\$)	Budget (\$)	Comments
17659		Urban Rd Contributory Schemes			
	S604	Parkmore Road, Rosebud	(495,000)	674,900	Project works not yet complete
	S603	Shanns Av Mt Martha	(577,500)	827,000	Project works not yet complete
17660	P700	Pavillion Strategy Implementation	-	42,900	Project works not yet complete
	7664	B/Spot MelbRd Dundas-Canterbury Rd	-	220,000	Project works not yet complete
	7665	B/Spot Shands- Mton-Flid - Shoreham	-	551,600	Project works not yet complete
	7666	Mornington Transit Precinct	(450,000)	346,000	Project works not yet complete
	7667	Sorrento Seawall	-	104,700	Project works not yet complete
	7668	Mount Martha Park Viewing Tower	(60,000)	73,000	Project works not yet complete
	7672	Neighbourhood Activity Centre Structure Plan	-	100,000	Project works not yet complete
	7674	Ticketing System Foreshore B/Ramps	-	41,700	Project works not yet complete
	7676	Netball Strategy	-	119,000	Project works not yet complete
	7677	BSpot Melb Rd (Canterbury Jetty Rd)	-	832,545	Project works not yet complete
	7678	BSpot Browns Rd/Boneo Rd-Fliders Rd	-	306,500	Project works not yet complete
	7679	BSpot Marine Pd/Western Port/Skinner	-	655,500	Project works not yet complete
	7681	Safety Beach - Buckley's Rest	-	20,000	Project works not yet complete
	7683	Tootgarook Wetlands Bird Hide	-	18,000	Project works not yet complete
	7684	Bay Trail Path	-	12,000	Project works not yet complete
	7685	Disabled Parking	-	92,500	Project works not yet complete
	7686	SCS - Shire Rd, Dromana	(100,000)	100,000	Project works not yet complete
	7687	Land Acq. - 21 Ninth Ave, R'bud	(435,000)	-	Land Sales not yet complete
	7688	Land Acq. - 9-11 Ninth Ave, R'bud	(774,000)	-	Land Sales not yet complete
	7689	Land Acq. - RBud Central Shopping Centre	(5,184,000)	-	Land Sales not yet complete
	7690	Sorrento Early Learning Facility	-	267,000	Project works not yet complete
	7691	Land Acq. - 23 Ninth Ave, R'bud	(392,000)	-	Land Sales not yet complete
	7705	Alfred Street Roundabout Works		100,000	Contribution received from developer
	7706	Alfred Street Streetscape Works		185,000	Contribution received from developer
			(10,125,947)	11,912,624	
			Net	1,786,677	



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 2013/14 is budgeted to be \$3.663m (gross), plus \$1.845m (gross) of projects carried forward from 2012/13. Projects carried forward are projects which are, at the end of each financial year, either incomplete or not commenced due to planning issues, weather delays, extended consultation etc.

Priority Works 2013 / 2014

Proj No.	Act No.	Project Title	Location	Committed / Conditional	Cost 2013/14 (\$)	Other Funding 2013/14 (\$)	Net Req' From Rates 2013/14 (\$)
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Community Facilities Services and Open Space

763	6030	Implementation of Dog Leash Free Areas	Shire-Wide	Committed	25,000	0	25,000
<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>							
Community Facilities Services and Open Space Total					25,000	0	25,000

Proj No.	Act No.	Project Title	Location	Committed / Conditional	Cost 2013/14 (\$)	Other Funding 2013/14 (\$)	Net Req' From Rates 2013/14 (\$)
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Comments

Liveable Peninsula

919 6064		Township Plan Implementation	Shire-Wide	Committed	100,000	0	100,000
<p><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></p>							
1328 6108		Street Furniture	Shire-Wide	Committed	70,000	0	70,000
<p><i>Annual Program</i></p>							
Liveable Peninsula Total					170,000	0	170,000

Proj No.	Act No.	Project Title	Location	Committed / Conditional	Cost 2013/14 (\$)	Other Funding 2013/14 (\$)	Net Req' From Rates 2013/14 (\$)
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Enhancing Public Places & Spaces

3003 6274		Bungower Rd (Net Gain)	Bungower Road Moorooduc	Committed	48,600	0	48,600
<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>							
2904 6273		Arthurs Seat Rd Shared Pathway (Net Gain)	Arthurs Seat Road Red Hill	Committed	9,750	0	9,750
<i>Implement Offset Plan for restoring and maintaining bushland over 10 year period as per planning permit condition P04/1177.</i>							
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>							
1478 6147		Infrastructure - Investigations, Studies, Analysis and Reports	Shire-Wide	Conditional	50,000	0	50,000
<i>Emergency investigations required to address urgent drainage and traffic issues prior to recommendation of remedial works.</i>							
1562 6149		Signage - Bushland / Roadside Reserves	Shire-Wide	Committed	20,000	0	20,000
<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>							

Proj No.	Act No.	Project Title	Location	Committed / Conditional	Cost 2013/14 (\$)	Other Funding 2013/14 (\$)	Net Req' From Rates 2013/14 (\$)
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>							
1816	6167	Special Charge Scheme Design	Shire-Wide	Committed	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>							
3549		Police Point Conservation & Recreation Plan Impl.	Point Nepean Road Portsea	Conditional	60,000	0	60,000
<i>Implementation of plan</i>							
3563		Somerville Cenotaph	Jones Road Somerville	Conditional	30,000	0	30,000
<i>Relocation of the Somerville Cenotaph from Jones Rd to Fruit Growers Res.</i>							
Enhancing Public Places & Spaces Total					378,350	0	378,350

Proj No.	Act No.	Project Title	Location	Committed / Conditional	Cost 2013/14 (\$)	Other Funding 2013/14 (\$)	Net Req' From Rates 2013/14 (\$)
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Improving Community Facilities

944 6065		Sewerage Connection - Council Buildings	Shire-Wide	Committed	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>							
348 6001		Fireplugs - New Installations	Shire-Wide	Conditional	50,000	0	50,000
<i>Annual Program</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>							
627 6007		Sports Club Support	Shire-Wide	Conditional	50,000	0	50,000
<i>To support clubs with minor works not covered in SIMS, subject to audit</i>							
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>							
840 6012		Building - Demolition	Shire-Wide	Conditional	30,000	0	30,000
<i>Demolition of buildings no longer required.</i>							

Proj No.	Act No.	Project Title	Location	Committed / Conditional	Cost 2013/14 (\$)	Other Funding 2013/14 (\$)	Net Req' From Rates 2013/14 (\$)
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>							
854 6039		Access All - Disabled Facilities (Council Buildings)	Shire-Wide	Conditional	30,000	0	30,000
<i>Modification to facilities (of a minor nature) to meet D.D.A Compliance, or assist short term needs for access. (includes funding towards Childrens Centres to cater for special needs)</i>							
909 6015		Half Cost Fencing	Shire-Wide	Conditional	20,000	0	20,000
<i>Annual Program</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>							
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 2013/14 (\$)	Other Funding 2013/14 (\$)	Net Req' From Rates 2013/14 (\$)
1333	6170	Recreation Strategic Plans	Shire-Wide	Conditional	90,000	0	90,000

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

Annual Items

No.	Description	Location	Cost (\$)
2544	Red Hill Recreation Reserve/Red Hill Station Reserve	Arthurs Seat Road Red Hill	70,000
2545	Balnarring Recreation Reserve	Balnarring Road Balnarring	10,000
2546	Merricks Station Reserve	Frankston-Flinders Road Merricks	10,000
			90,000

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	100,000	0	100,000
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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 2013/14 (\$)	Other Funding 2013/14 (\$)	Net Req' From Rates 2013/14 (\$)
3281	8302	Library Buildings - Furniture & Fittings Renewal	Shire-Wide	Committed	30,000	0	30,000

Replacement of outdated shelving & furniture

<u>Annual Items</u>			
No.	Description	Location	Cost (\$)
2232	Hasting Library (Replacement shelving)	High Street Hastings	30,000
			30,000

Improving Community Facilities Total

699,000	0	699,000
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Proj No.	Act No.	Project Title	Location	Committed / Conditional	Cost 2013/14 (\$)	Other Funding 2013/14 (\$)	Net Req' From Rates 2013/14 (\$)
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Leading Change on Climate Change

1123	6112	Risk management initiatives at former land fill sites	Shire-Wide	Conditional	400,000	0	400,000
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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 (\$)
1270	Capacity to respond to risk mitigation as required	Shire-Wide	140,000
2551	EPA Audit Recommendations - Rye Landfill	Truemans Road Tootgarook	60,000
2424	Landfill Gas Monitoring - Mt Eliza	Corporate Corporate	75,000
2425	Remediation - Truemans Rd Landfill Site	Truemans Road Rosebud West	100,000
2426	Landfill Gas Monitoring - Tyabb	Mckirdys Road Tyabb	25,000
			400,000

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

399	6003	Developer Works - Contribution	Shire-Wide	Conditional	40,000	0	40,000
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Council contribution to developer works (these are generally minor works, and mainly drainage upgrades).

1005	6146	Landfills / Transfer Stations / Hoppers - Infrastructure Upgrades	Shire-Wide	Conditional	125,000	0	125,000
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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 2013/14 (\$)	Other Funding 2013/14 (\$)	Net Req' From Rates 2013/14 (\$)
2346	6228	Corporate Water Conservation Program	Shire-Wide	Committed	100,000	0	100,000
<p><i>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'</i></p> <p><i>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</i></p> <p><i>Potential for matched funding from State and Federal is always sought.</i></p>							
Annual Items							
No.	Description	Location	Cost (\$)				
2230	Connection of Class A Recycled Water to Shire Assets	Tba	40,000				
2225	Water Sensitive Urban Design Program (WSUD)	Tba	50,000				
2227	Monitoring and Research	Tba	10,000				
			100,000				
3048	6278	Integrated Flood Mgt & Drainage Strategy - Catchment Investigation	Shire-Wide	Committed	500,000	0	500,000
<p><i>Catchment Investigation</i></p> <p><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></p>							
3280	8301	Eco Living Display Centre - Upgrade of Innovations	Nepean Highway Mount Martha	Committed	45,000	0	45,000
<p><i>Eco Living Display Centre - Upgrade of Innovations</i></p>							
Leading Change on Climate Change Total					1,410,000	0	1,410,000

Proj No.	Act No.	Project Title	Location	Committed / Conditional	Cost 2013/14 (\$)	Other Funding 2013/14 (\$)	Net Req' From Rates 2013/14 (\$)
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Enhancing the Coastal Experience

2376	6230	Rosebud Foreshore Camping - Development Works	Point Nepean Road Rosebud	Conditional	50,000	0	50,000
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To locate and install camp site ID markers following survey works.

578	6006	Foreshore Facilities (Ped. Ramps / Steps / Fences) - Rehabilitation	Shire-Wide	Committed	50,000	0	50,000
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Annual periodic rehabilitation / improvement of foreshore facilities under Shire responsibility identified through programed inspections - pedestrian ramps, steps, stairs, (Shire wide).

928	6044	Boatramps - Dredging	Shire-Wide	Conditional	50,000	0	50,000
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Annual Program - Dredging of Boat Ramps under Shire responsibility identified through programed inspections to address seasonal sand drift.

2304	6275	Long Term - Coastal Management/Master Plan - Implementation	Shire-Wide	Conditional	520,000	0	520,000
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Implementation of Councils Coastal Master Plans and Management Plans

Annual Items			
No.	Description	Location	Cost (\$)
2477	Strategic Plans (Coastal/Landscape/Master Plans)	Tba	205,000
2478	Open Space (Signage/Roadside/Vegetation Maintenance)	Tba	100,000
2479	Coastal Infrastructure Minor Works	Tba	30,000
2480	Natural Systems/Biodiversity Management	Tba	80,000
2481	Coastal Infrastructure Renewal	Tba	25,000
2482	Detailed Design	Tba	80,000
			520,000

Enhancing the Coastal Experience Total					670,000	0	670,000
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Proj No.	Act No.	Project Title	Location	Committed / Conditional	Cost 2013/14 (\$)	Other Funding 2013/14 (\$)	Net Req' From Rates 2013/14 (\$)
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Innovative Responsive Value for Money Service Delivery

830 6036		Shire Office renovations (Three Offices)	Council	Conditional	30,000	0	30,000
<i>Allows for any minor building restructure or office modifications in any of the three major offices.</i>							

1835 6171		IT Systems - Upgrades and Development	Council	Committed	281,000	0	281,000
<i>Provision for IT systems upgrades and system development. This program also accommodates the periodic changes or upgrades to Microsoft licencing.</i>							

Innovative Responsive Value for Money Service Delivery Total					311,000	0	311,000
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Proj No.	Act No.	Project Title	Location	Committed / Conditional	Cost 2013/14 (\$)	Other Funding 2013/14 (\$)	Net Req' From Rates 2013/14 (\$)
<i>Comments</i>							

Report Total

3,663,350	0	3,663,350
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Priority Works Carry-Forwards To 2013-14

No.	Posting Account	Project Description	Contrib'n (\$)	Budget (\$)	Comments
56039	F023	Disabled Facilities Council Buildings CCTV Hastings	-	200,000	Externally funded project not yet complete
	F021	Mobile Library - Refurburbishment	-	48,000	Externally funded project not yet complete
	F022	CCTV Mt Martha	-	48,000	Externally funded project not yet complete
	8312	Ocean Beach Road 119	-	48,500	Planning and construction delayed
56067	X069	Coastal Reserves Biodiversity Cons. Westernport Ramsar Protection Proj	-	43,500	Externally funded project not yet complete
	X083	Arthurs Seat Escarpment Weed Mgt	-	6,000	Externally funded project not yet complete
	X088	Mann Rd Reserve Mt Eliza	-	11,000	Externally funded project not yet complete
56107	K530	Building Renovations Misc. Briars Homestead Heritage Works	-	28,000	Heritage Architect engaged, works to be completed early 2013-
56112	L821	Risk Mgt Initiatives former Landfil Landfill Gas Monitoring	-	44,563	Project works not yet complete
	L810	Rosebud West Remediation Feasibility	-	14,000	Project works not yet complete
56152	U514	Parks & Reserves (Passive) Rehab. Somerville Avenue of Honour	-	9,600	Project works not yet complete
56170	T517	Open Space Strategy - Implmentation Balnarring Civic Crt Reserve	-	6,800	Project works not yet complete
	T519	Citation Reserve	-	8,000	Project works not yet complete
	T518	Ferrero Reserve Mt Martha	-	8,300	Project works not yet complete
56171	Y089	IT Systems Upgrades and Development Camping/Community Halls - On Line B	-	50,000	Project works not yet complete
	Y098	Telephone Upgrade	-	37,900	Project works not yet complete
	Y102	Centaman Provision	-	11,000	Project works not yet complete
	Y101	Windows 7 Implementaiton	-	17,600	Project works not yet complete
	6171	Backup System Computing	-	27,000	Project works not yet complete
56228	W104	Footpath Strategy - Implementation Living Rivers Projects (Melb Water)	-	269,000	Externally funded project not yet complete
	W107	Integrated Catchment Management	-	145,000	Externally funded project not yet complete
56275	Z075	Long Term Coastal Management Master Coastal Infrastructure Minor Works	-	9,850	Project works not yet complete
	Z073	Strategic Plans (Precinct Plans)	-	52,768	Project works not yet complete
56277	6277	Martha Cover Fish Ladder	(114,000)	114,000	Project works not yet complete
56295	6295	Bittern Township Plan-Impl	-	22,000	Project works not yet complete
56296	6296	Crib Point Township Plan - Impl	-	24,000	Project works not yet complete
56297	6297	Somerville Township-Amentity Works	-	19,000	Project works not yet complete

Priority Works Carry-Forwards To 2013-14

No.	Posting Account	Project Description	Contrib'n (\$)	Budget (\$)	Comments
56299	6299	Tyabb Township - Amentity Wks	-	12,000	Project works not yet complete
58306	8306	Long Point Res - Connection to Sewer	-	60,000	Project works not yet complete
58309	8309	Somerville War Memorial Relocation	-	38,000	Project works not yet complete
58317	8317	Martha Cove - Ped Operated Signals	-	50,000	Developer funding received
58317	8318	Martha Cove - Subdivisional Works	-	362,000	Developer funding received
			(114,000)	1,845,382	Land Sales not yet complete
			Net	1,731,382	



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 \$2.532m (gross) in 2013/14, plus carryover projects from 2012/13 \$2.909m (gross).

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

The detail of projects to be carried forward will be included in Adopted Budget

Priority Projects 2013 / 2014

Proj No.	Act No.	Project Title	Location	Cost 2013/14 (\$)	Other Funding 2013/14 (\$)	Net Req' From Rates 2013/14 (\$)
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Liveable Peninsula

3457	8780	Local History Digitisation Priority Project - Stage 3	Shire-Wide	40,000	0	40,000
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Following on from commencement of this project in the 2011/12 budget, this is a 3 year project to accelerate the digitisation of significant and at risk-historical records held within local history museums across the Shire.

3470	8619	Triple A Housing Strategy	Shire-Wide	25,000	0	25,000
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Supports the Shire's Triple A Housing Policy/Strategy and suite of secondary policies (Triple A, Social and Affordable Housing Rooming House, Caravan Park, Homelessness policies) and their implementation which aim to promote better housing outcomes and choices for people on the peninsula especially households that are disadvantaged or vulnerable. The Triple A Housing policy and related policies are overseen by the Triple A Housing Committee

Proj No.	Act No.	Project Title	Location	Cost 2013/14 (\$)	Other Funding 2013/14 (\$)	Net Req' From Rates 2013/14 (\$)
3482	8900	Oral History Preservation Project	Shire-Wide	15,000	0	15,000
<i>The project proposes to engage the services of an expert oral historian [consultant] to conduct a series of oral history interviews throughout the Shire.</i>						
<i>There are a number of people within our community that have significant stories that need recording. Each of the eight historical societies has identified within their catchment area people who need to have their stories recorded and preserved.</i>						
<i>The need for this project was identified during discussions held by the Local History Network. It was revealed that a number of important people within the community have recently died and their histories have not been recorded. The rate of loss of important historical information esp. among the senior members of our community is increasing and the linkage to our early past is disappearing.</i>						
<i>The consultant will be responsible for recording the interviewees both orally and visually using equipment held by the historical societies. They will also be responsible for carrying out all signing of necessary legal forms and the presentation of completed recordings to the respective historical societies.</i>						
3501	8901	Mornington Structure Plan - Impl. Strategy	Tba	80,000	0	80,000
<i>Mornington Structure Plan - Implementation of strategy for the development of Council owned land.</i>						
3517	8902	Tyabb Airfield Precinct Plan	Stuart Road Tyabb	30,000	0	30,000
<i>To develop a Tyabb Airfield Precinct Plan</i>						
3521	8679	Heritage Review - Completion of area 2 (Safety Beach - Rye)	Shire-Wide	20,000	0	20,000
<i>Completion of current stage of the review – expanding Area 2 to reduce the overall review timeframe.</i>						

Proj No.	Act No.	Project Title	Location	Cost 2013/14 (\$)	Other Funding 2013/14 (\$)	Net Req' From Rates 2013/14 (\$)
3522	8903	Heritage Review - Area 3 (Toot'k, Sorrento, P'sea and H'ings)	Shire-Wide	90,000	0	90,000
<p><i>Heritage review assesses places of potential heritage significance and includes guidelines for the long term management of heritage values on specific sites. Area 3 has been expanded to include the Hastings area with a view to completing Stage 4 (and the whole review in 2014/15)</i></p>						
3528	6482	Rosebud Activity Centre - Pt Nepean Rd L'scape Master Plan	Point Nepean Road Rosebud	40,000	0	40,000
<p><i>The Rosebud Activity Centre/ Point Nepean Road landscape master plan (LMP) is intended to follow on from Rosebud Activity Centre Structure Plan and Urban Design Framework. The Point Nepean Road LMP is a high priority in implementation of the UDF and is intended to further develop the revised concept for Point Nepean Road and the improved accessibility between the centre and foreshore areas. The LMP is intended to reinforce the significance of the landscape in Rosebud as a key attribute which distinguishes this centre from other commercial areas and contributes to sense of place.</i></p>						
3529	8847	Peninsula Planning Statement	Shire-Wide	50,000	0	50,000
<p><i>The Peninsula Planning Statement is a key policy commitment of the State government and critical to maintaining the Shire's long term strategic planning positions on key issues. Leadership of this project by the MPSC will provide the greatest opportunity to effectively advocate for important policy outcomes</i></p>						
3545	8904	Harrap Creek Cultural Heritage Management Plan	Craigie Road Mount Martha	20,000	0	20,000
<p><i>CHMP to determine the impact of a boardwalk across Harrap Creek, Craigie Rd, Mt Martha</i></p>						
Liveable Peninsula Total				410,000	0	410,000

Proj No.	Act No.	Project Title	Location	Cost 2013/14 (\$)	Other Funding 2013/14 (\$)	Net Req' From Rates 2013/14 (\$)
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Enhancing Public Places & Spaces

3479 8758		Peninsula Link Impact Study	Shire-Wide	20,000	0	20,000
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Final stage of program to collect data on traffic volumes / patterns on the Peninsula to measure the change as a result of Peninsula Link and provide a report to Council / community on the results.

3486 8641		Peninsula Drive Safe - Road Safety	Tba	50,000	10,000	40,000
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Ongoing annual commitments to Road Safety, Safe System Approach actions for Safer Drivers, Safer Vehicles etc in accordance with Peninsula Drive Safe.

Funding Detail	
Capital Grants	10,000
Total	10,000

3496 8674		Biodiversity Surveys	Tba	50,000	0	50,000
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Surveys of fauna in selected bushland reserves for five years

3524 8849		Tootgarook Wetland Management Plan	Shire-Wide	50,000	0	50,000
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To provide an environmental assessment and management directions for the Tootgarook wetland area. Stage 1 (essentially an environmental survey) is to be completed by June 2013 – but the scale and complexity of the project is likely to require additional resources to develop management recommendations in some detail.

3527 6930		Waterwatch program	Shire-Wide	30,000	0	30,000
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Ongoing Program. The Water watch program provides support for ongoing community, school and industry engagement and environmental monitoring programs in partnership with Melbourne Water.

Proj No.	Act No.	Project Title	Location	Cost 2013/14 (\$)	Other Funding 2013/14 (\$)	Net Req' From Rates 2013/14 (\$)
<i>Comments</i>						
Enhancing Public Places & Spaces Total				200,000	10,000	190,000

Proj No.	Act No.	Project Title	Location	Cost 2013/14 (\$)	Other Funding 2013/14 (\$)	Net Req' From Rates 2013/14 (\$)
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Improving Community Facilities

3483 8905		Business Plan - David Collings Leisure Centre	Dunns Road Mornington	20,000	0	20,000
<i>To develop a Business Plan for the David Collings Leisure Centre</i>						

Improving Community Facilities Total				20,000	0	20,000
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Proj No.	Act No.	Project Title	Location	Cost 2013/14 (\$)	Other Funding 2013/14 (\$)	Net Req' From Rates 2013/14 (\$)
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Leading Change on Climate Change

3446	8906	Reading of slope stability inclinometers	Shire-Wide	20,000	0	20,000
<i>Install new inclinometers and regularly read existing ones in areas of high risk of landslip.</i>						
3447	6766	Geotechnical Investigations	Shire-Wide	55,000	0	55,000
<i>Undertake geotechnical investigations in response to active or potential landslips with a first aim of prevention and a second aim of harm minimisation to the public.</i>						
3462	8732	Climate Change Community Engagement - Encouraging behaviour c	Shire-Wide	25,000	0	25,000
<i>The Shire delivers an annual community engagement program as part of its commitment to supporting the community to reduce green house gas emission and live sustainably.</i>						
3474	8907	Management of closed landfills	Shire-Wide	100,000	0	100,000
<i>Works to be implemented over a three year period (\$100k per year, total \$300k). This role is to manage our regulatory requirements for closed landfill sites. Each site has been issued with a Pollution Abatement Notice by the EPA and these remediation requirements must be implemented. Considerable work is required to determine how to monitor and remediate each site.</i>						
3547	8908	Green Innovations	Shire-Wide	10,000	0	10,000
<i>Since the Centre was opened in 2010, 'green technology' has changed significantly. This project will allow for the upgrades of displays showcasing the latest technology in water, energy and waste efficiencies. It will also update some of the information signs to reflect changes in technology.</i>						
Leading Change on Climate Change Total				210,000	0	210,000

Proj No.	Act No.	Project Title	Location	Cost 2013/14 (\$)	Other Funding 2013/14 (\$)	Net Req' From Rates 2013/14 (\$)
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Enhancing the Coastal Experience

3480 8909		Bay Trail Missing Links	Shire-Wide	100,000	0	100,000
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Funding is for design and permit acquisition to progress the missing links Bay Trail to shovel-ready status so we can advocate / apply for grants for funding to construct the sections.

3519 8910		Safety Beach CMP – Stage 2	Shire-Wide	25,000	0	25,000
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After completion of the Safety Beach Stage 1 Visioning Project, Stage 2 to draft a Coastal Management Plan includes documenting the results of stage 1 incorporating the CHMP and Flora and Fauna assessments. Draft the Coastal Management Plan using the new standard Coastal Management Plan template, incorporating existing policy and legislation to draft a concise action and implementation plan, undertake further community consultation, edit and publish.

Enhancing the Coastal Experience Total				125,000	0	125,000
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Proj No.	Act No.	Project Title	Location	Cost 2013/14 (\$)	Other Funding 2013/14 (\$)	Net Req' From Rates 2013/14 (\$)
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Healthy Safe and Connected Communities

3222 8768		Positive Ageing Strategy - Impl.	Shire-Wide	95,000	0	95,000
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To implement and build on Positive Aging Strategies using a whole of Council and whole of community approach.

3369 8911		Enhance the prep'ness in the Relief and Recovery to an Emergency	Shire-Wide	30,000	0	30,000
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The project is aimed at improving the Shires preparedness should we need to establish a Relief and Recovery Centre in response to an emergency.

It will include recruiting internal staff, educating them in the roles needed to operate a relief and recovery centre, undertaking exercises to open and operate a centre, including shift change overs the run a mock emergency with all agencies including Victoria Police, Red Cross, Dept of Health, Salvation Army etc.

3422 8783		Food Access Action Plan Implementation Project	Shire-Wide	20,000	0	20,000
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To implement the actions developed in the Food Access Action Plan 2013-2017

3424 8912		Mornington Park Area - Local Area Traffic Management Strategy	Robertson Drive Mornington	50,000	0	50,000
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New program to analyse and assess traffic management in Tanti Park Estate and provide traffic claming and other appropriate traffic management treatments. Based on crash history and need.

3429 8913		MP Prevention of Violence Charter & Action Plan	Shire-Wide	20,000	0	20,000
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To develop a detailed MPS charter and 3 year action plan in partnership with relevant key stakeholders to articulate Council's commitment to address violence in our community, particularly how it relates to women and children on the Mornington Peninsula.

Proj No.	Act No.	Project Title	Location	Cost 2013/14 (\$)	Other Funding 2013/14 (\$)	Net Req' From Rates 2013/14 (\$)
3431	8764	Mobility Maps	Shire-Wide	10,000	0	10,000
<p><i>The development of mobility maps for an additional 3 townships with one per year over three years. It is building on the previous mobility mapping completed for Rosebud Hastings and Mornington and will target next level Activity Centres or those identified as greatest need. The maps will include accessible footpaths and other helpful information within the key township. The MMDs (Scooter) Policy and Action Plan 2012 demonstrates the Shire's commitment to the safety of all through the development of resources to improve access and inclusion in townships for the identification of accessible footpaths to provide a link to key sites.</i></p>						
3432	6674	Health and Well Being Plan - Impl.	Shire-Wide	30,000	0	30,000
<p><i>To implement the Health and Well Being Plan in line with requirements of State Health Act 2008</i></p>						
3434	8782	Reconciliation Action Plan	Shire-Wide	15,000	0	15,000
<p><i>Implementation and review of the Shire's Reconciliation Action Plan which outlines a range of activities and procedures in relation to indigenous issues</i></p>						
3436	8714	Disability Action Plan	Shire-Wide	15,000	0	15,000
<p><i>To resource the implementation of actions from the updated DAP 2012-15. Council's DAP provides a best practice framework, in the provision of leadership for infrastructure, environment and services. The plan responds to the need for a sustainable environment taking into consideration infrastructure challenges and undertaking advocacy to maximise participation whilst encouraging the community to be resilient. In addition the Plan seeks to respond to the sustainability of our economy. The actions from the updated plan promote good access for all in the community with the benefits extending beyond people with disabilities towards local traders and our community.</i></p>						
3451	8762	Police Point Respite Houses	Portsea Foreshore Reserv Portsea	10,000	0	10,000
<p><i>To develop a Best Practice Model and Business Plan for sustainability</i></p>						

Proj No.	Act No.	Project Title	Location	Cost 2013/14 (\$)	Other Funding 2013/14 (\$)	Net Req' From Rates 2013/14 (\$)
3452	8914	Place Planning	Shire-Wide	60,000	0	60,000
<i>To support place based planning for evidence base re development of community infrastructure eg Mornington, Rosebud, West Park Hastings, etc.</i>						
3453	8777	Arts & Culture Strategy Implementation Project - Stage 4	Shire-Wide	20,000	0	20,000
<i>Ongoing program. Funding is required to assist in strategy implementation including establishment of an Arts and Culture Advisory Panel, a Shire e-team and marketing and resourcing of a number of its recommendations..</i>						
3456	8778	Literacy Villages Priority Project - Stage 3	Shire-Wide	64,000	0	64,000
<i>Ongoing program. Following from the launch of the project in 2011/12, funding is sought to support the stage 3 rollout for 2013-14. The project is a partnership between Dept Education Southern Region, City of Frankston and MPS to build literacy success for children and youth aged 0-18 years via a whole of community approach. Similar to 2012-13, funding of \$64k is sought to support the initiatives of the 5 local Literacy Villages within the Shire and the stage 2 rollout of the Library "Ready Set Read" Outreach program aimed at building literacy awareness amongst all preschools, playgroups and community houses across the Shire. Funding is based upon \$28k to meet local literacy village costs [4 villages x \$6k as in 2012-13 plus \$4k contribution to the MtEliza/Frankston South Village shared with the City of Frankston] and \$36k to enable the stage 2 rollout of the Library "Ready Set Read" Outreach program. This project is a continuation of Project 3323 in 2012-13.</i>						
3459	8790	Music Instrument and Bursary Program	Shire-Wide	20,000	0	20,000
<i>Ongoing. Further to a key recommendation in the Draft Arts and Culture Strategy, the Access to Music project seeks annual funding of \$20k 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. It is widely recognised that Peninsula children and youth have very limited access to musical instruments and tuition programs, the Priority Project will support and extend the PMS bursary program and investigate the opportunity for external funding to provide a range of music opportunities for disadvantaged Peninsula youth.</i>						

Proj No.	Act No.	Project Title	Location	Cost 2013/14 (\$)	Other Funding 2013/14 (\$)	Net Req' From Rates 2013/14 (\$)
3460	8806	Community Grant Scheme - ArtsStream	Shire-Wide	35,000	0	35,000
<i>ArtsStream funding was introduced in 2011/12 as part of the Shire's Community Grants Scheme to provide a funding avenue for arts and cultural groups across the municipality. In its first two years over 40 applications were received each year from enthusiastic arts and cultural groups across the peninsula.</i>						
3464	8920	Access & Equity Policy Implementation	Shire-Wide	10,000	0	10,000
<i>To resource the promotion and implementation of actions from Council's updated Access & Equity Policy.</i>						
<i>The updated policy seeks to provide a framework for Council in the provision of services to societies most marginalised and disadvantaged communities including:</i>						
<i>- Indigenous</i>						
<i>- Culturally and Linguistically Diverse</i>						
<i>- People with Disabilities, and</i>						
<i>- Gay, Lesbian and Transgender</i>						
<i>The Policy seeks to ensure that services are responsive to the needs of marginalised and vulnerable communities. It also ensures that all people in our community are able to participate as full members of the community and have full access to services and programs.</i>						
3466	8870	Human Rights Project	Shire-Wide	8,000	0	8,000
<i>Partnership with Human Rights and Arts Film Festival (HRAFF) to host relevant films on the Peninsula in support of human rights and promotion and coverage of the Peninsula in Melbourne at the general Human rights arts and film festival.</i>						

Proj No.	Act No.	Project Title	Location	Cost 2013/14 (\$)	Other Funding 2013/14 (\$)	Net Req' From Rates 2013/14 (\$)
3469	6581	Community and Special Events	Shire-Wide	160,000	0	160,000
<p><i>Deliver a range of priority projects during 2013-14 for the community</i></p> <p><i>Pet & Pony Expo \$50k</i></p> <p><i>Community Education and Training \$10k</i></p> <p><i>Come & Try Sports Expo \$30K</i></p> <p><i>Arthurs Seat Bay 2 Bay \$5k</i></p> <p><i>Anzac Centenary \$25k</i></p> <p><i>Festival of Arts & Ideas \$20k</i></p> <p><i>Seniors week \$5k</i></p> <p><i>Volunteer Expo \$5k</i></p> <p><i>Rosebud West Neighbour Day \$10k</i></p>						
3473	8915	Let's Talk about Alcohol	Shire-Wide	10,000	0	10,000
<p><i>Project partnership with Pendap following on from the launch of the MPS and Pen Health jointly produced DVD Let's Talk about Alcohol. A range of community forums and targeted sessions that take an intergenerational approach to harm minimisation.</i></p>						
3484	8916	Travelling Heritage Exhibition Postcards from the M'ton Peninsula	Shire-Wide	6,000	0	6,000
<p><i>The project is to be run over 2 financial years and was initially funded by Museums Australia (Vic Branch) to develop a detailed functioning brief for a travelling exhibition.</i></p> <p><i>The exhibition has been designed to showcase important aspects of the region's unique history through a series of postcards held in the collections of each of the 8 participating historical organizations. At this stage it is anticipated the exhibition will tour for 12 to 18 months.</i></p> <p><i>Funding is sought to engage the services of a professional curator to assemble and manage a fully researched and articulated exhibition. The curator will be responsible for assembling the installation as well as arranging transport; installation; demounting; reinstallation; public programmes associated with the exhibition; legal administrative requirements; promotion and publicity, and ongoing maintenance and troubleshooting.</i></p> <p><i>The exhibition has been tentatively booked at 9 locations on the Peninsula with further venues to be booked in regional Victoria.</i></p>						

Proj No.	Act No.	Project Title	Location	Cost 2013/14 (\$)	Other Funding 2013/14 (\$)	Net Req' From Rates 2013/14 (\$)
3497 8653		Friends Groups Training and Support	Tba	25,000	0	25,000
<i>This is an ongoing program for training including OHS for groups associated with Community Groups on Shire land. The the funding is critical towards maintaining safety standards within these groups.</i>						
3509 8917		Emergency Management Training	Tba	25,000	0	25,000
<i>Emergency Managmeent Training - Exercising MECC and Relief and Recovery Centres</i>						
3531 8868		Rosebud West Community Hub	Council	20,000	0	20,000
<i>Year 2 seeding funding to assist with the establishment of the Rosebud West Community Hub. Continuation of PP 8868.</i>						
3532 8881		Packaged Liquor Licences Research	Council	10,000	0	10,000
<i>South East Metro councils project.</i>						
3558 8918		Community Playgroup Initiative	Shire-Wide	28,700	0	28,700
<i>To add value and sustainability to the Supported Parent and Playgroup Initiative.</i>						
<i>Work within the Child Youth and Family Care team to explore opportunities to work in partnership to:</i>						
<i>- Increase community awareness of the value of playgroups.</i>						
<i>- Support the community and agencies to utilise playgroups as a way of engaging families and children</i>						
<i>- Support the introduction of different styles of playgroups to meet the needs of diverse communities</i>						
<i>- Provide leadership and learning and development opportunities to playgroup communities to increase quality and best practice in playgroups.</i>						
<i>- Strengthen the relationship between supported and community playgroups facilitating successful transition for families from intensive, professional facilitated playgroups to family lead playgroups.</i>						

Proj No.	Act No.	Project Title	Location	Cost 2013/14 (\$)	Other Funding 2013/14 (\$)	Net Req' From Rates 2013/14 (\$)
3560		Community Arts Project	Shire-Wide	50,000	0	50,000
<p><i>The Shire's Arts and Culture Strategy 2012-13 to 2014-15, adopted in September 2012 included the Community Arts Projects Officer position as a key resource supporting strategy implementation.</i></p> <p><i>With its focus on the development of community arts and cultural engagement programs and projects at the local community level across the peninsula, the Strategy includes over 10 relevant actions reliant upon the Community Arts Projects Officer role for implementation.</i></p> <p><i>Further, in view of rapidly growing workloads across the Arts and Culture area following implementation of the Strategy, the position is urgently required to provide support and respond to growing demands for consultation and assistance to local community organisations in developing arts and cultural projects and programs in their respective areas in addition to facilitating and implementing the Shire's ArtsStream funding programs at the local level.</i></p> <p><i>An additional focus for the role will be to provide planning, coordination and support for arts and cultural development programs and projects for Neighbourhood/Community Renewal sites at Rosebud West and Hastings.</i></p>						
930 6502		Community Partnerships program	Shire-Wide	65,000	0	65,000
<p><i>Ongoing program. 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>						
Healthy Safe and Connected Communities Total				911,700	0	911,700

Proj No.	Act No.	Project Title	Location	Cost 2013/14 (\$)	Other Funding 2013/14 (\$)	Net Req' From Rates 2013/14 (\$)
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Supporting a Sustainable Economy

3187	8760	Visitor Information Centre's staffing contribution	Shire-Wide	50,000	0	50,000
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Ongoing program. This continues the funding to assist community bodies with staffing costs in Sorrento and Mornington Visitor Information Centres (specifically over weekends).

3308	8809	Promotion and Marketing of MP to the national conference industry	Council	50,000	0	50,000
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Ongoing program. This is year 2 of a 3 year project seeking to promote and market the Mornington Peninsula as a region capable of hosting national conferences.

1953	6736	Conduct of Careers Expo	Council	30,000	0	30,000
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Ongoing program. To conduct the annual Careers Expo

Supporting a Sustainable Economy Total				130,000	0	130,000
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Proj No.	Act No.	Project Title	Location	Cost 2013/14 (\$)	Other Funding 2013/14 (\$)	Net Req' From Rates 2013/14 (\$)
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Innovative Responsive Value for Money Service Delivery

3389	8812	WDF - Briars - Cr A Shaw <i>Ward Discretionary Fund - Briars</i>	Council	10,000	0	10,000
3390	8813	WDF - Cerberus - Cr D. Garnock <i>Ward Discretionary Fund - Cerberus</i>	Council	10,000	0	10,000
3391	8814	WDF - Seawinds - Cr G. Pittock <i>Ward Discretionary Fund - Seawinds</i>	Council	10,000	0	10,000
3392	8815	WDF - Briars - Cr B. Colomb <i>Ward Discretionary Fund - Briars</i>	Council	10,000	0	10,000
3393	8816	WDF - Briars - Cr A.Dixon <i>Ward Discretionary Fund - Briars</i>	Council	10,000	0	10,000
3394	8822	WDF - Nepean - Cr T. Rogers <i>Ward Discretionary Fund - Nepean</i>	Council	10,000	0	10,000
3395	8817	WDF - Red Hill - F. Martin <i>Ward Discretionary Fund - Red Hill</i>	Council	10,000	0	10,000

Proj No.	Act No.	Project Title	Location	Cost 2013/14 (\$)	Other Funding 2013/14 (\$)	Net Req' From Rates 2013/14 (\$)
3396 8821		WDF - Seawinds - Cr D. Gibb	Council	10,000	0	10,000
<i>Ward Discretionary Fund - Seawinds</i>						
3397 8818		WDF - Nepean - Cr H. Fraser	Council	10,000	0	10,000
<i>Ward Discretionary Fund - Nepean</i>						
3398 8819		WDF - Seawinds - Cr A. Celi	Council	10,000	0	10,000
<i>Ward Discretionary Fund - Seawinds</i>						
3399 8820		WDF - Watson - Cr. L. Bowden	Council	10,000	0	10,000
<i>Ward Discretionary Fund - Watson</i>						
3445 8808		Shire Strategic Plan	Tba	20,000	0	20,000
<i>The annual review of the SSP strategies and actions</i>						
3450 6716		Interface Council Research Project	Corporate Corporate	10,000	0	10,000
<i>Enables research on specific topics to assist with the advisory work required by State Government and a number of associations.</i>						
3487 6727		Aerial Photo Acquisition	Shire-Wide	35,000	0	35,000
<i>Aerial Photography supports the continued development of the Shires GIS system for the provision of information for both internal and community use</i>						

Proj No.	Act No.	Project Title	Location	Cost 2013/14 (\$)	Other Funding 2013/14 (\$)	Net Req' From Rates 2013/14 (\$)						
3498	8857	Contract Doc. Review - Bushland Reserves Mgt Services	Corporate Corporate	35,000	0	35,000						
<i>Review of baseline data and contract documents in preparations fo tendering of Bushland Services Contract.</i>												
3500	6931	SIMS 2 Document Review	Corporate Corporate	50,000	0	50,000						
<i>Contract documentation review following implementation of SIMS2 contract to ensure governance, specification requirements, audit and performance provisions are appropriate</i>												
3561	8889	Fire Services Property Levy - Impl.	Council	50,000	50,000	0						
<i>To provide resource to manage the implementation of the Fire Services Property levy, being fully funded by the State Gov't.</i>												
<table border="1" data-bbox="1601 785 2013 890"> <thead> <tr> <th colspan="2">Funding Detail</th> </tr> </thead> <tbody> <tr> <td>Contributions</td> <td>50,000</td> </tr> <tr> <td>Total</td> <td>50,000</td> </tr> </tbody> </table>							Funding Detail		Contributions	50,000	Total	50,000
Funding Detail												
Contributions	50,000											
Total	50,000											
3562	8802	Website Upgrades	Council	15,000	0	15,000						
<i>Funding is required for the development of website upgrades or additional modules that have been requested by the organization to be developed once the new website is launched. Upgrades include the development of online forms and link them to Merit, Planning register, Councillor extranet and the development of the community directory.</i>												
1688	8646	Provision for matching funding for grant applications	Shire-Wide	200,000	0	200,000						
<i>Ongoing program. 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>												
<i>This allocation allows Council to respond to successful grant applications without sacrificing other budget items.</i>												

Proj No.	Act No.	Project Title	Location	Cost 2013/14 (\$)	Other Funding 2013/14 (\$)	Net Req' From Rates 2013/14 (\$)
<i>Comments</i>						
Innovative Responsive Value for Money Service Delivery Total				525,000	50,000	475,000

Proj No.	Act No.	Project Title	Location	Cost 2013/14 (\$)	Other Funding 2013/14 (\$)	Net Req' From Rates 2013/14 (\$)
<i>Comments</i>						

Report Total

2,531,700	60,000	2,471,700
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Priority Projects Carry-Forwards To 2013-14

Posting A/c	Project Description	Contrib'n (\$)	Budget (\$)	Comments
Sustainable Communities				
6581	Events		18,000	Project not yet complete
6911	Somerville Community Needs Assessment		8,100	Project deferred to 2013/14
6915	Men's Shed		20,000	Project deferred to 2013/14
8619	Triple Housing Policy		7,405	Project not yet complete
8762	Police Point Houses		9,004	Project not yet complete
8771	Indigenous Playgroups		1,500	Project deferred to 2013/14
8777	Arts & Culture Strategy Project		3,208	Project not yet complete
8778	Literacy Villages Project		4,260	Project not yet complete
8782	Reconciliation Action Plan		16,091	Project not yet complete
8783	Food Access Plan		6,290	Project not yet complete
8785	Music & Social Change Workshops		16,563	Project not yet complete
8805	Youth Services Replace Internet		25,000	Project deferred to 2013/14
8842	Olympic Park Master Plan		20,000	Project deferred to 2013/14
8867	Ten Year Kindergarten Strategy		21,798	Project not yet complete
8869	Indigenous Artefacts Assessment Project		15,000	Project deferred to 2013/14
8871	Sustainable Communities Planning Framework		13,500	Project not yet complete
8872	Arts & Culture Facilities Audit		28,000	Project not yet complete
Sustainable Environment				
6482	Rosebud Activity Centre Structure Plan		11,924	Project not yet complete
6483	Hasting Activity Centre Structure Plan		22,200	Project deferred to 2013/14
6496	Business Development Plan for Mornington		11,000	Project deferred to 2013/14
6718	Green Wedge Action Plan		15,425	Project not yet complete
6779	Flinders Village Landscape Masterplan		20,056	Project not yet complete
6923	Red Hill Character Assessment and Design		41,000	Project deferred to 2013/14
6926	Parking Precinct Plans		36,576	Project not yet complete
6927	Port Phillip Urban Design Framework		34,750	Project deferred to 2013/14
6930	Stream Watch/Water Watch Program		11,955	Project not yet complete
8603	Local Housing and Settlement Strategy		80,250	Project not yet complete
8606	Character Assessment and Design Guide		48,244	Project not yet complete
8649	Parking Precinct Plan Mornington		26,750	Project not yet complete
8669	Spatial Employment Strategy		40,000	Project deferred to 2013/14

Posting A/c	Project Description	Contrib'n (\$)	Budget (\$)	Comments
8670	Mount Eliza Town Centre Plan		30,000	Project deferred to 2013/14
8671	Somerville Town Centre Plan		2,050	Project deferred to 2013/14
8674	Biodiversity Action Plan Modelling		22,000	Project deferred to 2013/14
8675	Stony Point Coastal Management/Framework		10,000	Project deferred to 2013/14
8676	Hastings Port Land Use and Transport		15,000	Project deferred to 2013/14
8678	Township Design Guideline Brochures		14,900	Project deferred to 2013/14
8679	Heritage Review - Stage 2 Analysis		85,750	Project deferred to 2013/14
8681	3D Visualisation computer model update		1,873	Project not yet complete
8706	Land Management Overlay Implementation		15,000	Project deferred to 2013/14
8724	Public Recreation Space Strategy		60,000	Project deferred to 2013/14
8726	Dromana Activity Centre Structure Plan		50,000	Project deferred to 2013/14
8728	Review of Coastal Mgt Plans Safety Beach		6,000	Project not yet complete
8761	Mornington Peninsula Branded Produce		42,192	Project not yet complete
8767	Review Ticket Machines		13,400	Project deferred to 2013/14
8789	Biodiversity Action Plan		60,000	Project deferred to 2013/14
8793	Land Subject to Inundations Overlay		15,000	Project deferred to 2013/14
8795	Heart of Rosebud Precinct Plan		45,000	Project deferred to 2013/14
8809	Marketing MPS to National Conference		32,341	Project not yet complete
8847	Peninsula Planning Statement		1,612	Project not yet complete
8848	Port Strategy Implications Study		46,307	Project not yet complete
8849	Tootgarook Wetland Management Plan		42,725	Project not yet complete
8850	Boating Capacity & Facilities Review		23,887	Project not yet complete
8851	Mornington Harbour Precinct Plan		14,226	Project not yet complete
8852	Coastal Geotechnical Risk Assessment		40,000	Project deferred to 2013/14
8853	Best Bites		8,298	Project not yet complete
8854	Marine Industry Land Use Planning		60,000	Project deferred to 2013/14
8880	Fire Information Message Trailer		8,605	Project not yet complete
8886	Economic Benefits - Port of Hastings		5,224	Project not yet complete
	Sustainable Infrastructure			
6766	Geotechnical Investigations		28,025	Project not yet complete
8701	Bittern Traffic Management Strategy		22,950	Project deferred to 2013/14
8731	Local Coastal Vulnerability Assessment		10,000	Project deferred to 2013/14
8787	Legal Advice-Waste Contract Development		60,000	Project deferred to 2013/14
8829	Local Landcare Facilitators Initiative		14,291	Project not yet complete
8856	Biodiversity Surveys		23,420	Project not yet complete

Posting A/c	Project Description	Contrib'n (\$)	Budget (\$)	Comments
8857	Bushland Contracts Review		27,000	Project not yet complete
8858	Tidy Town Awards - Gala Dinner		15,363	Project not yet complete
8859	Peninsula Wide Sustainable Community Engagement		9,865	Project not yet complete
8862	Bulk Energy Tender - Community Groups		6,277	Project not yet complete
8863	Climate Adaption Plan Priorities		45,000	Project deferred to 2013/14
8864	Street Lighting Upgrade Investigation		21,607	Project not yet complete
8865	Park Lighting Pilot Project		25,000	Project deferred to 2013/14
8882	Road Safety Initiative Research		50,000	Project not yet complete
Sustainable Organisation				
8828	Smart Phone App		30,000	Project deferred to 2013/14
8889	Fire Services Property Levy-Implementation		52,026	Project not yet complete
The CEO's Office				
8742	Community Engagement Policy & Guide		7,168	Project not yet complete
8799	Ranelagh Conservation Management Plan Implementation		18,000	Project deferred to 2013/14
8802	Develop New Web Site MPS		10,876	Project not yet complete
8812	Ward Discretionary Fund - Briars - Cr A.Shaw		3,700	Balance carried forward as per policy
8813	Ward Discretionary Fund - Cerberus - Cr D.Garnock		2,296	Balance carried forward as per policy
8814	Ward Discretionary Fund - Seawinds - Cr G.Pittock		6,500	Balance carried forward as per policy
8815	Ward Discretionary Fund - Briars - Cr B.Colomb		5,200	Balance carried forward as per policy
8816	Ward Discretionary Fund - Briars - Cr A.Dixon		5,200	Balance carried forward as per policy
8817	Ward Discretionary Fund - Red Hill - Cr F.Martin		3,700	Balance carried forward as per policy
8818	Ward Discretionary Fund - Nepean - Cr H.Fraser		6,700	Balance carried forward as per policy
8819	Ward Discretionary Fund - Seawinds - Cr A.Celi		3,070	Balance carried forward as per policy
8820	Ward Discretionary Fund - Watson - Mayor Cr L.Bowden		6,700	Balance carried forward as per policy
8821	Ward Discretionary Fund - Seawinds - Cr D.Gibb		6,300	Balance carried forward as per policy
8822	Ward Discretionary Fund - Nepean - Cr T.Rodgers		6,700	Balance carried forward as per policy

Posting A/c	Project Description	Contrib'n (\$)	Budget (\$)	Comments
Externally Funded Projects				
6938	Community Arts-Metro Access Project		8,839	Project specific external funding
8638	Growing Children Thriving Communities		46,713	Project specific external funding
8751	Rosebud West Family Access Project		279,195	Project specific external funding
8757	Iron Bar Project		1,971	Project specific external funding
8759	Equipment Pilot		14,488	Project specific external funding
8803	FREEZA (D&A Free Entertainment)		38,645	Project specific external funding
8810	Bushfire Planning Provision		6,300	Project specific external funding
8825	Koories in the Kitchen		13,600	Project specific external funding
8826	Faces in Our Mob		9,650	Project specific external funding
8830	Community Safety Fund		1,734	Project specific external funding
8831	Community Transport Network		16,362	Project specific external funding
8832	Get Me To Class		25,209	Project specific external funding
8844	Flamingo Road Project		8,974	Project specific external funding
8845	History of Rosebud West		16,243	Project specific external funding
8875	Postcards from the Mornington Peninsula		5,600	Project specific external funding
8878	WOL Willum Warrain		35,826	Project not yet complete
8884	Hastings(Hub) Neighbourhood Renewal		33,805	Project specific external funding
8887	PEN-Step		45,075	Project specific external funding
8888	SPARCS		2,328	Project specific external funding
8892	Metro Access Inclusive Respite		5,000	Project specific external funding
8893	Equine Industry Study		6,000	Project specific external funding
8894	MP Food Industry Reference Group		30,000	Project specific external funding
8895	Indigenous Health and Wellbeing		15,000	Project specific external funding
8896	Mornington Beach Water Assessment		20,000	Project specific external funding
8899	Schoolies Week Project		6,296	Project specific external funding
8956	Mornington Peninsula Tourism Industry		277,840	Project specific Tourism Victoria funding, previously
			-	
			2,908,865	
		Net	2,908,865	



COMMITTED TO A
SUSTAINABLE
PENINSULA

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

Income Statement (Net Cost)

Unit	Reference	Adopted	Forecast	Budget	Variance to	Variance to
		Budget 2012/13 \$'000	2012/13 \$'000	Budget 2013/14 \$'000	Budget 2012/13 \$'000	Forecast 2012/13 \$'000
Recurrent						
Unit Budgets		(95,290)	(95,009)	(102,992)	(7,701)	(7,983)
Interest (Net)		(585)	(585)	(755)	(169)	(169)
Depreciation		(20,927)	(20,927)	(22,281)	(1,354)	(1,354)
		(116,803)	(116,521)	(126,027)	(9,225)	(9,507)
Funded by						
Rates		120,361	120,761	129,531	9,169	8,769
Grants Commission		6,253	6,091	6,466	213	375
Efficiency Savings		500	0	500	0	500
		127,114	126,853	136,497	9,383	9,644
Recurrent Surplus/(Deficit)		10,312	10,332	10,470	158	138
Non-Recurrent						
Priority Works (Net)		(5,076)	(3,644)	(5,395)	(319)	(1,750)
Priority Projects (Net)		(4,699)	(2,192)	(5,381)	(682)	(3,188)
Capital Income		6,944	9,203	5,455	(1,490)	(3,748)
Reserve Transfers		(87)	(87)	275	362	362
Asset Revaluations and Adjustments		0	0	0	0	0
New Subdivisions		6,500	6,500	6,500	0	0
Operating surplus (deficit)		13,893	20,111	11,924	(1,969)	(8,187)

The overall surplus on recurrent operations is budgeted to be a surplus of \$10.470m or a favourable variance of \$158k to last year's budget and \$138k to forecast.

In total, the Units are budgeted to cost of \$102.992m or an increase to last year's budget of \$7.701m and \$7.983m to forecast. This will cover both the on-going costs for the year and also planned service expansions and enhancements.

Unit Budgets (in total) (\$7.701m increase to budget and \$7.983m increase to forecast)

A detailed summary of unit budgets is included following this commentary. Readers may want to particularly note –

- **Strategic Planning (+) \$122k.** Primarily due to the usual employee cost increases associated with the Award and the EBA. In addition, the reallocation of a position from Statutory Planning during the 2012/13 year.
- **Statutory Planning (+) \$37k.** Normal operational increases, and award and EBA increases – noting that 1.60 FTE was reallocated to other Units during the 2012/13 year. Legal fees and external professional services remain unchanged from last year's budget.
- **EPACS (+) \$13k.** Whilst there is the usual year on year increases associated with a large staff establishment, there has also been some increases in income, both due to volume and increases in prices. An increase in legal fees and expenses in planning enforcement has been included, taking into account the number and complexity of cases, offset by an increase in legal recovery income. Grants and subsidies have increased taking into account the approved funding for the Emergency Management (Fire) Co-ordinator position.
- **Economic Development (+) \$69k.** Award and EBA salary increases and the contribution to the Mornington Peninsula Regional Tourism Board.
- **Infrastructure Strategy (+) \$280k.** the normal Award and EBA increases and an increase in the staff establishment of 0.60 FTE. In addition, the implementation of GeoMedia Smart Client platform, a software solution designed to streamline the management of asset data has been included. Grant funding for the Transport Connections Project has also concluded.
- **Infrastructure Maintenance (+) \$2.416m.** Full year effect of the SIMS2 contract, and annual contract adjustments and provisions for growth within the other major service contracts.
- **Infrastructure Project Management (+) \$101k.** Award and EBA increments and a reduction in fee income due to a slow down in the development industry.
- **Renewable Resources (+) \$1.696m.** The increase is primarily due to annual contract increments and volumes relating to waste contracts. A significant reduction in tipping income has been budgeted for with significant reduced green waste volumes from non-residents. Savings in electricity following the decision to move away from the purchase of green power will be transferred to the sustainable energy fund to support the implementation of the Energy and Greenhouse Management Improvement plan.
- **Child Youth and Family Care (-) \$164k.** Programs within the Best Start program which have received funding in previous years are now complete. In addition, funding for the School Focused Youth Program has ceased. The property recharge for the Annie Sage Child Care Centre has also had a positive impact on the budget.
- **Aged and Disabled Care (+) \$1.108m.** The budget includes Award and EBA increments and some increase in grant funding. In regards to external funding, advocacy continues to State/Commonwealth Governments for adequate HACC Unit prices, indexation rates and growth funds to cover actual cost of service delivery as well as increased need for HACC services from an ageing population.
- **Recreation and Leisure (+) \$891k.** Improved income relating to Foreshore Camping has been included, offset in part by increases in various activities associated with Foreshore Camping, in particular cleaning under SIMS2 and additional casual salaries. Much of the increase in sport and leisure relates to Award and EBA increments and changes in income, including a reduction in income while the David Collings Centre under goes redevelopment. The inclusion of 1.25 FTE for yhr continued customer service at Hastings Hub has also been included.
- **Libraries (+) \$256k.** Primarily relate to the on-going costs of running a large library operation including Award and EBA increments.
- **Director Sustainable Communities (+) \$13k.** Normal Award and EBA increments. Funding for the Community Renewal - Rosebud West project ceases in 2013/14.

- **Governance and Corporate Support (+) \$229k.** Primarily due to Award and EBA increases and normal operational increases, including insurance premiums, corporate subscriptions and photocopier expenses.
- **Property and Valuations (+) \$183k.** Primarily property rental income from the Rosebud Shopping Centre in Wannaeue Place which was purchased by Council in 2013. Allowance has also been made for Council's liability for the State Governments Fire Services Property Levy that will be implemented in the 2013/14 year. An increase in the sale of valuation data to the SRO and other authorities has also been included. The property recharge (notional rental cost allocated to Council property for Competitive Neutrality) has contributed favourably – this however does not impact on the Shire bottom line.
- **Information Services (+) \$357k.** Increases in maintenance and support costs for price increases, upgrades in functionality for existing systems an addition of new functionality. An upgrade to the telephone system has been budgeted for.
- **Finance (+) \$138k.** Primarily due to the usual employee cost increases. Increases in bank charges and printing and stationary have also contributed to the increase due to volume growth in the number of ratable properties and the continued expansion and use of external payment methods.
- **Communications (+) \$68k.** Increase primarily due to the usual employee cost increases and the inclusion of hosting fees for the new website.
- **Team Support and Development (+) \$83k.** Normal Award and EBA increase and an increase in legal fees.
- **Corporate Planning and Projects (+) \$148k.** Normal Award and EBA increases and the reallocation on 0.60 FTE from Statutory Planning and the inclusion of 0.40 FTE for a Mayor and Councillor Support Officer. In addition and increase in external professional services to ensure that the Shire's Legislative reporting requirements are met.

**Income Statement (Net Cost)
2013/14**

Unit	Adopted Budget 2012/13 \$'000	Forecast 2012/13 \$'000	Budget 2013/14 \$'000	Variance to Budget 2012/13 \$'000	Variance to Forecast 2012/13 \$'000
Recurrent					
Strategic Planning	(1,693)	(1,681)	(1,815)	(122)	(134)
Statutory Planning	(3,953)	(3,896)	(3,990)	(37)	(94)
EPACS	(5,249)	(5,306)	(5,262)	(13)	44
Economic Development	(1,583)	(1,602)	(1,652)	(69)	(50)
Director Sustainable Environment	(448)	(435)	(458)	(11)	(23)
Infrastructure Strategy	(2,000)	(2,036)	(2,279)	(280)	(243)
Infrastructure Maintenance	(38,291)	(37,987)	(40,707)	(2,416)	(2,720)
Infrastructure Project Management	(1,158)	(1,131)	(1,258)	(101)	(127)
Renewable Resources	(11,818)	(11,857)	(13,514)	(1,696)	(1,657)
Director Sustainable Infrastructure	(531)	(530)	(551)	(20)	(21)
Child Youth and Family Care	(5,353)	(5,248)	(5,189)	164	60
Aged and Disability Services	(4,023)	(4,206)	(5,131)	(1,108)	(925)
Recreation and Leisure	(4,140)	(4,038)	(5,031)	(891)	(993)
Libraries Arts and Culture	(4,981)	(4,957)	(5,237)	(256)	(280)
Director Sustainable Communities	(1,302)	(1,369)	(1,289)	13	80
Governance and Corporate Support	(4,547)	(4,477)	(4,776)	(229)	(300)
Property and Valuation	4,742	4,811	4,925	183	114
Information Services	(2,315)	(2,344)	(2,672)	(357)	(327)
Finance	(2,230)	(2,223)	(2,369)	(138)	(145)
Director Sustainable Organisation	(502)	(440)	(528)	(26)	(88)
Communications	(1,084)	(1,077)	(1,153)	(68)	(76)
Team Support and Development	(1,232)	(1,389)	(1,315)	(83)	74
Corporate Planning & Projects	(1,042)	(1,034)	(1,190)	(148)	(155)
Internal Audit	(0)	4	0	0	(4)
The CEO's Office	(559)	(558)	(553)	6	5
Unit Budgets	(95,290)	(95,009)	(102,992)	(7,701)	(7,983)
Rates	120,361	120,761	129,531	9,169	8,769
Grants Commission	6,253	6,091	6,466	213	375
Depreciation	(20,927)	(20,927)	(22,281)	(1,354)	(1,354)
Efficiency Savings	500	0	500	0	500
Interest (Net)	(585)	(585)	(755)	(169)	(169)
Recurrent Surplus / (Deficit)	10,312	10,332	10,470	158	138
Non-Recurrent					
Capital Grants	4,437	6,131	1,450	(2,987)	(4,681)
Special Charge Schemes	0	93	1,354	1,354	1,262
Contributions	2,507	2,979	2,651	143	(329)
Profit/(Loss) on Sale of Assets	0	0	0	0	0
Priority Projects (Net)	(4,699)	(2,192)	(5,381)	(682)	(3,188)
Priority Works (Net)	(5,076)	(3,644)	(5,395)	(319)	(1,750)
Non-Recurrent Surplus / (Deficit)	(2,831)	3,366	(5,321)	(2,490)	(8,687)
Surplus / (Deficit) before Adjustments	7,481	13,698	5,149	(2,332)	(8,549)
New Subdivisions	6,500	6,500	6,500	0	0
Transfers From / To Reserves (Net)	(87)	(87)	275	(362)	(362)
Surplus / (Deficit)	13,893	20,111	11,924	(1,969)	(8,187)

Priority Projects (Net) and Priority Works (Net) include internal expenditure.

STRATEGIC PLANNING

Activities

The Strategic Planning Unit is responsible for providing advice to Council in relation to strategies and actions for economic, efficient and sustainable use and development of land and buildings (including environmental, cultural and social sustainability). Strategic Planning officers engage with the community in developing land use and development plans and guidelines for local areas; informing and engaging with owners and managers in regard to the management of public lands and heritage places; preparing planning scheme amendments and policies in accordance with State legislation; advising and supporting other Council units in their land use and management activities, liaising with other agencies and advocating for Council's position with other levels of government.

The Strategic Planning Unit undertakes its responsibilities in 6 broad areas:

- Strategic Land Use Planning, which includes the overall Strategic Planning Framework, Green Wedge Planning, Port Area Planning, Major Activity Centre Plans and Township and Town Centre Plans. This activity also includes analysis of policy proposals from other 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.
- Urban Design and Landscape Design, including the development of urban design guidelines, the production of open space frameworks and landscape plans and the development of the Peninsula Design Framework, including coordination of the Design Advisory Panel.
- Natural Systems Planning, including Environmental Risk Management
- Heritage Planning, Conservation and Management, including monitoring, administration and improvement of heritage planning controls, development of conservation plans and guidelines, and advice and assistance to heritage place owners and managers.
- Coastal Planning, and
- Planning Scheme Review (including the consideration of planning scheme amendments).

Budget

Net Cost by Team	Adopted		Budget 2013/14 \$'000	Variance to	
	Budget	Forecast		Budget	Forecast
	2012/13 \$'000	2012/13 \$'000		2012/13 \$'000	2012/13 \$'000
Strategic Planning	(1,693)	(1,681)	(1,815)	(122)	(134)
Operating Surplus / (Deficit)	(1,693)	(1,681)	(1,815)	(122)	(134)

Net Cost by Classification	Adopted		Budget	Variance to	
	Budget	Forecast		Budget	Forecast
	2012/13	2012/13	2013/14	2012/13	2012/13
	\$'000	\$'000	\$'000	\$'000	\$'000
Revenue					
Statutory Fees and Fines	33	33	33	0	0
User Fees	0	1	0	0	(1)
Grants - Recurrent	10	14	10	0	(4)
Total Revenue	43	48	43	0	(5)
Expenses					
Employee Costs	1,231	1,183	1,365	(135)	(182)
Materials and Services	352	392	313	39	79
Other Expenses	9	10	29	(20)	(19)
Internal Expenses	144	144	151	(7)	(7)
Total Expenses	1,736	1,729	1,858	(122)	(129)
Operating Surplus / (Deficit)	(1,693)	(1,681)	(1,815)	(122)	(134)

Financial Impact

The net cost of \$1.815m is an increase of \$122k to last year's budget and \$134k to forecast, due to a position reallocated from Statutory Planning during 2012/13 and normal award and EBA increases.

Resources Impact

FTE	Perm't	Casual	O/time	Agency Labour	Other	W/covers	Total Costs	
	(\$ '000)	(\$ '000)	(\$ '000)	(\$ '000)	(\$ '000)	(\$ '000)	(\$ '000)	
	13.00	1,323	11	12	0	0	19	1,365
FTE 2012/13	12.00							
FTE 2013/14	13.00							
var	(+)							

The staff establishment has increased by 1.0 FTE, due to the reallocation of a Coastal Planner from Statutory Planning.

Key Deliverables

Many of the projects to be delivered in 2013/14 commenced in the 2012/13 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:

- 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.
- Development of the Mornington Peninsula Planning Statement (including community engagement process) and related advocacy in relation to the Metropolitan Planning Strategy and Zone Reform process.
- 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 in the public realm, the demand for community facilities etc.
- Completion of the Green Wedge Management Plan, including policy provisions which aim to support the long term values of the Green Wedge.

- Completion of the Employment Land Requirements study, identifying the current Township Economic Profiles and future prospects for economic development and employment growth.
- Completion 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 Stage 1 of the Shire's comprehensive Heritage Review
- Post exhibition review 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 Mount Eliza, Somerville and Dromana.
- 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.
- 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 Mornington Harbour Precinct 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.

How will 2013/14 be different from the previous year?

- There is likely to be a need for increased policy advocacy on behalf of Council in relation to the new Mornington Peninsula Planning Statement, the new Metropolitan Strategy, the Western Port and Port Phillip Regional Catchment Strategy, the Port of Hastings (and related infrastructure) development, the review of the Victorian Coastal Strategy, the Boating Coastal Action Plan etc.
- A greater emphasis on completion of Priority Projects that have commenced in the previous year in preference to the commencement of new projects.
- The completion of a number of major coastal planning and climate change vulnerability studies (on both Port Phillip and Western Port Bay), will require a significant communication strategy.
- The backlog of amendment requests has been reduced, although there are a significant number that have been deferred completion of major strategic projects, such as the housing and settlement strategy.
- A similar number of demolition applications (in the order of 20 per month), which require (usually brief), heritage assessment.
- Review of the Heritage Grants program to better support heritage property owners.
- The Triennial Review of the Planning Scheme is scheduled but may be postponed or staged pending clarification of changes to policy and planning scheme provisions at the State level.

New Initiatives

Within Priority Projects, a number of new initiatives have been included –

- Rosebud Activity Centre / Point Nepean Road Landscape Master Plan \$40k
- Tyabb Airfield Precinct Plan \$30k
- Tootgarook Wetland Management Plan – stage 2 \$50k

A number of ongoing projects have also been included –

- Safety Beach Coastal Management Plan (stage 2) \$25k
- Heritage Review Area 3 (Tootgarook-Sorrento-Portsea and Hastings \$90k
- Heritage Review Completion of AREA 2 Review (Safety Beach-Rye) \$20k
- Watch Water Watch Program \$30k
- Peninsula Planning Statement \$50k

Proposed changes to fees and charges

Fees and charges represent a minor element of the Strategic Planning Unit Budget and are dependent (primarily) on the number and complexity of planning scheme amendment proposals which go through the exhibition and Panel review process.

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 that, through this activity, the future amenity of residents is 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 Liveable Peninsula	1.1	A sustainable development pattern consistent with the regional role of the Peninsula.
	1.2	Townships and villages with a distinct sense of place.
	1.3	Recognised and protected heritage.
Goal 2 Public Places & Spaces	2.3	Sustainable natural systems.
Goal 4 Leading Change on Climate Change	4.1	Reduce our human footprint
Goal 5 Enhancing the coastal experience	5.1	A well managed coast.
Goal 8 Innovative, Responsive, Value for Money Service Delivery	8.4	Effective leadership, advocacy and engagement

STATUTORY PLANNING

Activities

The **Statutory Planning Unit** administers the Mornington Peninsula Planning Scheme by deciding applications for planning permits, of which approximately 2,300 were received in the last financial year. 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 responds to approximately 55,000 telephone enquiries per year and 9,500 counter enquiries.

Budget

Net Cost by Section	Adopted		Variance to		Variance to
	Budget	Forecast	Budget	Budget	Forecast
	2012/13	2012/13	2013/14	2012/13	2012/13
	\$'000	\$'000	\$'000	\$'000	\$'000
Statutory Planning	(3,953)	(3,896)	(3,990)	(37)	(94)
Operating Surplus / (Deficit)	(3,953)	(3,896)	(3,990)	(37)	(94)

Net Cost by Classification	Adopted		Variance to		Variance to
	Budget	Forecast	Budget	Budget	Forecast
	2012/13	2012/13	2013/14	2012/13	2012/13
	\$'000	\$'000	\$'000	\$'000	\$'000
Revenue					
Statutory Fees and Fines	1,290	1,295	1,290	0	(5)
User Fees	290	320	290	0	(30)
Total Revenue	1,580	1,615	1,580	0	(35)
Expenses					
Employee Costs	3,793	3,768	3,819	(26)	(51)
Materials and Services	1,121	1,124	1,131	(10)	(7)
Other Expenses	38	38	38	0	0
Internal Expenses	581	581	583	(2)	(2)
Total Expenses	5,533	5,511	5,570	(37)	(59)
Operating Surplus / (Deficit)	(3,953)	(3,896)	(3,990)	(37)	(94)

Financial Impact

The net cost for Statutory Planning Unit is \$3.990m which is an increase of \$37k on last year's budget and an increase of \$94k to forecast.

Normal operational increases, and Award and EBA increases have contributed to the increase. Legal fees and external professional services remain unchanged 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)
43.20	3,721	26	17	0	0	55	3,819

FTE 2012/13	44.80	FTE 2013/14	43.20	var	(-)1.60
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The staff establishment has decreased by 1.60 FTE due to the reallocation of positions to other Units during 2012/13. 1.0 FTE will continue to be dedicated to Strategic Planning projects. The remaining 0.60 FTE was reallocated to Corporate Planning and Projects.

This Unit will also accommodate the secondment of one of its Team Leaders to the Country Fire Authority (CFA).

Requests for work experience at a secondary and tertiary level will continue to be accommodated where possible. There is scope within the current budget to provide for these temporary placements.

Key Deliverables

- Receipt of some 2,300 planning applications, which is a similar amount to last financial year.
- Sixty-eight (68%) of planning applications to be decided within the statutory time period

How will 2013/14 be different from the previous year?

- Although numbers of planning applications received by Council have declined in recent years, our data shows that the number of applications received by Council per month seems to have remained steady resulting in a stable 'in hand' number of applications.
- Statistics from the 2010/11 and (part) 2011/12 financial years indicate that the same number of medium/complex planning applications are being received even with a decline in overall number of planning applications received;
- Statutory Planning will continue to focus on our continuous improvement with a view to reduce the time (measured in days) taken to decide a planning application whilst maintaining positive outcomes for the community. This financial year, the Unit will be focusing on the 'middle part' of the planning application process which will include internal and external referrals and the PAC process.
- Statutory Planning will continue to work with Communications with regard to improving the information available and accessibility of the Shire's website. This in turn, will improve the way in which we provide information regarding planning applications to the community.
- The Statutory Planning Unit will continue to carefully review the resources we require (in terms of FTE) and may not replace officers "like for like" or at all, depending on the workload;
- It is expected that there will be an increase in officers representing Council at VCAT, which may lead to savings in legal and external professional consulting fees; the use of public transport in travelling to and from the city to attend the VCAT will be encouraged through the use of shared myki cards;
- The Co-ordinator Integrated Planning's workload will be dedicated to strategic planning projects, but will continue to work in the Statutory Planning Unit in a mentoring and coaching capacity; and,
- Budget provisions for Legal costs and External Professional support are the same as 2012/13.

New Initiatives

There are no new or ongoing Priority Projects allocated to this Unit.

Proposed changes to fees and charges

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 Liveable Peninsula	1.2	Townships and villages with a distinct sense of place
	1.3	Recognised and protected heritage

Activities

The **EPACS 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 EPACS Unit administers eight major activities:

Fire Prevention and Emergency Management

It is necessary for the Shire to manage wild 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 Municipal 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.

The Shire has a statutory role in accordance with the *Emergency Management Act 1986* to provide resources for emergency prevention, preparedness, response and recovery. The Shire is recognised as a key support agency in many different types of emergencies that the Mornington Peninsula may potentially experience. The Shire is also a key support service and recovery provider. Emergency Management activities are overseen by the Municipal Emergency Management Planning Committee and detailed in the Mornington Peninsula Municipal Emergency Management Plan.

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 as well as using common sense and negotiation skills to provide quality outcomes. The Shire Rangers provide **emergency** after hours response to the community, 24 hours a day, 365 days a year.

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 and wherever possible reunites lost animals with their owners or seeks to find new homes for them.

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 community service.

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 an important role in the Shire's emergency management and recovery functions.

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.

Statutory Building - Is committed to ensuring that the amenity and safety of the community is maintained by promoting compliance with the Building Act through a range of compliance and statutory processes 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 to support public events on the Peninsula.

Budget

Net Cost by Team	Adopted		Variance to		Variance to
	Budget	Forecast	Budget	Budget	Forecast
	2012/13	2012/13	2013/14	2012/13	2012/13
	\$'000	\$'000	\$'000	\$'000	\$'000
EPACS Administration	(1,149)	(1,176)	(1,224)	(76)	(48)
Environmental Health	(468)	(428)	(449)	19	(21)
Planning Compliance	(645)	(797)	(628)	17	170
Shire Rangers	(1,003)	(946)	(979)	24	(33)
School Crossings	(1,009)	(1,006)	(1,090)	(81)	(84)
Fire Prevention	(150)	(138)	(20)	130	118
Animal Shelter Mornington	(289)	(296)	(309)	(20)	(13)
Building Survey - Statutory	(169)	(153)	(191)	(22)	(37)
EPACS Special Projects	(159)	(159)	(156)	3	3
Manager EPACS	(208)	(205)	(216)	(8)	(11)
Operating Surplus / (Deficit)	(5,249)	(5,306)	(5,262)	(13)	44

Net Cost by Classification	Adopted		Variance to		Variance to
	Budget	Forecast	Budget	Budget	Forecast
	2012/13	2012/13	2013/14	2012/13	2012/13
	\$'000	\$'000	\$'000	\$'000	\$'000
Revenue					
Statutory Fees and Fines	2,029	2,115	2,246	218	132
User Fees	753	893	873	120	(20)
Grants - Recurrent	286	364	348	62	(16)
Total Revenue	3,067	3,372	3,467	400	95
Expenses					
Employee Costs	6,368	6,434	6,620	(252)	(186)
Materials and Services	672	959	774	(103)	185
Other Expenses	69	77	70	(0)	7
Internal Expenses	1,207	1,207	1,265	(58)	(58)
Total Expenses	8,316	8,678	8,729	(413)	(51)
Operating Surplus / (Deficit)	(5,249)	(5,306)	(5,262)	(13)	44

Financial Impact

The net cost of \$5.262m is an increase of \$13k to last year's budget and decrease of \$44k to forecast.

Major variations include:

- **EPACS Admin** – normal Award and EBA increments.
- **Environmental Health** – increase in income due to increases in fees and user charges.
- **Planning Compliance** – increase in legal fees and expenses taking into account the amount and complexity of cases that arise in enforcing planning matters. This is offset by legal recovery income.
- **Shire Rangers** – employee cost increases due to the normal Award and EBA increments and outcomes of a process review. Increase in income due to increases in penalty amounts for fines and prosecutions as set by the State Government.
- **Fire Prevention** – funding for the Emergency Management (Fire) Co-ordinator has been extended for an additional year. Increase in infringement fees and charges.
- **School Crossings** – increase in employee costs due to normal Award and EBA increments. In addition, a further reduction in grant funding from VicRoads.
- **Animal Shelter** – normal Award and EBA increments.
- **Building Survey – Statutory** – normal Award and EBA increments.

Resources Impact

FTE	Perm't (\$ '000)	Casual (\$ '000)	O/time (\$ '000)	Agency Labour (\$ '000)	Other (\$ '000)	W/cover (\$ '000)	Total Costs (\$ '000)
74.08	6,049	365	77	5	0	123	6,620

FTE 2012/13	74.08	FTE 2013/14	74.08	var	(+)0.00
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The staff establishment remains unchanged.

Key Deliverables

- The Administration team takes around 40,000 phone calls per annum, with more than 20,000 now received electronically.
- Fire Prevention services undertake 4,000 inspections and issue 2,500 notices and 100 infringements per annum.
- Ranger Services undertake 10,000 service requests per annum with approximately 250 matters that involve court proceedings.
- Animal Control sees around 1,200 dogs and 600 cats impounded annually, less dogs are being impounded due to compulsory microchipping.
- Approximately 8,000 parking and traffic infringements are issued per year, and this is expected to remain constant.
- Planning Enforcement deal with around 1,200 cases per annum and 50 enforcement cases per year.
- Environmental Health deal with approximately 1,400 fixed and temporary food premises.
- 700 temporary food permits are issued per year and is increasing each year by approximately 10%.
- Statutory Building record 3,500 building permits issued by private building surveyors each year.
- Statutory Building issue approximately 300 building notices and orders per year, this is expected to increase by and around 10% next year.
- Statutory Building and Environmental Health are involved in the approval of approximately 200 events per year, this is increasing each year because of the popularity of the Mornington Peninsula and reflective of increased statutory requirements. The Mornington Peninsula Shire accommodates more than 650 events per year, meaning that over 450 events are approved through the routine approval processes overseen by the Festivals and Events Team.

How will 2013/14 be different from the previous year?

- Workloads within the Administration team are not expected to change materially with the emphasis on greater use of technologies, electronic lodgment and processing of data to reduce manual tasks so that officers can provide greater levels of customer service.

- Fire Prevention and Emergency Management will concentrate on planning and preparing with and for our communities for potential emergencies and to exercise the plan.
- Requests for Ranger Services are not expected to change.
- The workload in Planning Enforcement seems to be involving a greater requirement for legal advice and representation with illegal vegetation and earthworks cases making up the majority of court related cases.
- Environmental Health is expecting a continuation of a 12% increase in registered food premises to be managed and inspected concentrating on capturing and processing statutory functions in the field.
- Statutory Building will be concentrating on improving processes to resolving compliance matters as quickly as possible.

New Initiatives

Within Priority Projects, the following new initiatives have been included –

- Enhance the Shires preparedness in the Relief and Recovery to an Emergency \$30k
- Emergency Management Training – Exercising MECC and Relief and Recovery Centres \$25k

Fees and Charges Impact

No major changes in fees have been proposed with fees generally increasing by CPI across the unit, noting that some fees are set by State Government agencies. Infringements increase each year in line with CPI and at the direction of the Department of Justice. Some statutory building fees are also raised by CPI each year at the direction of the Building Commission.

Strategic Plan Impact

The successful operations of the EPACS 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 4 Leading Change on Climate Change	4.2 Planning for climate change.
Goal 6 Healthy, Safe and Connected Communities	6.2 Optimal health and wellbeing for all ages and abilities. 6.4 A safe and supportive community.

ECONOMIC DEVELOPMENT

Activities

The **Economic Development Unit (EDU)** 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 nurturing of a sustainable Mornington Peninsula economy is the key focus of the EDU. The EDU supports 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 regular e-newsletter for the business community, with facilitation of business and industry networking opportunities.

The team works proactively to increase the capacity of the region to underpin business viability and ultimately competitiveness. This is done through mentoring programs, industry networking events, encouraging a commitment to business excellence through an awards program; and support for major projects, e.g. water recycling, sustainable farming practices, telecommunications and transport opportunities.

Tourism – The Tourism Team's aim is to promote the Mornington Peninsula region with the new Mornington Peninsula Regional Tourism Board [MPRTB] as a year round, world class holiday destination. The team works closely with approximately 400 member operators from a diverse range of tourism enterprises on the Peninsula.

The MPRTB will align Tourism Victoria's new strategic directions with our regions strengths and capacities. This in turn will foster more tourism product development & investment and consequently all year round employment opportunities.

Budget

Next Cost by Team	Adopted		Variance to		Variance to
	Budget	Forecast	Budget	Budget	Forecast
	2012/13	2012/13	2013/14	2012/13	2012/13
	\$'000	\$'000	\$'000	\$'000	\$'000
Business Development	(490)	(500)	(529)	(39)	(29)
Tourism	(753)	(767)	(785)	(31)	(18)
Manager Economic Development	(340)	(336)	(338)	2	(3)
Operating Surplus / (Deficit)	(1,583)	(1,602)	(1,652)	(69)	(50)

Net Cost by Classification	Adopted		Variance to		Variance to
	Budget 2012/13 \$'000	Forecast 2012/13 \$'000	Budget 2013/14 \$'000	Budget 2012/13 \$'000	Forecast 2012/13 \$'000
Revenue					
User Fees	697	829	235	(462)	(594)
Contributions	0	0	13	13	13
Grants - Recurrent	195	320	30	(165)	(290)
Internal Income	0	4	0	0	(4)
Total Revenue	892	1,154	278	(614)	(876)
Expenses					
Employee Costs	1,135	1,125	1,183	(47)	(58)
Materials and Services	1,121	1,408	514	608	894
Other Expenses	20	24	17	3	7
Internal Expenses	199	199	216	(17)	(17)
Total Expenses	2,476	2,756	1,930	546	826
Operating Surplus / (Deficit)	(1,583)	(1,602)	(1,652)	(69)	(50)

Financial Impact

The net cost of \$1.652m is an increase of \$69k to last year's budget and \$50k to forecast. Major variations in revenue and expenditure relate to the reallocation of Tourism Projects to Priority Projects.

Major variations include:

- **Business Development** – normal Award and EBA increments.
- **Tourism** – normal Ward and EBA increments and the inclusion of council contribution to the Mornington Peninsula Regional Tourism Board.
- **Manager Economic Development** – normal Award and EBA increments

Resources Impact

FTE	Perm't (\$ '000)	Casual (\$ '000)	O/time (\$ '000)	Agency Labour (\$ '000)	Other (\$ '000)	W/cover (\$ '000)	Total Costs (\$ '000)	
	12.10	1,125	15	25	0	1	17	1,183
FTE 2012/13	12.10							
FTE 2013/14	12.10							
					var		(+)0.00	

The staff establishment remains unchanged.

Key Deliverables

- Continued implementation of the 2009-2014 Economic Sustainability Strategy and commencement of the review of this strategy through consultation workshops with key industry leaders.
- Ongoing support for the 5 commercial centre's Special Charge Schemes
- Undertaking the renewal of Hastings and Sorrento Special Charge Schemes
- Undertaking of the biennial Agriculture Audit along with an Equine Audit
- 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

- Support the Mornington Peninsula Regional Tourism Board
- Undertaking of Excellence in Tourism Industry Workshops
- Support prestigious golfing, equine, art and cycling events that showcase the Mornington Peninsula's attributes
- Continued representation on the Melbourne South East group of Councils and utilities for regional economic development opportunities
- Undertake an economic impact analysis of the Port of Hastings project
- Undertake the 2013 Careers Expo in Mornington
- Ongoing support for the Marine Sector Alliance in its advocacy and policy development work.

How will 2013/14 be different from the previous year?

- Within the Tourism area, supporting the Mornington Peninsula Regional Tourism Board will be an important initiative to consolidate the Board's policy directions.
- Consistent with the Economic Development Strategy, a number of new local events are proposed to be supported. All events are off-peak, match the regions' strengths and have the capacity to increase visitation and investment.

New Initiatives

A number of ongoing projects have been included –

- Conduct of Careers Expo \$30k
- Promotion and Marketing of Mornington Peninsula to the national conference industry \$50k.
- Visitor Information Centre's staffing contribution \$50k

Fees and charges Impact

Given an appropriate level of enforcement, footpath permits and licences will achieve full cost recovery so no increase in fees and charges is proposed.

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 7 Supporting a Sustainable Economy	7.1	A sustainable and resilient economy
	7.2	Prosperous rural economy
	7.3	Sustainable tourism

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	Adopted		Variance to		Variance to	
	Budget	Forecast	Budget	Budget	Forecast	Forecast
	2012/13	2012/13	2013/14	2012/13	2012/13	2012/13
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Director Sustainable Environment	(448)	(435)	(458)	(11)	(23)	
Operating Surplus / (Deficit)	(448)	(435)	(458)	(11)	(23)	

Net Cost by Classification	Adopted		Variance to		Variance to	
	Budget	Forecast	Budget	Budget	Forecast	Forecast
	2012/13	2012/13	2013/14	2012/13	2012/13	2012/13
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000

Revenue

Total Revenue	0	0	0	0	0
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Expenses

Employee Costs	348	335	354	(6)	(18)
Materials and Services	14	14	15	(1)	(1)
Other Expenses	27	27	27	0	0
Internal Expenses	59	59	63	(3)	(3)

Total Expenses	448	435	458	(11)	(23)
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Operating Surplus / (Deficit)	(448)	(435)	(458)	(11)	(23)
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Financial Impact

The net cost of \$458k is an increase of \$11k to last year's budget and \$23k to forecast, with the normal Award and EBA increases contributing to the increase.

Resources Impact

FTE	Perm't	Casual	O/time	Agency Labour	Other	W/cover	Total Costs	
	(\$ '000)	(\$ '000)	(\$ '000)	(\$ '000)	(\$ '000)	(\$ '000)	(\$ '000)	
	2.00	349	0	0	0	0	5	354

FTE 2012/13	2.00	FTE 2013/14	2.00	var	(+)0.00
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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.

How will 2013/14 be different from the previous year?

- Within the Units, the slight slow down in Statutory Planning application volumes will allow the re-direction of some resource to Strategic Planning to address the enormous program of work proposed and required in that area.
- Environment Protection will continue to focus on using technology to enhance service outcomes.
- The Economic Development Unit will focus on the establishment of new events and initiatives to showcase the Mornington Peninsula to visitors throughout the year, thus increasing visitation and investment.
- Supporting the recently established Mornington Peninsula Regional Tourism Board initiative.

New Initiatives

There are no new or ongoing Priority Projects allocated to this Unit.

Proposed changes to fees and charges

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 8, 'Innovative, Responsive, Value for Money Service Delivery' is also relevant.

Goal	Key Outcomes	
Goal 1 Liveable Peninsula	1.1	A sustainable development pattern consistent with the regional role of the Peninsula.
	1.2	Townships and villages with a distinct sense of place.
	1.3	Recognised and protected heritage.
Goal 2 Public Places & Spaces	2.3	Sustainable natural systems.
Goal 4 Leading Change on Climate Change	4.1	Reduce our human footprint.
	4.2	Planning for climate change.
Goal 6 Healthy, Safe and Connected Communities	6.2	Optimal health and wellbeing for all ages and abilities.
	6.4	A safe and supportive community.
Goal 5 Enhancing the coastal experience	5.1	A well managed coast.
Goal 7 Supporting a Sustainable Economy	7.1	A sustainable and resilient economy.
	7.2	Prosperous rural economy.
	7.3	Sustainable tourism.
Goal 8 Innovative, Responsive, Value for Money Service Delivery	8.1	Good governance.
	8.2	Quality people.
	8.3	Responsible financial management.
	8.4	Effective leadership, advocacy and 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. These activities include monitoring and development of the Capital Works Program, transport planning, infrastructure policy and strategy development and coordinating external funding programs for infrastructure and services.

Asset Management Team is responsible for the development and operation of systems relating to the Shire's physical assets, including: the asset register and knowledge management system, pavement management system, road register, road management plans and asset management plans.

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. The focus for the team is developing a safer road environment for the community.

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 team investigates and implements special charge schemes for the construction of roads, footpaths, car parks and drains in accordance with existing infrastructure policies and strategies.

Budget

Net Cost by Team	Adopted		Budget 2013/14 \$'000	Variance to	
	Budget	Forecast		Budget	Forecast
	2012/13 \$'000	2012/13 \$'000		2012/13 \$'000	2012/13 \$'000
Asset Management	(825)	(802)	(903)	(79)	(102)
Infrastructure Planning and Policy	(220)	(274)	(302)	(82)	(28)
Traffic Mgt and Customer Service	(456)	(456)	(380)	75	75
Road Safety	(127)	(127)	(128)	(1)	(1)
Infra Strategy Special Projects	(155)	(154)	(157)	(1)	(3)
Transport Connections	(8)	(14)	(111)	(103)	(97)
Manager Infrastructure Strategy	(209)	(211)	(298)	(89)	(88)
Operating Surplus / (Deficit)	(2,000)	(2,036)	(2,279)	(280)	(243)

Net Cost by Classification	Adopted			Variance to	
	Budget	Forecast	Budget	Budget	Forecast
	2012/13	2012/13	2013/14	2012/13	2012/13
	\$'000	\$'000	\$'000	\$'000	\$'000
Revenue					
Statutory Fees and Fines	1	1	1	0	(1)
Grants - Recurrent	88	88	0	(88)	(88)
Total Revenue	88	89	1	88	88
Expenses					
Employee Costs	1,521	1,521	1,643	(122)	(122)
Materials and Services	235	270	277	(42)	(8)
Other Expenses	14	15	16	(2)	(1)
Internal Expenses	317	320	343	(26)	(24)
Total Expenses	2,088	2,125	2,280	(192)	(155)
Operating Surplus / (Deficit)	(2,000)	(2,036)	(2,279)	(280)	(243)

Financial Impact

The net cost of \$2.279m is an increase of \$280k to last year's budget and \$243k to forecast.

Major variances include:

- **Asset Management** – implementation of the GeoMedia Smart Client platform, a software solution designed to streamline the management of asset data.
- **Infrastructure Planning and Policy** – the normal Award and EBA increments and the inclusion of an additional position during 2012/13. In addition, an increase in casual salaries to assist with the transition to retirement has been included, fully offset by capital recoveries to special charge scheme projects.
- **Traffic Management and Customer Service** – due to a restructure within the Unit.
- **Transport Connections Project** – the budget takes into account the conclusion of external funding programs.
- **Manager Infrastructure Strategy** – the inclusion of a Graduate Engineer position.

Resources Impact

FTE	Perm't (\$ '000)	Casual (\$ '000)	O/time (\$ '000)	Agency Labour (\$ '000)	Other (\$ '000)	W/cover (\$ '000)	Total Costs (\$ '000)	
	19.70	1,521	95	0	0	0	28	1,643

FTE 2012/13	18.10	FTE 2013/14	19.70	var	(+)1.60
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The staff establishment has increased by 1.60 FTE, due to the inclusion of Senior Infrastructure Planning Officer position during 2012/13. In addition, a Graduate Engineer position 1 FTE has been included and an increase in casual salaries to assist with the transition to retirement.

Key Deliverables

- Planning and monitoring of the Capital Works program
- Best Practice Review of the Capital Works Program
- Review and refinement 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
- Toilet Strategy Implementation
- Assessment of Development Applications (traffic issues)
- Development and implementation of Road Safety initiatives
- Development of Commercial Car Park Construction Strategy
- Development of a Road Network Strategy
- Delivery of the Special Charge Scheme program
- Implementation of the Footpath Construction Strategy
- Advocacy and progression of Public Transport enhancements
- Processing of 2000 Merit requests and 500 items of correspondence for traffic management issues.

How will 2013/14 be different from the previous year?

- We will benchmark and review the Capital Works Program.
- GeoMedia Smart Client will be introduced to improve our ability to deliver core asset management tasks.
- We will commence the development of a Road Network Strategy.
- A systems and process review of the Asset Management team will be undertaken.
- Traffic investigations will include the Peninsula Link Freeway in operation.
- The delivery of the Toilet Strategy refurbishment program will accelerate.
- Continued implementation of Road Construction schemes, with a particular focus of unsealed roads that experience significant drainage issues.
- Improved Road Safety on our local streets and rural roads with the continued implementation of the Peninsula Safer Speeds project
- Enhancement to public transport with the delivery of the Mornington bus interchange and the development of a strategy to enhance the 788 Portsea to Frankston bus service, and advocacy for improvements to the 782 and 783 services.

New Initiatives

Within Priority Projects, a new initiative has been included:

- Peninsula Link Impact Study \$20k
- Mornington Tanti Park Area – Local Area Traffic Management Strategy \$50k
- Bay Trail Missing Links \$100k

The following ongoing project has been included –

- Peninsula Drive Safe - Road Safety \$50k
- Geotechnical Investigations \$55k

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 this area will ensure that the Shire's existing infrastructure asset base will be managed and periodically refurbished in a sustainable and economically viable way. It will also result in coordinated and proactive strategic 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 2 Public Places and Spaces	2.1 Planning, developing and maintaining property, infrastructure and open space assets.
Goal 8 Innovative, Responsive, Value for Money Service Delivery	8.4 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 the Shire's built and natural infrastructure.

The Unit is responsible for the following six key service activities:

Safer Local Roads (SLR) - Routine and programmed maintenance of all Shire sealed and unsealed roads, drains, kerb and channel, car parks, paths and (Shire controlled) boat ramps, line marking, including annual program of road resealing and rehabilitation (renewal) for preservation of the existing sealed road and car park network. After hours call out and emergency management involving Municipal Emergency Resource Officer (MERO) role also forms part of the SLR activities.

Cleansing & Drainage Cleaning - Routine and programmed cleansing services involving Town Based Clean Teams, street sweeping, street litter bin collection, public toilet cleaning, BBQ cleaning, beach cleaning, loose litter collection and underground storm water drain and pit cleaning.

Furniture and Signs - Routine and programmed maintenance of furniture and signs along roadsides, in parks, on foreshores, within Township Precincts and includes fences, litter bins, seats, bollards, 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.

Buildings - Provision of routine and cyclic programmed maintenance of over 700 Shire buildings, including security, energy management, cleaning and essential services.

Natural Systems & Conservation Parks - 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. Also includes the 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.

Budget

Net Cost by Section	Adopted		Variance to		Variance to
	Budget	Forecast	Budget	Budget	Forecast
	2012/13	2012/13	2013/14	2012/13	2012/13
	\$'000	\$'000	\$'000	\$'000	\$'000
Contract Auditing	(127)	(126)	(129)	(2)	(4)
Customer Support/Business Support	(300)	(306)	(317)	(17)	(12)
Road Maintenance Administration	(153)	(153)	(163)	(9)	(10)
Roads - SIMS	(6,948)	(6,972)	(8,194)	(1,246)	(1,223)
Cleansing Services Administration	(118)	(118)	(121)	(3)	(3)
Cleansing - SIMS	(6,827)	(7,213)	(8,664)	(1,838)	(1,451)
Parks and Roadsides Administration	(209)	(211)	(186)	23	25
Parks and Roadsides - SIMS	(10,491)	(9,962)	(9,480)	1,011	482
Furniture and Signs - SIMS	(3,347)	(2,961)	(2,670)	676	291
Natural Systems Administration	(489)	(491)	(524)	(36)	(33)
Warrigine Park	(224)	(224)	(236)	(13)	(13)
Natural Systems Services	(2,577)	(2,389)	(1,950)	626	439
The Briars	(601)	(598)	(614)	(13)	(16)
Shire Nursery	(185)	(185)	(200)	(15)	(15)
Building Administration	(615)	(624)	(603)	12	22
Buildings - SIMS	(4,131)	(4,509)	(5,487)	(1,356)	(978)
Building Costs	(449)	(449)	(613)	(165)	(165)
Fleet and Plant Management	(77)	(77)	(77)	(0)	(0)
Manager Infrastructure Maintenance	(425)	(420)	(476)	(50)	(56)
Operating Surplus / (Deficit)	(38,291)	(37,987)	(40,707)	(2,416)	(2,720)

Net Cost by Classification	Adopted		Variance to		Variance to
	Budget	Forecast	Budget	Budget	Forecast
	2012/13	2012/13	2013/14	2012/13	2012/13
	\$'000	\$'000	\$'000	\$'000	\$'000
Revenue					
User Fees	227	288	231	4	(56)
Grants - Recurrent	119	120	121	2	1
Internal Income	525	525	1,494	969	969
Total Revenue	871	932	1,846	(975)	(914)
Expenses					
Employee Costs	2,196	2,205	2,313	(117)	(107)
Materials and Services	36,079	35,833	39,324	(3,244)	(3,491)
Other Expenses	246	234	246	(0)	(12)
Internal Expenses	641	646	670	(29)	(24)
Total Expenses	39,162	38,918	42,553	(3,390)	(3,634)
Operating Surplus / (Deficit)	(38,291)	(37,987)	(40,707)	(2,416)	(2,720)

Financial Impact

The net overall cost for Infrastructure Maintenance of \$40.707m has increased by \$2.416m to last year's budget and by \$2.720m to forecast.

Major variations include:

Sustainable Infrastructure Maintenance Service (SIMS2, including SLR and Natural Systems)

The increase is primarily due to the following three key factors within the delivery of services under SIMS2, SLR and the Bushland Reserves:

- Allowance for Annual Indexation 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.

The following is a more detailed explanation of these factors:

1. Allowance for Annual Indexation Adjustment for the effects of contract indexation:

An allowance has been made for an annual contract adjustment to each contract based on movements in contract specific Adjustment Indices. The Indices use for the annual adjustment varies for each contract. The estimated increases for each contract based on the previous 12 months Indices data are as follows:

- SLR: The annual indexation adjustment allowance is 4.5%. While the Australian Bureau of Statistics (ABS) Indices for the previous 12 months is part of the contract adjustment for SLR and is expected to be 2.5%, the other key index for SLR is the Petroleum and Coal (Bitumen) Indices. Based on the movement in this index since July 2012 an overall allowance of 4.5% has been made in the budget for the annual contract adjustment, noting that in the past this index has been very volatile.
- Natural Systems (Bushland Reserves): The annual indexation allowance is 2.5% based on the Australian Bureau of Statistics (ABS) Indices for the previous 12 months.
- SIMS2: As part of the tendering process for SIMS2, tenderers were required to submit prices based on 1st July 2013. This meant that no annual indexation adjustment would need to be applied until the 2014/15 financial year. Hence, there is no need to provide an allowance for SIMS2 in 13/14. However, for the 14/15 budget collectively an allowance for SIMS2 will need to be provided estimated at \$1.3m based on a review of Indices over the past 12 months.

2. Allowance for growth for new or additional assets:

An allowance has also been made in each service contract for growth during the next 12 months 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: potential additional building footprints following delivery of the annual Major Building Refurbishment program, Pavilion Strategy and minor buildings (such as sheds and shelters).
- b. Cleansing: new storm water 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: 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 2013/14 operational budget are the following new initiatives or service delivery enhancements.

- As part of the SIMS2 Review and tendering process it was found the best value for the delivery of Linemarking services for the Shire's local sealed road network and sealed car parks into the future is through the SLR contract. Over the past 10 years the service has been delivered through SIMS Furniture & Signs. The 13/14 budget for SLR includes an increase of \$263k for the increased cost to deliver this service following the tendering process.
- Under SIMS2 a range of new initiatives and service enhancements are to be delivered and are built into the annual contract price for each SIMS2 contract. These are explained later under the section headed: How will 2013/14 be different from the previous year?

The following is a summary of the above increases for each service:

Service	Annual Indexation Adjustment	Growth	New Initiative / Service Enhancement
SIMS2 Buildings	0	\$60k	0
SIMS2 Cleansing	0	\$80k	0
SIMS2 Furniture & Signs	0	\$80k	0
SIMS2 Parks & Roadsides	0	\$100k	0
SLR	\$428k (4.5%)	\$50k	0
Natural Systems (Bushland Reserves)	\$22k (2.5%)	0	0

Conservation Parks - The Briars & Warringine Park, and the Shire Nursery

The operational budget for The Briars, Warringine Park and the Nursery has increased by \$45k from the 2012/13 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	2,250	0	4	6	0	52	2,313

FTE 2012/13	23.40	FTE 2013/14	23.40	var	(+)0.00
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The staff establishment remains unchanged.

Key Deliverables

- Via our Service Partners, management of maintenance service requests
- Achievement of all service standards and asset maintenance outcomes as required under the service procurement contracts for SIMS2, SLR and the Bushland Reserves.
- Asset renewal/rehabilitation programs (pathways, drainage, sporting fields, kerb and channel, roads).
- Managing volunteers and increasing community partnerships, community groups and schools
- Implementing fire management strategies for bushland reserves
- Engagement with the community in response to a vast array of maintenance activities.

How will 2013/14 be different from the previous year?

During 2012/13, the 10 year SIMS contracts for Buildings, Cleansing, Furniture & Signs and Parks & Roadsides ended on March 31st and on the 1st April 2013 new maintenance contracts under SIMS2 commenced.

The 13/14 financial year will therefore be the first full 12 months of asset maintenance services under SIMS2.

When the community was consulted during the SIMS2 Peninsula Way Review (involving over 720 conversations) to seek feedback on maintenance services delivered over the past 10 years under SIMS the community were generally happy. However, through the 1:1 conversations *opportunities to improve* maintenance were explored. This has led to the following enhancements being adopted by Council for roll out under SIMS2. The estimated value of these service enhancements was \$5.6m pa. However, the best value tendering process under SIMS2 showed these additional services could be procured for less than \$5.6m.

The following is an overview of the asset maintenance services (new initiatives / service enhancements) to be delivered during 13/14 and into the future:

- Implementation of a 4 category definition of all township / foreshore precincts and the delivery of cleansing service levels as set for each category.
- Town Based Clean Teams – includes walk behind mechanical footpath sweepers / cleaners for Category 1 Townships / Foreshore Precincts.
- Street Sweepers – increase from 4 to 7 sweepers, including different sizes more suited to local conditions.
- Ride on footpath sweepers increasing from 1 to 2 units.
- Increased storm water underground drainage / pit cleaning frequency from 4 year cycle to 6 monthly for many localities. Includes increase from 1 to 2 combo drainage cleaning trucks and use of CCTV inspections for problem drains.
- Waste & recycling collection services to Shire buildings including Sport Clubs.
- Increased services, particularly cleansing activities to respond to longer tourist season and increasing visitation levels.
- Enhanced cyclic programs for improved Building preservation, amenity and maintenance. Cyclic based programs include:
 - gutter / roof cleaning (to better manage increased rainfall intensity events)
 - replacement of “standalone” air conditioning / heating units

- internal building painting (5-10 yr cycle)
- external building painting (5-10 yr cycle)
- high level cleaning (annual)
- floor covering replacement
- replacement kitchen appliances
- Dedicated response team for Graffiti – includes annual allocation of \$75k for private assets
- Minor Street & Park furniture replacement program
- Cigarette butt bin roll out for commercial areas following trial over past 2 years
- Expand the range services delivered under a proactive approach through minor renewal programs (in lieu of adhoc/reactive response to requests) for:
 - Guardrail replacement / renewal
 - tennis court fence repairs / renewal
 - solar lighting (inspections, repairs & renewal)
 - replacement of aging non standard street lighting
 - goal post renewal program
 - cricket wicket replacement / upgrade
 - syringe disposal units renewal
 - garden beds refurbishment
 - street litter bins renewal.
- 3 year cyclic power line vegetation clearance program to meet legislative requirements set by Energy Safe Victoria
- Improved rural roadside vegetation clearance program involving frequency based roadside vegetation inspections to determine appropriate program for roadside vegetation management
- Residential street tree replacement program increased from 1,000 to 4,000 trees per annum
- Increased focus on social procurement through:
 - apprenticeships;
 - work experience;
 - traineeships;
 - local based training;
 - partnerships with organizations / agencies.
- In delivering these enhanced service standards / new initiatives, the maintenance team workforce through the service providers is expected to increase by approximately 50 staff.

New Initiatives

Within Priority Projects, a new initiative has been included:

- Harrap Creek Cultural Heritage Management Plan \$20k

A number of ongoing projects have also been included:

- Contract Document Review – Sustainable Infrastructure Maintenance (SIMS2) \$50k
- Friends Group Training and Support \$25k
- Biodiversity Surveys in bushland reserves \$50k
- Contract Document Review – Bushland Reserves Management \$35k

Proposed changes to fees and charges

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 Public Places and Spaces	2.1 Planning, developing and maintaining property, infrastructure and open space assets. 2.2 Sustainable natural systems
Goal 3 Improving Community Facilities	3.1 Planning, developing and maintaining community facilities
Goal 4 Leading Change on Climate Change	4.1 Reduce our human footprint 4.2 Planning for climate change
Goal 5 Enhancing the coastal experience	5.1 A well managed coast
Goal 8 Innovative, Responsive Value for Money Service Delivery	8.1 Good governance 8.3 Responsible financial management

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 Section	Adopted		Variance to		Variance to Forecast 2012/13 \$'000
	Budget	Forecast	Budget	Budget	
	2012/13	2012/13	2013/14	2012/13	
	\$'000	\$'000	\$'000	\$'000	
Construction	(370)	(422)	(449)	(79)	(27)
Design	(375)	(396)	(388)	(13)	8
Subdivisions and Services	(321)	(242)	(332)	(10)	(89)
Infrastructure Project Management	(91)	(71)	(89)	2	(19)
Operating Surplus / (Deficit)	(1,158)	(1,131)	(1,258)	(101)	(127)

Net Cost by Classification	Adopted		Variance to		Variance to Forecast 2012/13 \$'000
	Budget	Forecast	Budget	Budget	
	2012/13	2012/13	2013/14	2012/13	
	\$'000	\$'000	\$'000	\$'000	
Revenue					
Statutory Fees and Fines	207	325	203	(4)	(122)
User Fees	419	358	387	(32)	29
Total Revenue	625	683	590	36	94
Expenses					
Employee Costs	1,393	1,386	1,443	(50)	(56)
Materials and Services	(72)	(31)	(80)	8	49
Other Expenses	12	9	12	(1)	(3)
Internal Expenses	450	450	473	(22)	(22)
Total Expenses	1,783	1,814	1,848	(65)	(33)
Operating Surplus / (Deficit)	(1,158)	(1,131)	(1,258)	(101)	(127)

Financial Impact

The net cost of \$1.258m is an increase of \$101k to last year's budget and \$127k to forecast.

Major variations include:

- **Construction** – Award and EBA annual increments and reduction in fee income due to a slow down in the development industry.
- **Design** – Annual Award and EBA increments.
- **Subdivisions and Services** - Annual Award and EBA increments and some reduction in fees due to the slow down in the subdivisional development industry.

Resources Impact

FTE	Perm't (\$ '000)	Casual (\$ '000)	O/time (\$ '000)	Agency Labour (\$ '000)	Other (\$ '000)	W/covers (\$ '000)	Total Costs (\$ '000)
27.00	1,405	0	0	0	0	38	1,443

FTE 2012/13	27.00	FTE 2013/14	27.00	var	(+)0.00
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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.
- 1600 inspections of properties for Asset Protection

How will 2013/14 be different from the previous year?

- The nature of subdivision developments continues to change with much less green fields developments and more 'urban infill' ones.
- The number of large scale private developments requiring asset protection surveillance has dropped slightly but has been made up for in numbers by the smaller scale projects.
- The Local Integrated Drainage Strategy program of works will continue to be delivered with some difficulty due to the increased intensity and frequency of storms during works.
- The Capital Works Program will continue to be large in scale and challenging to deliver within the period of the financial year.

New Initiatives

Within Priority Projects, a new initiative has been included:

- Reading of slope stability inclinometers \$20k

Proposed changes to fees and charges

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 1 Liveable Peninsula	1.2 Townships and villages with distinct sense of place.
Goal 2 Public Places and Spaces	2.1 Planning, developing and maintaining property, infrastructure and open space assets.
Goal 3 Improving Community Facilities	3.1 Planning, developing and maintaining community facilities.
Goal 4 Leading Change on Climate Change	4.1 Reduce our human footprint. 4.2 Planning for climate change.

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.

There will be a number of key strategic outcomes over the next year, including:

- Community engagement programs to assist Council and residents to reduce their carbon impact and adapt to climate change.
- Continue to co-ordinate the development, implementation and reporting of adaptation measures for climate change across the range of Council activities and services
- Development of kerbside waste collection contracts in preparation for the expiry of the current contracts in 2014. The new contracts must be sufficiently flexible to adapt to changing requirements over the 10 year life of the new contracts, particularly in relation to the expected closure of the Shire's landfill within that period.
- Continued efforts to minimize waste generation and improving resource recovery in the most cost effective way
- On-going management of closed landfill sites within the Shire
- Planning and implementing effective energy efficiency programs that reduce the Shire's energy consumption and greenhouse gas emissions.
- Planning and implementing water programs that focus on reducing potable water use and improving water quality.

Budget

Next Cost by Section	Adopted		Variance to		Variance to
	Budget	Forecast	Budget	Budget	Forecast
	2012/13	2012/13	2013/14	2012/13	2012/13
	\$'000	\$'000	\$'000	\$'000	\$'000
Waste Administration	(3,127)	(3,158)	(4,318)	(1,190)	(1,159)
Waste Collection	(10,725)	(10,582)	(11,272)	(547)	(690)
Waste Disposal	4,252	4,077	4,713	461	636
Green Waste Opt In Service	159	159	159	0	0
Energy Policy and Strategy	(1,729)	(1,702)	(2,095)	(366)	(393)
Water Policy and Strategy	(142)	(139)	(136)	7	3
Manager Renewable Resources	(505)	(512)	(566)	(61)	(54)
Operating Surplus / (Deficit)	(11,818)	(11,857)	(13,514)	(1,696)	(1,657)

Net Cost by Classification	Adopted		Variance to		Variance to
	Budget	Forecast	Budget	Budget	Forecast
	2012/13	2012/13	2013/14	2012/13	2012/13
	\$'000	\$'000	\$'000	\$'000	\$'000
Revenue					
Rates and Charges	1,696	1,853	2,177	481	325
User Fees	8,327	7,026	6,933	(1,393)	(93)
Internal Income	7,806	7,806	9,367	1,561	1,561
Accumulated Surplus	87	87	0	(87)	(87)
Total Revenue	17,916	16,772	18,478	(562)	(1,705)
Expenses					
Employee Costs	1,323	1,364	1,354	(32)	9
Materials and Services	19,579	18,436	20,022	(443)	(1,586)
Finance Costs	62	62	25	36	36
Other Expenses	6	4	23	(18)	(19)
Internal Expenses	8,765	8,765	10,292	(1,527)	(1,527)
Accumulated Surplus	0	0	275	(275)	(275)
Total Expenses	29,733	28,630	31,991	(2,258)	(3,362)
Operating Surplus / (Deficit)	(11,818)	(11,857)	(13,514)	(1,696)	(1,657)

Financial Impact

The net cost of \$13.514m is an increase of \$1.696m to last year's budget and \$1.657m to forecast.

Major variations include:

- **Waste Administration** – increase in the notional costs of waste vouchers (the offsetting income is in the Waste Disposal Section).
- **Waste Collection** – contract adjustments (annual indexation) for garbage, recycling and kerbside green and hard waste collection services. Increase in the notional value for disposal of kerbside wastes (the offsetting income is in the Waste Disposal Section).
- **Waste Disposal** – contracts adjustments (annual indexation) for landfill, green waste mulching and Devil Bend contracts. A significant reduction in tipping income has also been budgeted for with reduced waste volumes from non-residents. An increase in the notional income of the disposal of kerbside waste collected and waste vouchers. The State Government landfill levy has also increased the cost of waste disposal for Council.
- **Green Waste Opt In Service** – based on revised volumes during the year, this is expected to be steady.
- **Energy Policy and Strategy** – increases in street lighting costs.

Resources Impact

FTE	Perm't (\$ '000)	Casual (\$ '000)	O/time (\$ '000)	Agency Labour (\$ '000)	Other (\$ '000)	W/cover (\$ '000)	Total Costs (\$ '000)	
	14.78	1,314	13	7	0	0	20	1,354
FTE 2012/13	14.78							
FTE 2013/14	14.78							
var	(+)0.00							

The staff establishment remains unchanged.

Key Deliverables

Climate Change

- Community engagement in climate change issues will continue through information for the community via articles on the Shire's web site, Peninsula Wide and other papers and publications. A range of sustainability workshops, information sessions and demonstrations will be held at the Eco Living Display Centre at The Briars.
- Increased community awareness and understanding of sustainability and its relevance to Climate Change through engagement in a range of educational programs and initiative including
 - Environment week with over 1,000 school children
 - Working with teachers and schools to deliver specific programs
 - Providing a program of practical community workshops
 - Continue to work with SECCCA to deliver community based programs to encourage energy efficiency and greenhouse gas reduction actions
- Climate Change Adaptation will be further developed to identify climate change adaptation responses and identify priority actions. To date, the risks of climate change have been identified and prioritized and the Shire's response identified. Further adaptation work will focus on the monitoring and delivery of these programs across the Shire.

Water Management

- Continued advocacy with Government for funding for recycled water provision in the Tyabb/Somerville area as part of the The Bunyip Food Belt scheme
- Continued advocacy and involvement in water resource management through representation including the Backlog Sewerage Program and Melbourne Water's Living Rivers project.
- Delivery of the rural land management program – this program is funded by Melbourne Water to work with farmers and property owners to deliver improved water quality and management practices.

Energy Management

- Implement the Energy Efficiency Management strategy for Shire buildings to improve energy efficiency and greenhouse gas emissions.
- Project manage the upgrade of the air conditioning system for the Regional Gallery

Waste Management (Operational)

- Management and administration 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)
 - provision of a green waste receipt and mulching service at the landfill and transfer stations.
 - hard and green waste kerbside at-call collection voucher service – this service to be reviewed and new contract developed
 - collection of garbage and recycling kerbside bins.
 - receipt and sorting of recyclables.
 - Opt-in kerbside green waste collection service (within the Urban Growth Area).

- No charge 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

Waste Management (Strategic)

- Continue to work with State Government to support the continued investigation and assessment of alternative waste treatment facilities for the medium term.
- Management of Closed Landfills to ensure compliance with EPA regulations and long term strategic planning for these sites-

Community Education / Support

- Proactive community engagement, education and support to ensure sustainable outcomes are achieved for the community.
- Clean up Australia Day annual program involves co-ordination of more than 50 groups with 1,500 volunteers across the Shire.
- Mayoral Sustainability Awards recognize students and teachers who have demonstrated leadership and innovation in working towards a sustainable future and promoting best practice.

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.

How will 2012/13 be different from the previous year?

- A range of new Sustainability initiatives will commence (Eco Living Challenge/ Sustainability Street)
- An integrated water management strategy will be developed for the that will include potable and non potable water resources and water sensitive urban design (WSUD)
- Continued reduction in energy and water use across all Shire buildings
- Increase community understanding and awareness of sustainability issues and engagement with the Shire that promote energy and water saving.
- New kerbside waste collection contracts will be developed and tender process undertaken to select contractor(s).
- Closed landfill sites – The Shire will increase its monitoring and remediation at these sites in line with EPA requirements

New Initiatives

Within Priority Projects, a number of new initiatives have been included –

- Climate Change Community Engagement – encouraging behavior change \$25k
- Green Innovations \$10k
- Management of closed landfill sites \$100k

Proposed changes to fees and charges

Waste fees and charges will be increased to cover the increased State Government Landfill Levy, and annual indexation for contracts, increasing costs to operate the transfer stations, landfill operations and green waste processing. In addition, EPA has increased its requirements on the Shire in regard to monitoring open and closed landfill sites and implementation of remediation works.

The fee structure has been changed to incorporate these increased costs as follows:

Green Waste	Resident	\$30 per m3 (No increase)
	Non Resident	\$30 per m3 (Reduction of \$20)
	Commercial	\$35 per m3 (No increase)
	Boot load - Resident	\$7.50 (No increase)
	Boot load – Non Resident	\$7.50 (Reduction of \$4.50)
	Boot load – Commercial	\$8.00 (No increase)
	Bag - Resident	\$4.00 (No increase)
	Bag – Non Resident	\$4.00 (Reduction of \$1)
	Bag – Commercial	\$4.50 (No increase)
Hard Waste	Resident	\$71 per m3 (increase from \$67)
	Non Resident	\$105 per m3 (increase from \$100)
	Commercial	\$100 per m3 (increase from \$85)
	Boot load - Resident	\$18 (from \$17)
	Boot load – Non Resident	\$26.50 (from \$25)
	Boot load – Commercial	\$21.50 (from \$20)
	Bag - Resident	\$5 (No change)
	Bag – Non Resident	\$7.50 (from \$7)
	Bag – Commercial	\$6.50 (from \$6)

Commercial waste disposal fees for material received at the Shire's landfill will increase from \$185 per tonne to \$200 per tonne.

Three waste vouchers will be provided to households. A fee applies for the disposal of fridges due to the requirement to now de-gas all fridges received at the Shire's waste facilities.

Two 'no charge' 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.

Importantly, the cost of the kerbside Opt-in Green Waste collection service can be retained at \$130 per bin because of the economies of scale from the sustained high take up level by residents within the urban growth area.

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 3 Improving Community Facilities	3.1 Planning, developing and maintaining community facilities.
Goal 4 Leading Change on Climate Change	4.1 Reduce our human footprint 4.2 Planning for climate change.
Goal 6 Healthy, Safe and Connected Communities	6.1 A connected, creative, culturally enriched and knowledgeable community.
Goal 7 Supporting a Sustainable Economy	7.2 A sustainable and resilient economy.
Goal 8 Innovative, Responsive, Value for Money Service Delivery	8.4 Effective leadership, advocacy and engagement

DIRECTOR SUSTAINABLE INFRASTRUCTURE

Activity

This area recognises the role of the Director in providing leadership and direction to the Group.

Budget

Net Cost by Team	Adopted		Budget 2013/14 \$'000	Variance to	
	Budget	Forecast		Budget	Forecast
	2012/13 \$'000	2012/13 \$'000		2012/13 \$'000	2012/13 \$'000
Director Sustainable Infrastructure	(531)	(530)	(551)	(20)	(21)
Operating Surplus / (Deficit)	(531)	(530)	(551)	(20)	(21)

Net Cost by Classification	Adopted		Budget 2013/14 \$'000	Variance to	
	Budget	Forecast		Budget	Forecast
	2012/13 \$'000	2012/13 \$'000		2012/13 \$'000	2012/13 \$'000

Revenue

Total Revenue	0	0	0	0	0
Expenses					
Employee Costs	421	420	433	(12)	(13)
Materials and Services	16	16	19	(2)	(2)
Other Expenses	35	34	36	(1)	(1)
Internal Expenses	59	59	64	(4)	(4)
Total Expenses	531	530	551	(20)	(21)
Operating Surplus / (Deficit)	(531)	(530)	(551)	(20)	(21)

Financial Impact

The net cost of \$551k is an increase of \$20k to last year's budget and \$21k to forecast.

The increase is primarily due to normal increases in operational costs, 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/covers (\$ '000)	Total Costs (\$ '000)
	3.00	426	0	0	0	6	433

FTE 2012/13	3.00	FTE 2013/14	3.00	var	(+)0.00
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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.

How will 2013/14 be different from the previous year?

- Current and future studies into the predicted impacts of Climate Change will continue to present challenges in the areas of drainage and coastal management.
- Extreme storm events associated with Climate Change are driving the need to revise response and follow up recovery strategies. It is also likely that the changing weather pattern will impact on the delivery of major capital works particularly those involving large scale civil works.
- Completion of Asset Management Plans for all Shire assets will significantly improve the capacity to predict expenditure patterns on refurbishment and renewal of assets and thereby continue to manage the Shire's assets without any renewal gap.
- The commencement of SIMS 2 will also present a challenge as the requirements of the new contracts are introduced and implemented.
- Issues of waste management will become increasingly complex with continuing changes to EPA regulatory requirements combined with the long term challenge of identifying future long term waste disposal options.

New Initiatives

There are no new or ongoing Priority Projects allocated to this Unit.

Proposed changes to fees and charges

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 8, 'Innovative, Responsive, Value for Money Service Delivery' is also relevant.

Goal	Key Outcomes
Goal 2 Public Places and Spaces	2.1 Planning, developing and maintaining property, infrastructure and open space assets 2.3 Sustainable natural systems
Goal 3 Improving Community Facilities	3.1 Planning, developing and maintaining community facilities
Goal 4 Leading Change on Climate Change	4.1 Reduce our human footprint 4.2 Planning for climate change
Goal 5 Enhancing the Coastal Experience	5.1 A well managed coast
Goal 8 Innovative, Responsive, Value for Money Service Delivery	8.1 Good governance. 8.2 Quality people. 8.3 Responsible financial management. 8.4 Effective leadership, advocacy and engagement.

CHILD, YOUTH AND FAMILY CARE

Activities

The **Child, Youth and Family Care** Unit provides a number of community 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 and group activities across the Peninsula via two youth centres, outreach and visiting services together with a variety of community halls and settings.
- **Maternal & Child Health** - nurses are based in 17 centres all over the Peninsula as well as offering an initial home visit following discharge from hospital.
- **Family Day Care** - is a high quality accredited home-based childcare service
- **Outside School Hours Care** - operates school holidays and after the school day finishes to provide child care for families.
- **Communities That Care** - is an evidence based long term preventative 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** – supports 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 Section	Adopted		Variance to		Variance to
	Budget	Forecast	Budget	Budget	Forecast
	2012/13	2012/13	2013/14	2012/13	2012/13
	\$'000	\$'000	\$'000	\$'000	\$'000
Maternal & Child Health	(1,513)	(1,471)	(1,568)	(55)	(97)
M&CH Enhanced Outreach Services	(8)	25	2	10	(23)
Immunisation	(145)	(200)	(168)	(23)	32
Family Day Care	(34)	(34)	(25)	9	9
Child Care	(49)	(53)	0	49	53
After School Hours Program	(125)	(131)	(120)	4	11
Youth Strategic Plan and Supp Admin	(1,127)	(1,078)	(1,153)	(27)	(75)
Youth Strategic Planning	(240)	(261)	(262)	(22)	(1)
Youth Support	(43)	(52)	(44)	(1)	8
Youth Programs	(48)	(51)	(28)	20	23
Best Start	(327)	(255)	(195)	132	60
Manager Child Youth and Family Care	(1,694)	(1,688)	(1,626)	68	62
Operating Surplus / (Deficit)	(5,353)	(5,248)	(5,189)	164	60

Net Cost by Classification	Adopted		Variance to		Variance to
	Budget	Forecast	Budget	Budget	Forecast
	2012/13	2012/13	2013/14	2012/13	2012/13
	\$'000	\$'000	\$'000	\$'000	\$'000
Revenue					
User Fees	544	537	561	17	24
Contributions	2	29	0	(2)	(29)
Grants - Recurrent	2,610	2,781	2,527	(83)	(254)
Total Revenue	3,156	3,346	3,088	(68)	(259)
Expenses					
Employee Costs	5,016	4,959	4,726	291	233
Materials and Services	621	749	627	(6)	122
Other Expenses	1,822	1,842	1,902	(80)	(59)
Internal Expenses	1,050	1,044	1,022	28	22
Total Expenses	8,508	8,595	8,276	232	318
Operating Surplus / (Deficit)	(5,353)	(5,248)	(5,189)	164	60

Financial Impact

The net cost of \$5.189m is a decrease of \$164k to last year's budget and a decrease of \$60k to forecast, primarily due to programs which received funding in previous years and are now complete.

Major variations include:

- **Maternal and Child Health** – increase in employee costs
- **MC&H Enhanced Outreach Services Program** – increase in grant funding from last year.
- **Immunisation** – an increase in admin support has been included, offset by a reduction in casual salaries and a small increase in grant funding.
- **Child Care** – slight increase over previous year
- **Youth Strategic Planning** – The School Focused Youth Service Program has been closed by the state government. The impact upon the service is a reduction of 1 FTE staff and the loss of \$50,000 funding to seed new programs. There is no impact upon the budget as this program was fully state government funded.
- **Youth Support** – The state government has reduced the grant for the L2P program by \$6,000. As expenditure for this program is with salary, vehicle cost or mandatory 4 professional driving lessons for each young person there is no capacity to cut and reallocate funding within the budget. The \$6,000 will have a negative impact upon this year's budget.
- **Best Start** – reduction in overall expenditure taking into account a number of programs that have received funding in previous years to provide specific programs that have now been completed.
- **Manager Child Youth and Family Care** - increases grants to a range of community organizations particularly due to the recent Fair Work Australia's Pay Equity Case.

Resources Impact

FTE	Perm't (\$ '000)	Casual (\$ '000)	O/time (\$ '000)	Agency Labour (\$ '000)	Other (\$ '000)	W/cover (\$ '000)	Total Costs (\$ '000)
44.62	4,254	338	45	0	0	89	4,726
FTE 2012/13	46.62						
		FTE 2013/14	44.62				
				var	(-)2.00		

The staff establishment has decreased by 2.00 FTE.

A reduction of 1.00 FTE relates to the School Focused Youth Service which will no longer be funded. In addition, a vacant position within the Family Day Care team was not replaced during 2012/13.

Key Deliverables

Maternal and Child Health

- Provision of support and health monitoring to all families with children including approx 1,600 new births, which is relatively consistent with past years.
- Sponsoring and mentoring of 2 new M&CH students

Youth Strategic Planning and Support

- Provision of a proactive, community initiated, evidence based support and activity services to address youth issues in an accessible, timely and efficient manner.
- Youth Strategic Planning will disseminate the 2012 Communities That Care, (CTC) Survey data benchmarked against the 2002 and 2007 results to formulate new targeted priorities via consultation the 6 CTC Local Area Groups, (LAGs) drafting new Community Action Plans.
- Youth Programs will deliver 750 separate program activity sessions to a patronage of 12,500 young participants
- Youth Support will provide 200 individual young people with 2,400 hours of one to one personal support.

Community Support and Development

- With the windup of the funded Renewal project at Hastings the new Hastings Hub will be transitioned to a new governance arrangement incorporating a high level of community involvement.

Family Day Care

- Provision of over 350,000 hours of care to more than 900 children.
- Expansion of the number of Educators to ensure good accessibility of this service through the Shire.

Best Start Program

- Expansion of a range of services to families and very young children and better linking of these services. The Best Start program has introduced more than a wide variety of new projects to better support more than 7,500 infants and children under the age of 6 and living on the Mornington Peninsula.
- The development of a new Strategic and Early Years plan will provide a clear road map for further service expansion over the coming years.

How will 2013/14 be different from the previous year?

Much of the coming year will involve a continued focus 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 particular, the Early Years unit will be working closely with Kindergartens in the development of a more appropriate Central Registration scheme and occupancy agreements.

The loss of the School Focused Youth Service, (SFYS) program will necessitate Youth Strategic Planning and Support developing new strategies to network with schools and the deployment of a program worker to facilitate the Mornington Peninsula Youth Specific Service Providers Network and nurture sector service cooperation and collaboration; formerly a key role of SFYS.

New Initiatives

Within Priority Projects, a new initiative has been included –

- Community Playgroup Officer \$28.7k

The following ongoing project has also been included:

- Rosebud West Community Hub \$20k

Proposed changes to fees and charges

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 (i.e. FDC & OSHP) 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 6 Healthy, Safe and Connected Communities	6.1 A connected, creative, culturally enriched and knowledgeable community 6.2 Optimal health and wellbeing for all ages and abilities 6.3 Accessible, valued and well utilised community resource 6.4 A safe and supportive community

AGED AND DISABILITY SERVICES

Activities

The **Aged and Disability Services** Unit provides Home and Community Care (HACC) services and other programs, which support 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 and independence, 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 and an activity program is based at Somerville for people with moderate to severe disabilities and/or dementia
- **Senior Citizens Centres** – facilities are provided across the Shire and support to 22 Seniors clubs, including 10 from culturally and linguistically diverse (CALD) backgrounds.

HACC services (assessment, home care, personal care, respite care, delivered meals, planned activity groups) are jointly funded by Local, State and Commonwealth governments.

Budget

Net Cost by Section	Adopted		Variance to		Variance to
	Budget	Forecast	Budget	Budget	Forecast
	2012/13	2012/13	2013/14	2012/13	2012/13
	\$'000	\$'000	\$'000	\$'000	\$'000
H.A.C.C. Administration	(609)	(605)	(650)	(41)	(44)
H.A.C.C. Unit Assessment	(562)	(554)	(602)	(41)	(48)
Home Care General	(527)	(755)	(1,353)	(825)	(598)
Home Care Specific	(99)	(97)	(150)	(50)	(53)
Brokerage Program	1	2	2	1	(0)
Home Maintenance	(139)	(137)	(148)	(9)	(11)
Senior Citizens	(363)	(363)	(378)	(15)	(15)
Access and Mobility	(296)	(293)	(354)	(59)	(61)
Delivered Meals	(483)	(480)	(486)	(3)	(6)
Manager Aged and Disability Service	(946)	(925)	(1,012)	(67)	(88)
Operating Surplus / (Deficit)	(4,023)	(4,206)	(5,131)	(1,108)	(925)

Net Cost by Classification	Adopted		Variance to		Variance to
	Budget	Forecast	Budget	Budget	Forecast
	2012/13	2012/13	2013/14	2012/13	2012/13
	\$'000	\$'000	\$'000	\$'000	\$'000
Revenue					
User Fees	1,607	1,628	1,619	12	(8)
Grants - Recurrent	7,071	7,375	7,365	293	(11)
Total Revenue	8,679	9,003	8,984	305	(19)
Expenses					
Employee Costs	9,589	10,200	10,998	(1,409)	(798)
Materials and Services	1,469	1,405	1,429	40	(24)
Other Expenses	292	251	303	(11)	(52)
Internal Expenses	1,351	1,353	1,384	(33)	(32)
Total Expenses	12,702	13,209	14,115	(1,413)	(906)
Operating Surplus / (Deficit)	(4,023)	(4,206)	(5,131)	(1,108)	(925)

Financial Impact

The increase to Council contribution includes the impact of State Government funding reduction implemented July 2012 (after 12/13 budget was set). The overall impact of this reduction is \$450k (part year effect 12/13 and full year effect 13/14). The remaining increased cost to Council from 12/13 to 13/14 is labour related cost increases.

Major variances to overall budget include:

- Increased recurrent grant of \$293k due to full year effect of 2012/13 HACC growth funding and estimated 2% HACC Unit Price Indexation
- Increased employee costs, 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 2012/13 and HACC indexation at 2% (estimated) has been included and this partially offsets service cost increases. Growth funds for 2013/14 will be advised by Department of Health during the 13/14 financial year and, once known, will be included at mid year budget review and used to meet anticipated service demand increases during 2013/14.

As a strategy to mitigate external funding shortfalls, advocacy continues to State/Commonwealth Governments for adequate HACC Unit prices, indexation rates and growth funds to cover actual cost of service delivery as well as increased need for HACC services from an ageing population.

Resources Impact

FTE	Perm't	Casual	O/time	Agency Labour	Other	W/cover	Total Costs	
	(\$ '000)	(\$ '000)	(\$ '000)	(\$ '000)	(\$ '000)	(\$ '000)	(\$ '000)	
	135.11	9,377	475	406	18	326	397	10,998

FTE 2012/13	135.11	FTE 2013/14	135.11	var	(+)0.00
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There has been no change to the staff establishment, however the FTE may increase during the year through HACC growth funding.

Key Deliverables

- 171,000 hours of home/personal/respite care
- 90,000 delivered meals
- 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

How will 2013/14 be different from the previous year

HACC services are predominantly labour driven, so the year to year cost increases to deliver a status quo budget (i.e. no new services) are determined in large part by employee costs. Without additional funding, it is not possible to provide the same level of services as the previous year.

In relation to external funding, advocacy to the State/ Commonwealth continues to seek to secure maximum available external funds to meet cost increases to existing services and keep pace with demand, in the context of an ageing (and much older than average) population.

For 2013/14, our estimated HACC (State/Commonwealth) grant = \$7.365m (made up of full year effect from the previous year's growth funding and an estimated 2% indexation). This does not include a budget for 2013/14 growth funding which is not known at time of report.

Proposed changes to fees and charges

In line with employee related cost increases and to bring fees in line with other Councils in the Southern Metro Region, 6% fee increases across the range of services will be applied from 1 July 2013 with the exception of delivered meals which will be increased by 8% in line with anticipated food and fuel 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. Clients who are financially disadvantaged can apply for fee reduction or waiver.

New Initiatives

The Positive Ageing Strategy and a range of positive ageing opportunities and events will be implemented, through the Positive Ageing Officer, priority project bid under consideration by Council for 13/14.

Strategic Plan Impact

The operation of this area links directly to the Shire's Strategic Plan as follows –

Goal	Key Outcomes
Goal 6 Healthy, Safe and Connected Communities	6.1 A connected, creative, culturally enriched and knowledgeable community 6.2 Optimal health and wellbeing for all ages and abilities 6.3 Accessible, valued and well utilised community resource 6.4 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 facilitate and development of project/facilities that encourage participation in recreation and strengthen community well being.

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.
- 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.

There are four Key Functional Areas operating with the following team structures:

- **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

Budget

Net Cost by Team	Adopted		Budget	Variance to	Variance to
	Budget	Forecast		Budget	Forecast
	2012/13	2012/13	2013/14	2012/13	2012/13
	\$'000	\$'000	\$'000	\$'000	\$'000
Leisure Planning	(140)	(139)	(180)	(41)	(41)
Events and Festivals	(768)	(764)	(877)	(109)	(112)
Peninsula Community Theatre	(150)	(173)	(175)	(25)	(2)
Recreation Facility Development	(427)	(396)	(467)	(40)	(70)
Community Halls	(880)	(814)	(933)	(53)	(120)
Community Reserves	(21)	(21)	(20)	1	1
Foreshore Camping	806	912	585	(221)	(327)
Mt Martha Golf Course	(181)	(204)	(217)	(36)	(13)
Bittern Stadium	(55)	(54)	(55)	(0)	(0)
Hastings Leisure Centre	(163)	(177)	(237)	(74)	(59)
Mornington Leisure Centre	(485)	(494)	(595)	(109)	(100)
Somerville Leisure Centre	(388)	(393)	(419)	(31)	(26)
Crib Point Pool	(186)	(186)	(186)	(0)	(0)
Pelican Park	(677)	(701)	(827)	(149)	(126)
Manager Recreation and Leisure	(425)	(432)	(429)	(4)	3
Operating Surplus / (Deficit)	(4,140)	(4,038)	(5,031)	(891)	(993)

Net Cost by Classification	Adopted		Budget	Variance to	Variance to
	Budget	Forecast		Budget	Forecast
	2012/13	2012/13	2013/14	2012/13	2012/13
	\$'000	\$'000	\$'000	\$'000	\$'000
Revenue					
User Fees	6,476	6,385	6,517	41	132
Grants - Recurrent	53	4	1	(52)	(3)
Internal Income	21	39	19	(2)	(20)
Total Revenue	6,549	6,427	6,536	(13)	109
Expenses					
Employee Costs	5,301	5,296	5,737	(436)	(441)
Materials and Services	2,918	2,770	2,442	477	328
Other Expenses	342	283	293	49	(10)
Internal Expenses	2,129	2,116	3,095	(966)	(979)
Total Expenses	10,690	10,465	11,567	(877)	(1,102)
Operating Surplus / (Deficit)	(4,140)	(4,038)	(5,031)	(891)	(993)

Financial Impact

The net cost of \$5.031m is an increase of \$891k to last year's budget and \$993k to forecast.

Major variations include:

- **Leisure Planning** – the increase reflects the implementation of the Playground Program and the 0.5EFT required to undertake this work, these additional funds are off-set through the Capital Works Program.
- **Events and Festivals** – the increase relates to additional infrastructure costs required for significant events such as Australia Day and Pet n Pony, these events continue to attract increase community participation. In addition, an increase in costs associated with the New Years Eve 'No Nonsense, No Entertainment' Strategy.
- **Peninsula Community Theatre** – the increase relates to a reduction in income due to reduced usage.
- **Community Halls** – normal operational increases and associated utilities.
- **Foreshore Camping** – will achieve a greater surplus based on the opening of Section 10A in Rosebud (in 2011/12) which provides an additional 77 campsites.
- **Mt Martha Golf Course** - additional costs are associated with utilities and adjustments to income to cater for impact of increase in extreme weather days.
- **Mornington Leisure Centre (David Collings Leisure Centre)** – the variance relates to loss of income for kiosk, gymnastics and child care, which are affected by the building works as part of the David Collings Leisure Centre Redevelopment.
- **Pelican Park Recreation Centre** – increases in normal operational expenses, including award and EBA increases and utilities and a reduction in income.
- **Somerville Recreation Centre** – Award and EBA increases and increase in Crèche expenditure relates to legislative changes and a requirement to have increased ratios of carers to children.
- **Hastings Leisure Centre (Hastings Community Hub)** – Increase in salaries to accommodate an increase in FTE of 1.25 for continued customer service.

Resources Impact

FTE	Perm't (\$ '000)	Casual (\$ '000)	O/time (\$ '000)	Agency Labour (\$ '000)	Other (\$ '000)	W/cover (\$ '000)	Total Costs (\$ '000)
59.95	5,185	435	14	0	0	102	5,737

FTE 2012/13	58.70	FTE 2013/14	59.95	var	(+)1.25
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The staff establishment has increased by 1.25 FTE for the inclusion of continued customer service at the Hastings Community Hub and to assist in marketing and building the facility profile.

Casual Foreshore Camping resources and casual Hall Booking Staff has been included on the basis that it is fully funded through additional income.

Community & Special Events administration casual salaries have been increased, but is fully funded by reallocation of External Professional Funds.

Key Deliverables

Sport & Leisure

- Attendance at Leisure Facilities = 475,000 attendances.

Foreshore Camping

- Provision and management of 1100 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.
- Support of a range of community priority projects / events.

Recreation Planning

- On-going direct liaison and assistance to 125 sporting clubs
- Preparation and adoption of strategic documents (e.g. Playground Strategy).
- Implementation of adopted Long Term Master Plans (e.g. Bunguyan Reserve Tyabb).

How will 2013/14 be different from the previous year?

In essence services remain the same as last year, there will be efficiencies gained through approved process and procedures. A number of team will be seeking to make best use of technology and move to online booking systems (foreshore camping, halls & community buses).

The biggest change will be a short to medium term office relocation for Hastings Recreation office staff to the Pound Road facility. This is to assist the Hastings Civic Building Accommodation Strategy and provide an opportunity to commence refurbishment of the existing Hastings Civic building and allow remodeling of the floor area to better accommodate existing staff while allowing for growth. This will also provide better spacial allocations for Recreation staff and improve storage capacity.

Recreation Planning:

- Implementation of Roadside Equestrian and Mountain Bike Trails Strategy.

Sport & Leisure:

- David Collings Leisure Centre Redevelopment Project - 2013-14 will see the commencement of Stage 1 Civic Reserve Mornington Master Plan. In practical terms this will mean significant building works at the facility for the next 12 months and relocation of many existing programs during this time. The refurbishment and upgrade of the David Collings Leisure Centre will include improvements to customer service and reception areas, kiosk servery facilities and increased program rooms.

This stage will also see the relocation of the Mornington Tennis Club to the facility. The Mornington Peninsula Table Tennis Association will receive 2 additional courts as part of the redevelopment project. This will create a significant Community Leisure Hub for active and passive recreation.

New Initiatives

Within Priority Projects, a new initiative has been included

- Business Plan – David Collings Leisure Centre \$20k

The following ongoing priority project has also been included:

- Community and Special Events \$160k.

Proposed changes to fees and charges

Increases in Fees & Charges (where applicable) have generally increased by CPI. In some instances (e.g. Mt Martha Public Golf Course, Sporting Clubs and Community Halls) changes to fee structure occurs on a bi-annual 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 Improving Community Facilities	3.1 Planning, developing and maintaining community facilities
Goal 5 Enhancing the Coastal Experience	5.1 A well managed coast
Goal 6 Healthy, Safe and Connected Communities	6.1 A connected, creative, culturally enriched and knowledgeable community 6.2 Optimal health and wellbeing for all ages and abilities 6.3 Accessible, valued and well utilised community resource 6.2 A safe and supportive community

Activities

Mornington Peninsula Library Service provides free access to books, information resources and services, audio visual materials, digital resources including eBooks and computer technology to the people of the Mornington Peninsula. Services are provided via four branch libraries and a mobile library service which visits 16 townships across the Peninsula each week.

Our Library provides a comfortable and welcoming place for members of the community to find information, borrow books and other items, learn, meet, socialise, reflect and relax. Borrowers of all ages are welcome and membership is free to all Australian 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 a team of dedicated volunteers.

Arts and Culture within the unit is focused upon the implementation of the Arts and Culture Strategy aimed at raising community access and engagement to cultural experiences and building 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.

MPRG has been named as the sole Victorian gallery to host the Archibald Prize exhibition for 2013. Projected visitation for the exhibition in June 2013 is expected to exceed MPRG's normal annual visits. Not only will this exhibition put the Mornington Peninsula in the national spotlight but it will also have enormous flow on benefits for the broader Mornington Peninsula community. The Archibald Prize is regarded as the most important portraiture prize in Australia. In recent years this exhibition has toured immediately after its presentation at the AGNSW, to a sole venue in Victoria. In 2011-12 the exhibition was shown at the TarraWarra Museum of Art (Yarra Ranges Shire) where it attracted large numbers of visitors over a relatively short time frame.

Local History Services are focused upon increasing community access to, and preservation of the documented cultural heritage of the Mornington Peninsula. A key initiative in its third year in 2013-14 is the Local History Digitisation Project which is systematically scanning and digitising significant and at risk documents and other material held by local history museums.

Budget

Next Cost by Section	Adopted		Variance to		Variance to
	Budget	Forecast	Budget	Budget	Forecast
	2012/13	2012/13	2013/14	2012/13	2012/13
	\$'000	\$'000	\$'000	\$'000	\$'000
Arts and Culture Coordination	(110)	(110)	(114)	(4)	(4)
Local History Program	(81)	(81)	(84)	(2)	(2)
Libraries Administration	(209)	(190)	(299)	(90)	(109)
Collection Management	0	1	1	1	1
Home Library	(46)	(46)	(48)	(2)	(2)
Rosebud Library	(1,093)	(1,092)	(1,108)	(15)	(17)
Mornington Library	(1,162)	(1,160)	(1,256)	(94)	(96)
Hastings Library	(796)	(795)	(848)	(52)	(54)
Somerville Library	(283)	(282)	(267)	16	16
Mobile Library	(286)	(288)	(299)	(13)	(10)
M.P. Regional Gallery	(914)	(913)	(915)	(1)	(2)
Operating Surplus / (Deficit)	(4,981)	(4,957)	(5,237)	(256)	(280)

Net Cost by Classification	Adopted		Variance to		Variance to
	Budget	Forecast	Budget	Budget	Forecast
	2012/13	2012/13	2013/14	2012/13	2012/13
	\$'000	\$'000	\$'000	\$'000	\$'000
Revenue					
User Fees	316	307	297	(18)	(10)
Grants - Recurrent	963	1,005	1,002	39	(3)
Total Revenue	1,278	1,312	1,299	21	(13)
Expenses					
Employee Costs	3,836	3,842	4,047	(211)	(204)
Materials and Services	998	1,039	1,008	(9)	31
Other Expenses	76	34	38	38	(4)
Internal Expenses	1,349	1,353	1,444	(94)	(90)
Total Expenses	6,259	6,269	6,536	(277)	(267)
Operating Surplus / (Deficit)	(4,981)	(4,957)	(5,237)	(256)	(280)

Financial Impact

The net cost of \$5.237m is an increase of \$256k to last year's budget and \$280k to forecast.

Major variations include:

- **Arts and Culture Co-ordination** – Award and EBA increases and normal increases in operational costs.
- **Libraries Administration** – Income has decreased in the area of fines and prosecutions as a result of the introduction of an email notification system where customers receive an email reminder two (2) days before their items are due to be returned so they can either renew their items or return them without penalty of late charges. This decrease in income is offset by a decrease in expenditure for purchase or pre-fabricated letters for overdue reminders. Normal

increases in other operating expenses and increases in employee costs due to Award and EBA increments have also been included.

- **Rosebud Library** – Award and EBA increases and normal increases in operational costs.
- **Mornington Library** - Award and EBA increases and normal increases in operational costs.
- **Hastings Library** - Award and EBA increases and normal increases in operational costs.
- **Collection Management** – this section is fully funded from the capital works program via capital recoveries. Increases due to Award and EBA increments and increases in materials, have been fully offset by an increase in capital recovery.
- **Mornington Peninsula Regional Gallery** – Award and EBA increases, normal increases in operational costs and a reduction in donations received. Monthly website hosting charges are a new expenditure relating to the Galleries new website that operates side by side with the Shire. Expenditure associated with hosting of the Archibald Prize exhibition is not expected to exceed anticipated income, resulting in a balanced budget.

Resources Impact

FTE	Perm't (\$ '000)	Casual (\$ '000)	O/time (\$ '000)	Agency Labour (\$ '000)	Other (\$ '000)	W/cover (\$ '000)	Total Costs (\$ '000)
45.63	3,362	512	80	21	0	72	4,047

FTE 2012/13	45.63	FTE 2013/14	45.63	var	(+)0.00
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The staff establishment remains unchanged.

Key Deliverables

- Library loans – 1,500,000
- Library visits – 700,000
- Library information enquiries 38,000
- Library activities attendance – 23,000
- Library home library service loans – 16,000
- Regional Gallery attendance – 50,000
- Regional Gallery exhibitions – 14-16

The Library's focus is on raising literacy across the community and increasing access to information, technology and lifelong learning.

Implementation of the adopted Arts and Culture Strategy 2012-13 to 2014-15 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.

How will 2013-14 be different from the previous year?

- Ongoing implementation of the adopted **Arts and Culture Strategy 2012-13 to 2014-15** will focus on establishment of an Arts and Culture Advisory Panel (ACAP) a Shire e-Team, an Arts and Culture Facilities Audit, a Marketing and Communications Plan, a Public Art Policy and Management Plan and a position bid for a 0.6 FTE Community Arts Projects Officer.
- Literacy programs through *Our Library* will continue to accelerate with:
 - A review of **Literacy Villages** and the establishment of a Shire Literacy Advisory Committee and development of a Shire Literacy Action Plan; and
 - The third stage rollout of the **Ready Set Read** program focusing on outreach to 3-4 years olds in the Western Port catchment and investigating a trial program focused on parents of children aged 0-2 years.
- The **Library Futures Strategy**, aimed at providing Council with a five (5) year road map for development of library services focusing on: extended weekend opening hours, building redevelopment, services to the aged and addressing challenges facing libraries accessing information in the digital age

- *Our Library's **Get Net Smart: Making IT Click*** programs will be refocused to concentrate on one-on-one technology classes by appointment program to assist the community in resolving difficulties in dealing with internet and Office software
- *Our Library's **yourtutor** and **Lifelong Learning*** service which provides online homework assistance to students of all ages, will expand it's reach across the community
- The Shire's 3rd **Festival of Arts and Ideas** will be held in October 2013 and will feature an increasing breadth of programs and locations
- *Our Library* will continue planning for the introduction of **Radio Frequency Identification (RFID)** systems with the aim of raising the standard of customer service and increasing the efficiency of library front desk operations
- A planned refurbishment of the **Mobile Library** trailer, achieved via State and Shire funding, will take place in September-October 2013 and will be followed by a Shire wide public relations campaign to raise public awareness of the Mobile Library service.
- Development of **Our Library** and MPRG's new **website** will enable greater interactivity and content-rich access to a wide range of information, including pod-casts and e-learning resources
- Implementation of the **Local History Development Plan** will consolidate and strengthen new programs introduced in 2010/11 and 2011/12, in particular the Local History Digitisation Program which aims to preserve into perpetuity rare and significant holdings of the local history societies, Oral history project and PROV Travelling Exhibition "Postcards from the Mornington Peninsula"
- Ongoing planning and implementation of the **Archibald Prize Exhibition** at MPRG will put the peninsula in the national spotlight and will provide ongoing benefits to the broader peninsula community.

New Initiatives

Within Priority Projects, a number of new initiatives have been included –

- Oral History Preservation Project \$15k
- Travelling Heritage Exhibition "Postcards from the Mornington Peninsula" \$6k
- Community Arts Project Officer \$50k

A number of ongoing projects have also been included –

- Literacy Villages (Stage 3) \$64K
- Local History Digitisation project (Stage 3) \$40k
- Music Instrument and Bursary Program (Stage 3) \$20k
- Community Grant Scheme – ArtsStream (Stage 3) \$35k
- Arts and Culture Strategy Project (Stage 4) \$20k

Proposed changes to fees and charges

Due to the introduction of an email notification system to customers it is estimated that income from fees and charges will fall by around \$28k in 2013-14. A new email notification system for borrowers across the library service have contributed to a decline in fines and prosecutions income, while at the Regional Gallery it is estimated that provision of a discounted Admission Charge to Seniors will result in a marginal negative affect on income.

Strategic Plan Impact

The provision of popular and well used Library facilities and activities will ensure that all residents can:

- Engage in lifelong learning;
- 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 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 Improving Community Facilities	3.1 Planning, developing and maintaining community facilities
Goal 6 Healthy, Safe and Connected Communities	6.1 A connected, creative, culturally enriched and knowledgeable community

Activity

This area recognises the role of the Director in providing leadership and direction to the Group. It also includes a range of social policy and planning activities underpinned by community development principles that are undertaken by the Social Planning and Community Development (SP&CD) Unit within the Directorate.

The SP&CD Unit is committed to supporting and strengthening the Shire's diverse communities through planning and implementing strategies which facilitate optimal health and well being outcomes, and that address inequities in the lives of Peninsula communities.

In essence, the Unit actively works with and for communities to:

- Realise optimal health and wellbeing.
- Promote community participation and empowerment.
- Achieve social justice through access and equity.

The Unit is responsible for leading the following Key Work Areas:

Aboriginal Culture, Support and Development

Promoting reconciliation and access to services for indigenous people, facilitating social support networks, raising cultural awareness and protecting cultural heritage.

Access & Equity

Access and equity reflects the principle that everyone should be able to access government and community facilities and services equitably, regardless of their cultural, linguistic or religious backgrounds.

- Human Rights Promotion and Education.
- Cultural Diversity.
- Social Justice Initiatives.

Community Development

A community development approach promotes community participation and encourages development and support of local initiatives which address social issues and enhance community well being.

- Community Art Projects.
- Volunteering Mornington Peninsula (VMP).

Disability Awareness and Social inclusion

Increasing access to community inclusion for people with disabilities i.e. Supporting All Abilities Week and offering community awareness programs, access audits and training.

Health and Well Being

Planning and implementing actions that facilitate optimal health and well being outcomes i.e. food security, responsible gaming, and harm minimisation in relation to drug and alcohol use.

Housing Rights and Issues

Advocating and facilitating policy and planning for more affordable appropriate and secure housing i.e. encouraging a healthy well regulated rooming houses sector and caravan and residential parks; promoting affordable housing opportunities with relevant partners such as the State Government and Housing Associations

Social Research, Policy and Planning

Participatory action research, local action plans, community needs assessments, demographics etc. to support policy development and planning. i.e. Social Housing Policy and Housing Needs Assessment, Integrated Local Area Planning

Budget

Net Cost by Team	Adopted		Variance to		Variance to
	Budget	Forecast	Budget	Budget	Forecast
	2012/13	2012/13	2013/14	2012/13	2012/13
	\$'000	\$'000	\$'000	\$'000	\$'000
Social Planning	(248)	(266)	(265)	(17)	1
Aboriginal Projects	(73)	(104)	(92)	(19)	11
Community Access Planner	(99)	(99)	(104)	(6)	(6)
Community Renewal Project	(24)	(49)	21	45	70
Community Wellbeing and Development	(117)	(116)	(117)	0	(0)
Housing and Social Justice	(114)	(114)	(119)	(4)	(5)
Metro Access Program	(26)	(21)	(14)	12	7
Volunteer Program	(95)	(95)	(99)	(4)	(4)
Director Sustainable Communities	(506)	(506)	(499)	7	6
Operating Surplus / (Deficit)	(1,302)	(1,369)	(1,289)	13	80

Net Cost by Classification	Adopted		Variance to		Variance to
	Budget	Forecast	Budget	Budget	Forecast
	2012/13	2012/13	2013/14	2012/13	2012/13
	\$'000	\$'000	\$'000	\$'000	\$'000
Revenue					
User Fees	13	17	14	1	(2)
Grants - Recurrent	481	648	289	(191)	(359)
Internal Income	0	17	0	0	(17)
Total Revenue	494	681	304	(190)	(377)
Expenses					
Employee Costs	1,372	1,408	1,181	190	227
Materials and Services	182	196	173	10	23
Other Expenses	41	226	44	(3)	182
Internal Expenses	201	220	194	7	25
Total Expenses	1,796	2,050	1,593	204	458
Operating Surplus / (Deficit)	(1,302)	(1,369)	(1,289)	13	80

Financial Impact

The net cost of \$1.289m is a decrease of \$13k to last year's budget and \$80k to forecast.

Major variations include:

- **Community Renewal - Rosebud West** project funding ceases in the 2013/14 year after 6 years of funding from the State Government.
- **Aboriginal Cultural Heritage Program** - the Aboriginal Cultural Heritage Officer position was increased to 1.0 FTE during the 2012/13 year. The increase in cost will be recovered through work completed on capital works projects.

Resources Impact

FTE	Perm't (\$ '000)	Casual (\$ '000)	O/time (\$ '000)	Agency Labour (\$ '000)	Other (\$ '000)	W/cover (\$ '000)	Total Costs (\$ '000)	
	11.80	1,147	16	0	0	0	18	1,181
FTE 2012/13	13.10							
FTE 2013/14								
				var	(-)1.30			

The staff establishment has decreased by 1.3 FTE due to the reduction of 2.0 FTE for the completion of the Community Renewal program. This has been offset by an increase during 2012/13 of 0.7 FTE for the Aboriginal Cultural Heritage Officer which is now 1.0 FTE.

Key Deliverables

Among the deliverable for 2013/14 are:

- Housing models investigated and developed for Police Point and Rosebud West site.
- A collaborative food rescue model developed and implemented.
- Community garden checklist and guideline developed to assist and inform community and Council .
- Partnership between Shire and Pendap to take an intergenerational approach to harm minimisation.
- Community resilience and awareness on the prevention of domestic violence in relation to women and children in partnership with key agencies.
- Coordination across Council and non government agencies in response to Rooming house sector (including unregistered rooming houses).
- Community managed Neighbour Day model developed.
- Implementation of a new Disability Action Plan and the drafting of a new Health and wellbeing Plan.
- New mobility map for key Activity Centre.
- Awareness raised for local government and other public sector agencies in relation to implementation of the Victorian Human Rights Charter, Disability Discrimination Act.
- Research and data on housing needs including supply and demand and identified gaps.
- Continued support to and facilitation of the Triple A Housing Committee, the Health Wellbeing Committee, and the Willum Warrain Board.
- Series of service provider information forums and workshops on a range of identified community needs.
- Aboriginal Cultural Heritage Awareness Training and Education.
- Reconciliation Plan activities including special Council presentations and community activities and updated Reconciliation Plan.
- Implementation of Food Access Policy; Food Access Forums, and partnership with Monash university for Food Basket Survey and report.
- Facilitation of Council Consultative Committee on Gaming and response to gaming applications and new licensing arrangements.
- Community arts projects in identified local communities .
- 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, International Women's Day, Environment Day, All Abilities Week.
- Most Cultural Heritage Management Plans developed in house.

How will 2013/14 be different from the previous year?

- Increased interest and demand for fair and affordable access to food and healthy eating.
- Major impact from the close of the State funded Community Renewal project in Rosebud West and Neighbourhood renewal Hastings will increase demand on SP&CD to continue connections and place based support.

- Increased Aboriginal population placing increased demand for HACC services and social support for Aboriginal community members as the number of client contacts grow.
- Willum Warrain Aboriginal Gathering Place open for business and seeking further external funds for a range of community programs.

New Initiatives

Within Priority Projects, a number of new initiatives have been included –

- MP Prevention of Violence Charter and Action Plan \$20k
- Place Planning \$15k
- Access & Equity Policy Implementation \$10k
- Human Rights Project \$8k
- Let's Talk About Alcohol \$10k
- Police Point Respite Houses \$10k

A number of ongoing projects have also been included:

- Disability Action Plan \$15k.
- Mobility Maps \$10k
- Triple A Housing Policy \$25k.
- Packaged Liquor Licences Research \$10k
- Health and Wellbeing Plan \$30k.
- Reconciliation Action Plan \$15k
- Food Access Action Plan Implementation \$20k.
- Interface Council Research Project \$10k

Proposed changes to fees and charges

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 Improving Community Facilities	3.1 Planning, developing and maintaining community facilities
Goal 5 Enhancing the Coastal Experience	5.1 A well managed coast
Goal 6 Healthy, Safe and Connected Communities	6.1 A connected, creative, culturally enriched and knowledgeable community 6.2 Optimal health and wellbeing for all ages and abilities 6.3 Accessible, valued and well utilised community resource 6.4 A safe and supportive community
Goal 8 Innovative, Responsive, Value for Money Service Delivery	8.1 Good governance. 8.2 Quality people. 8.3 Responsible financial management. 8.4 Effective leadership, advocacy and 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 Council offices; they are the people that answer the main telephone number and provide our cashiering function. They also do many other tasks, 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	Adopted		Variance to		Variance to
	Budget	Forecast	Budget	Budget	Forecast
	2012/13	2012/13	2013/14	2012/13	2012/13
	\$'000	\$'000	\$'000	\$'000	\$'000
Governance Operations	(976)	(969)	(1,045)	(69)	(76)
Councillors	(909)	(924)	(904)	4	20
Hall Keepers	(284)	(286)	(295)	(11)	(8)
Customer Services	(1,743)	(1,731)	(1,784)	(40)	(53)
Insurances	(315)	(250)	(419)	(103)	(169)
Manager Governance	(320)	(316)	(329)	(10)	(14)
Operating Surplus / (Deficit)	(4,547)	(4,477)	(4,776)	(229)	(300)

Net Cost by Classification	Adopted			Variance to	Variance to
	Budget	Forecast	Budget	Budget	Forecast
	2012/13	2012/13	2013/14	2012/13	2012/13
	\$'000	\$'000	\$'000	\$'000	\$'000
Revenue					
User Fees	967	1,046	1,031	64	(15)
Internal Income	277	277	248	(29)	(29)
Total Revenue	1,244	1,323	1,279	35	(44)
Expenses					
Employee Costs	3,076	3,046	3,173	(97)	(127)
Materials and Services	1,552	1,577	1,703	(151)	(126)
Other Expenses	571	583	578	(7)	5
Internal Expenses	593	593	601	(8)	(8)
Total Expenses	5,791	5,799	6,055	(264)	(256)
Operating Surplus / (Deficit)	(4,547)	(4,477)	(4,776)	(229)	(300)

Financial Impact

The net cost of \$4.776m is an increase of \$229k to last year's budget and \$300k to forecast.

Major variations include:

- **Governance Operations** – due to the usual employee cost increases, an increase in legal costs and provision for Council memberships of the South East Metro Group of Councils and the National Sea Change Task Force. All Council corporate memberships are now contained within the Governance Operations budget.
- **Councillors** - A range of minor increases in Councillor allowances, conferences, parking and travel.
- **Customer Service** – due to EB employee cost increases.
- **Insurances** – insurance premiums continue to increase due to national and global fires, floods and natural disasters, despite the Shire's excellent performance in risk management.

Resources Impact

FTE	Perm't	Casual	O/time	Agency Labour	Other	W/covers	Total Costs	
	(\$ '000)	(\$ '000)	(\$ '000)	(\$ '000)	(\$ '000)	(\$ '000)	(\$ '000)	
	39.72	2,972	73	27	0	33	69	3,173

FTE 2012/13	39.98	FTE 2013/14	39.72	var	(-)0.26
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The staff establishment has decreased by 0.26 FTE due to the conversion to casual salaries.

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 Regional Waste Management Group for four meetings per year.
- Resourcing the Cemetery Trust for four meetings per year.

- The Customer Service team answers around 255,000 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 77,000 payments made 'in person' at each of the Customer Service Centres.
- Mailing new resident kits to 2,000 new residents to the Shire.
- Issuing 30,000 animal registrations, 3,000 disabled parking permits and 3,300 boat ramp permits annually, receipting the payments and managing the databases.
- 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.

How will 2013/14 be different from the previous year?

- The year ahead will focus predominantly on a range of matters required to be undertaken after each Council election. This includes reviewing delegations, the Councillor Code of Conduct and corporate policies.
- As in previous years we will continue on our proactive risk management including Conducting 'Ethics and Integrity Training' compulsory training workshops for team members and the monitoring of legislation compliance.
- With the adoption of the Risk Management Strategy and Risk Management Policy it is proposed that Council's Insurers conduct workshops with Managers and Team Leaders on the application of the Strategy and Policy. This will include a review of strategic and high operational risks to ensure the correct analysis and risk treatment plans are in place.
- The Fraud Control Strategy and Fraud Prevention Policy will also be the subject of awareness and information sharing workshop, facilitated by Council's insurers.
- The review of options for electronic agendas and documents to a range of stakeholders including Councillors, staff and community aimed at sustainable practices will occur.
- The review of the Procurement Policy and the 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, conduct of a review for the management of all incoming emails from the public, and the lodgement of requests electronically either over the Shire's new web site and/or the new Shire App will continue.

New Initiatives

There are no new or ongoing Priority Projects allocated to this Unit.

Proposed changes to fees and charges

Fees proposals for Animal Registrations are as follows –

- Dog – De-sexed \$36.00 Increase of \$1.50
- Cat – De-sexed \$34.50 Increase of \$1.50
- Dog – Intact \$167.50 Increase of \$6.00
- Pensioner Dog – De-sexed \$19.75 Increase of \$0.75
- Pensioner Cat – De-sexed \$18.25 Increase of \$0.75
- Pensioner Dog – Intact \$85.50 Increase of \$3.00

It should be noted the State Government Animal Contributions Levy for dogs and cats totals \$101k, with each dog levy contributing \$3.50 and each cat contributing \$2.00.

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 6 Healthy Safe and Connected Communities	6.4 A safe and supportive community
Goal 8 Goal 8 Innovative, Responsive, Value for Money Service Delivery	8.1 Good governance 8.2 Quality people 8.3 Responsible financial management 8.4 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 96,000 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 Section	Adopted		Budget 2013/14 \$'000	Variance to	
	Budget	Forecast		Budget	Forecast
	2012/13 \$'000	2012/13 \$'000		2012/13 \$'000	2012/13 \$'000
Property Strategy	4,552	4,532	4,397	(155)	(135)
Property Operations	985	991	1,307	323	316
Property Disposal	(60)	(60)	(60)	0	0
Valuations	(532)	(453)	(510)	22	(56)
Manager Property and Valuation	(202)	(199)	(210)	(8)	(11)
Operating Surplus / (Deficit)	4,742	4,811	4,925	183	114

Net Cost by Classification	Adopted			Variance to	
	Budget	Forecast	Budget	Budget	Forecast
	2012/13	2012/13	2013/14	2012/13	2012/13
	\$'000	\$'000	\$'000	\$'000	\$'000
Revenue					
User Fees	2,153	2,217	2,708	555	492
Internal Income	4,823	4,823	4,874	51	51
Total Revenue	6,976	7,040	7,583	606	543
Expenses					
Employee Costs	1,450	1,437	1,503	(53)	(66)
Materials and Services	431	439	761	(330)	(322)
Other Expenses	150	150	180	(30)	(30)
Internal Expenses	203	203	213	(10)	(10)
Total Expenses	2,234	2,228	2,658	(424)	(429)
Operating Surplus / (Deficit)	4,742	4,811	4,925	183	114

Financial Impact

The net surplus of \$4.925m has increased by \$183k from last year's budget and \$114k to forecast.

Major variations include:

- **Property Strategy** – Council's property portfolio has been reviewed for recharge purposes. The property recharge is a notional rental cost allocated to Council property for Competitive Neutrality purposes, and is a non-cash item. Allowances made for Council's liability for the Fire Services Property Levy tax that will be implemented in 2013/2014 have also contributed to the variation.
- **Property Operations** – whilst there are some changes on the expenditure side, the significant change is that property rental income will generate an additional \$467k through rent generated from the Rosebud Shopping Centre in Wannaeue Place which was purchased by Council in 2013. In addition, bathing box rental fees are budgeted to increase by \$14k.
- **Property Disposal** – expenses relating to the consideration of the Mt Martha Quarry disposal have been included.
- **Valuations** – due to the normal employee cost increases and increases in the sale of valuation data to the State Revenue Office and other authorities.

Resources Impact

FTE	Perm't (\$ '000)	Casual (\$ '000)	O/time (\$ '000)	Agency Labour (\$ '000)	Other (\$ '000)	W/cover (\$ '000)	Total Costs (\$ '000)	
	15.63	1,481	0	1	0	0	22	1,503
FTE 2012/13	15.63							
FTE 2013/14				15.63				
var				(+)0.00				

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.
- Completion of the 2014 General Revaluation (effective from 1 January 2014 and for use in the 2014/15 rating year)
- Issue licence agreement to bathing box and boatshed occupants.
- Implementation of outcomes identified in the Strategic Review of Council property holdings.

How will 2013/14 be different from the previous year?

- A number of property disposals, including the former Mount Martha Quarry, will be prepared for consideration by Council.
- Several significant commercially leased properties are due to expire in 2013. Whether they should be offered through an expression of interest/tender process will need to be considered by Council.
- 2013/2014 will be the first time the State Government Fire Services Property Levy will be collected by Council as part of the issuing of rate notices. As the levy is based on a property's classification and Capital Improved Value, it is expected to increase the number of enquiries and objections made to the Valuations team.

New Initiatives

Within Priority Projects, the following new initiatives have been included:

- Mornington Structure Plan – Implementation Strategy \$80k
- Fire Services Property Levy – implementation \$50k

Proposed changes to fees and charges

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 \$365.40 to \$385.00 (being 5%)

Strategic Plan Impact

The operations of this area links directly to the Shire's Strategic Plan as follows –

Goal	Key Outcomes
Goal 2 Enhancing Public Places and Spaces	2.1 Planning, developing and maintaining property, infrastructure and open space assets.
Goal 8 Innovative, Responsive, Value for Money Service Delivery	8.1 Good governance. 8.3 Responsible financial management.

INFORMATION SERVICES

Activities

The **Information Services Unit** manages the computer technology, telecommunications, email, GIS and the correspondence and data storage, retrieval 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 electronic storage of all corporate information. Future developments include investigations of where continuous improvement opportunities arise by more widely utilising Objective workflow features, 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	Adopted		Budget 2013/14 \$'000	Variance to	
	Budget	Forecast		Budget	Forecast
	2012/13 \$'000	2012/13 \$'000		2012/13 \$'000	2012/13 \$'000
I.T. Operations	(1,479)	(1,466)	(1,799)	(320)	(333)
Geographic Information System (GIS)	(405)	(396)	(418)	(14)	(22)
Records Management	(256)	(275)	(272)	(16)	4
Manager Information Services	(175)	(207)	(182)	(7)	24
Operating Surplus / (Deficit)	(2,315)	(2,344)	(2,672)	(357)	(327)

Net Cost by Classification	Adopted		Variance to		Variance to
	Budget	Forecast	Budget	Budget	Forecast
	2012/13	2012/13	2013/14	2012/13	2012/13
	\$'000	\$'000	\$'000	\$'000	\$'000
Revenue					
Statutory Fees and Fines	3	3	3	0	0
User Fees	15	23	15	0	(8)
Internal Income	2,525	2,538	2,810	285	272
Total Revenue	2,543	2,564	2,828	285	264
Expenses					
Employee Costs	2,151	2,176	2,293	(142)	(117)
Materials and Services	2,426	2,452	2,900	(474)	(448)
Other Expenses	21	21	35	(15)	(15)
Internal Expenses	260	260	271	(11)	(11)
Total Expenses	4,858	4,909	5,500	(642)	(591)
Operating Surplus / (Deficit)	(2,315)	(2,344)	(2,672)	(357)	(327)

Financial Impact

The net cost of \$2.672m is an increase of \$357k over last year's budget and \$327k reduction in the forecast. The main reason is the increase in recharge income.

Major variations include:

- **IT Operations** – In 2013-2014 all computer servers and storage devices are due to be replaced and lease costs have been projected to increase by \$48k to accommodate significant increases in storage needs. Increases in computer systems Support and Maintenance costs by \$173k reflect CPI increases by system vendors, upgrades in functionality for existing systems, and the addition of new functionality. Upgrade of the telephone Shire telephone system from a 12 year old analogue system to a digital Voice over Internet Protocol (VoIP) system. Estimated cost: \$250,000 per year for five years.
- **GIS** – due to EB employee cost increases.
- **Records Management** – Increases in Employee Cost and internal cost allocations account for most of the \$16k variance
- **FOI** - Significant growth in the number of FOI submissions received.

Resources Impact

FTE	Perm't (\$ '000)	Casual (\$ '000)	O/time (\$ '000)	Agency Labour (\$ '000)	Other (\$ '000)	W/cover (\$ '000)	Total Costs (\$ '000)	
	24.50	2,165	48	19	0	0	62	2,293

FTE 2012/13	24.50	FTE 2013/14	24.50	var	(+)0.00
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The staff establishment remains unchanged.

Key Deliverables

- Support and maintenance and the security of 800+ PCs
- Support and maintenance of the storage and server infrastructure that hosts over 100 applications and back-office systems, and protection of the network and its data from malicious attack

- Management of the Shire's telephone and internet systems
- 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.

How will 2013/14 be different from the previous year?

Much of the coming year will be focused on maintaining the existing environment and completing projects already in progress or soon to commence. These include

- replacement of the current analogue telephone system with a digital (Voice over IP or VoIP) system
- the implementation of upgrades to the Shire's entire server and storage environment in the second half of 2013. This is essential for two reasons
 - Leases for the current array of servers and Storage Area Networks (SANS) mature in the Spring of 2013
 - Storage requirements have increased significantly and server functionality (memory, processing power) must keep pace with technological change in order to deliver the storage and retrieval outcomes required of modern systems

Smart scanning is being deployed to streamline the processing of paper-based repetitious correspondence, and now further opportunities will be explored to take this highly productive process to new levels

New Initiatives

Within the priority projects, the following ongoing project has been included –

- Aerial Photo Acquisition \$35k

Proposed changes to fees and charges

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 8 Innovative, Responsive, Value for Money Service Delivery	8.1 Good governance. 8.3 Responsible financial management. 8.4 Effective leadership, advocacy and engagement.

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 1,300 staff (667 fte + casuals) 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 96,000 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

Next Cost by Section	Adopted		Budget 2013/14 \$'000	Variance to	
	Budget	Forecast		Budget	Forecast
	2012/13 \$'000	2012/13 \$'000		2012/13 \$'000	2012/13 \$'000
Financial Accounting	(510)	(509)	(516)	(6)	(7)
Payroll Operations	(0)	1	(0)	(0)	(1)
Employee Overheads	0	0	0	0	0
Management Accounting	(181)	(183)	(178)	3	4
Revenue Management (Rates)	(1,631)	(1,630)	(1,721)	(90)	(92)
Plant and Equipment	92	92	47	(46)	(46)
Manager Finance	(0)	5	0	0	(4)
Operating Surplus / (Deficit)	(2,230)	(2,223)	(2,369)	(138)	(145)

Net Cost by Classification	Adopted		Variance to		Variance to
	Budget	Forecast	Budget	Budget	Forecast
	2012/13	2012/13	2013/14	2012/13	2012/13
	\$'000	\$'000	\$'000	\$'000	\$'000
Revenue					
Statutory Fees and Fines	130	130	140	10	10
User Fees	1,455	1,455	1,495	39	39
Internal Income	3,369	3,332	3,359	(10)	27
Total Revenue	4,954	4,917	4,993	39	76
Expenses					
Employee Costs	2,511	2,504	2,636	(125)	(132)
Materials and Services	3,822	3,785	3,840	(18)	(54)
Other Expenses	161	161	168	(7)	(7)
Internal Expenses	690	690	718	(28)	(28)
Total Expenses	7,184	7,140	7,362	(178)	(222)
Operating Surplus / (Deficit)	(2,230)	(2,223)	(2,369)	(138)	(145)

Financial Impact

The net cost of \$2.369m is an increase of \$138k to last year's budget and \$145k to forecast.

Major variances are –

- **Financial Accounting** – due to EB cost increases.
- **Payroll Operations** – due to EB cost increases.
- **Employee Overheads** - employee costs for annual leave, long service leave and superannuation are fully recovered from departmental employee cost budgets.
- **Management Accounting** - due to EB cost increases.
- **Revenue Management (Rates)** - Award and EBA increments and increases in printing and stationary and bank charges have contributed to the increase.
- **Plant and Equipment** – provision has been made for increases in FBT, lease costs and insurances, offset by increases in employee contributions and recovery from Units via the recharge and a reduction in fuel.
- **Finance Management** - costs are apportioned over Finance teams via the recharge.

Resources Impact

FTE	Perm't	Casual	O/time	Agency Labour	Other	W/cover	Total Costs	
	(\$ '000)	(\$ '000)	(\$ '000)	(\$ '000)	(\$ '000)	(\$ '000)	(\$ '000)	
	25.58	2,190	14	0	0	390	42	2,636

FTE 2012/13	25.58	FTE 2013/14	25.58	var	(+)0.00
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The staff establishment remains unchanged

Key Deliverables

- Issue of 96,000+ 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 2012/13)
- 7,500 '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 will be undertaken.

How will 2013/14 be different from the previous year?

Much of the coming year will be focused on upgrading and improving financial reporting systems across the unit, including Frontier CHRIS (Payroll) and Computron/Chameleon (Core Finance system) reporting modules.

New Initiatives

Within Priority Projects, the following ongoing project has been included –

- Provision for matching funding for grant applications \$200k

Proposed changes to fees and charges

Fees and charges 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 8 Innovative, Responsive, Value for Money Service Delivery	8.1 Good governance 8.2 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	Adopted		Variance to		Variance to
	Budget	Forecast	Budget	Budget	Forecast
	2012/13	2012/13	2013/14	2012/13	2012/13
	\$'000	\$'000	\$'000	\$'000	\$'000
Director Sustainable Organisation	(502)	(440)	(528)	(26)	(88)
Operating Surplus / (Deficit)	(502)	(440)	(528)	(26)	(88)

Net Cost by Classification	Adopted		Variance to		Variance to
	Budget	Forecast	Budget	Budget	Forecast
	2012/13	2012/13	2013/14	2012/13	2012/13
	\$'000	\$'000	\$'000	\$'000	\$'000

Revenue

Total Revenue	0	0	0	0	0
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Expenses

Employee Costs	404	344	427	(23)	(82)
Materials and Services	16	14	16	(0)	(3)
Other Expenses	16	16	16	0	0
Internal Expenses	66	66	69	(3)	(3)

Total Expenses	502	440	528	(26)	(88)
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Operating Surplus / (Deficit)	(502)	(440)	(528)	(26)	(88)
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Financial Impact

The net cost of \$528k is an increase of \$26k to last year's budget and \$88k to forecast.

Increases are primarily due to normal increases in operational cost, including the usual employee cost 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	421	0	0	0	0	6
							427

FTE 2012/13	3.00	FTE 2013/14	3.00	var	(+)0.00
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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) have 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.

How will 2013/14 be different from the previous year?

Across the Group, a number of process reviews and improvements are planned, all seeking productivity improvement.

Finally our reliance on technology is well understood, and a number of system changes and upgrades are planned, including another stage in upgrading telecommunications. We will consolidate implementation of the new property and rates system to ensure optimal use and strengthen opportunities to widen its deliverables.

New Initiatives

There are no new or ongoing Priority Projects allocated to this Unit.

Proposed changes to fees and charges

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 2 Public Places and Spaces	2.1 Planning, developing and maintaining property, infrastructure and open space assets.
Goal 6 Healthy Safe and Connected Communities	6.4 A safe and supportive community
Goal 8 Innovative, Responsive, Value for Money Service Delivery	8.1 Good governance 8.2 Quality people 8.3 Responsible financial management 8.4 Effective leadership, advocacy & engagement

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	Adopted		Variance to		Variance to
	Budget	Forecast	Budget	Budget	Forecast
	2012/13	2012/13	2013/14	2012/13	2012/13
	\$'000	\$'000	\$'000	\$'000	\$'000
Publications	(454)	(453)	(465)	(11)	(11)
Manager Communications	(631)	(623)	(688)	(57)	(65)
Operating Surplus / (Deficit)	(1,084)	(1,077)	(1,153)	(68)	(76)

Net Cost by Classification	Adopted		Variance to		Variance to
	Budget	Forecast	Budget	Budget	Forecast
	2012/13	2012/13	2013/14	2012/13	2012/13
	\$'000	\$'000	\$'000	\$'000	\$'000

Revenue

Total Revenue	0	0	0	0	0
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Expenses

Employee Costs	510	502	526	(17)	(25)
Materials and Services	478	478	534	(56)	(55)
Other Expenses	17	17	7	10	10
Internal Expenses	79	79	85	(6)	(6)

Total Expenses	1,084	1,077	1,153	(68)	(76)
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Operating Surplus / (Deficit)	(1,084)	(1,077)	(1,153)	(68)	(76)
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Financial Impact

The net cost of \$1.153m is an increase of \$68k to last year's budget and \$76k to forecast.

Major variations include:

- **Publications** – minor savings in the production of publications has been budgeted for.
- **Manager Communications** – increase primarily due to the usual employee cost increases and normal operational increases, including hosting fees for the new website.

Resources Impact

FTE	Perm't (\$ '000)	Casual (\$ '000)	O/time (\$ '000)	Agency Labour (\$ '000)	Other (\$ '000)	W/cover (\$ '000)	Total Costs (\$ '000)	
	5.20	519	0	0	0	0	8	526

FTE 2012/13	5.20	FTE 2013/14	5.20	var	(+0.00)
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The staff establishment remains unchanged.

Key Deliverables

- Five 'standard' editions of Peninsula Wide and two 'special' editions
- Continued development of the Shire web site, including more 'youth friendly' content
- Development of an online communications policy and strategy
- Media training for new Councillors and senior officers as required
- Production of the Shire's Annual Report in house

How will 2013/14 be different from the previous year?

New Website

The Shire's new website will provide a range of enhancements for communicating and engaging with our residents. Improvements include: extended on-line payment options, on-line permit lodging and tracking, improved social media connections; greater flexibility for 'news' items, and online blogs, forums and polls.

Peninsula-Wide

A new tender for Peninsula-Wide is in place with local company Red Studio. Peninsula-Wide is undergoing a re-design process, with the first edition of the new design due to be rolled-out for the paper's May edition. The redesign process will also allow for a reinvigoration of the publication, with 6 broadsheets and one magazine edition scheduled for 2013. More focus on 2013 will be the integration of online and video content and updated photographs throughout printed publications.

Video Production

Since the introduction of video capability within the team in 2013, plans are well progressed to produce a range of video communications in 2013. Key projects include: Councillor profiles, monthly and annual report summaries, promoting the new website and the Shire App, production of "How-To" videos that will focus on some of the customer services provided e.g. Building and Planning Permits, Food Handling, Lost Dogs and pet registrations. The team will also work with TS&D to produce a range of internal videos and recording workshops and training for offsite staff.

Key publications and graphic design

Communications will continue to provide professional publication and graphic design service and advice to the organisation, key publications will include: Annual Report production and Annual Report snapshot, assistance with the design and production of the council plan and strategic plan, Rates and Budget publications and support to all team areas.

Strategy Planning

Communications strategies will be prepared for a number of projects throughout 2013, including: SIMS2, DCLC refurbishment, 2013 Sustainability Festival, Council Plan, Plan Peninsula update, Waste Management activities, Army Apprentice visit, Budget and Rates, Fire Services Levy, New Year's Eve.

New Initiatives

The following new initiative has been included in Priority Projects:

- Website Upgrades \$15k

Proposed changes to fees and charges

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 6 Healthy safe and Connected Communities	6.1 A connected, creative, culturally enriched and knowledgeable community.
Goal 8 Innovative, Responsive, Value for Money Service Delivery	8.4 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
- **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.
- **Work 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.

Budget

Net Cost by Team	Adopted		Budget 2013/14 \$'000	Variance to	
	Budget	Forecast		Budget	Forecast
	2012/13 \$'000	2012/13 \$'000		2012/13 \$'000	2012/13 \$'000
Occupational Health and Safety	(308)	(289)	(306)	2	(17)
Workcover and Rehabilitation	(227)	(308)	(238)	(12)	70
Traineeships	(263)	(241)	(283)	(20)	(42)
Staff Training	30	37	1	(29)	(35)
Attraction and Retention	(343)	(356)	(353)	(10)	3
Team Development	(54)	(52)	(54)	(0)	(3)
Manager Team Support	(68)	(180)	(81)	(14)	99
Operating Surplus / (Deficit)	(1,232)	(1,389)	(1,315)	(83)	74

Net Cost by Classification	Adopted		Variance to		Variance to
	Budget	Forecast	Budget	Budget	Forecast
	2012/13	2012/13	2013/14	2012/13	2012/13
	\$'000	\$'000	\$'000	\$'000	\$'000
Revenue					
User Fees	83	83	62	(21)	(21)
Grants - Recurrent	20	20	20	0	0
Internal Income	1,267	1,267	1,298	31	31
Total Revenue	1,370	1,370	1,380	10	10
Expenses					
Employee Costs	1,495	1,499	1,503	(8)	(4)
Materials and Services	436	544	491	(56)	53
Other Expenses	478	522	487	(10)	35
Internal Expenses	194	194	213	(19)	(19)
Total Expenses	2,602	2,759	2,695	(93)	64
Operating Surplus / (Deficit)	(1,232)	(1,389)	(1,315)	(83)	74

Financial Impact

The net cost of \$1.315m is an increase of \$83k to last year's budget and decrease of \$74k to forecast.

Major variations include:

- **Occupational Health and Safety** – increase in the training budget to maintain excellent performance in safety management and continued reduction in the workcover premium. This program now also includes the cost of mandatory First Aid training transferred from the Staff Training program.
- **Workcover and Rehabilitation** – increase in rehabilitation/long term sick leave salaries (which although not directly offset within this budget area, is offset corporately by a reduction in workcover premium..)
- **Staff Training** - implementation of an improved training program for Team Leaders and staff, noting the transfer of First Aid training to the OHS program
- **Attraction and Retention** – increased costs offset by an increase in recharges by users. In addition, minor savings across a number of accounts have contributed to the favourable variation.
- **Manager Team Support and Development** – increase in legal fees

Resources Impact

FTE	Perm't (\$ '000)	Casual (\$ '000)	O/time (\$ '000)	Agency Labour (\$ '000)	Other (\$ '000)	W/cover (\$ '000)	Total Costs (\$ '000)
12.80	1,182	0	0	0	300	21	1,503

FTE 2012/13	12.80	FTE 2013/14	12.80	var	(+)0.00
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The staff establishment remains unchanged

Key Deliverables

- Positively engage with 3,000 job applicants applying for 140 vacant positions
- Provide 50 training and development programs for a total of 2,800 participants and support a further 40 staff undertaking tertiary study.
- Manage up to 50 traineeship places for local young people and facilitate work experience opportunities
- 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.

How will 2013/14 be different from the previous year?

The major focus will be on the thorough implementation of the policy review program of 2012/13.

New Initiatives

There are no new or ongoing Priority Projects allocated to this Unit.

Proposed changes to fees and charges

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 8 Innovative, Responsive, Value for Money Service Delivery	8.1 Good governance 8.2 Quality people

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,
- Facilitation of the best practice review program and supports initiatives to improve the way the Shire delivers services to the community
- 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. Eight goals –

- Liveable Peninsula
- Enhancing Public Places & Spaces
- Improving Community Facilities
- Leading Change on Climate change
- Enhancing the Coastal Experience
- Healthy Safe & Connected Communities
- Supporting a Sustainable Economy and
- Innovative, Responsive, Value for Money Service Delivery

Provide the framework for the strategic approach the Shire will take to deliver services to the Community. A series of outcomes and strategies have been identified within the Shire Strategic Plan to ensure that the eight identified goals are progressed.

Budget

Net Cost by Team	Adopted		Variance to		Variance to
	Budget	Forecast	Budget	Budget	Forecast
	2012/13	2012/13	2013/14	2012/13	2012/13
	\$'000	\$'000	\$'000	\$'000	\$'000
Councillor Support	(298)	(305)	(356)	(58)	(51)
Program and Process Review	(181)	(188)	(227)	(47)	(39)
Corporate Planning and Projects	(563)	(541)	(606)	(43)	(65)
Operating Surplus / (Deficit)	(1,042)	(1,034)	(1,190)	(148)	(155)

Net Cost by Classification	Adopted		Variance to		Variance to
	Budget	Forecast	Budget	Budget	Forecast
	2012/13	2012/13	2013/14	2012/13	2012/13
	\$'000	\$'000	\$'000	\$'000	\$'000

Revenue

Total Revenue	0	0	0	0	0
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Expenses

Employee Costs	764	759	876	(112)	(117)
Materials and Services	146	148	163	(17)	(15)
Other Expenses	24	21	24	0	(4)
Internal Expenses	107	107	127	(20)	(20)

Total Expenses	1,042	1,034	1,190	(148)	(155)
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Operating Surplus / (Deficit)	(1,042)	(1,034)	(1,190)	(148)	(155)
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Financial Impact

The net cost of \$1.190m is an increase of \$148k to last year's budget and \$155k to forecast.

Major variations relate to employee costs, due to the reallocation of 0.60 FTE during 2012/13 from Statutory Planning and an increase of 0.40 FTE for the inclusion of a Mayor and Councillor Support Officer position. In addition, external professional services have been increased to ensure that the Shire's Legislative Reporting requirements are being met.

Resources Impact

FTE	Perm't (\$ '000)	Casual (\$ '000)	O/time (\$ '000)	Agency Labour (\$ '000)	Other (\$ '000)	W/cover (\$ '000)	Total Costs (\$ '000)	
	8.00	843	21	0	0	0	12	876

FTE 2012/13	7.00	FTE 2013/14	8.00	var	(+)1.00
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The staff establishment has increased by 1.0 FTE due to the reallocation of a position 0.60 FTE during 2012/13 from Statutory Planning and an increase of 0.40 FTE for the inclusion of a Mayor and Councillor Support Officer position.

Key Deliverables

- Re-expression and annual review of the Shire Strategic Plan
- Development and implementation of the Linked business planning, measurement and reporting project
- Community Engagement Policy and Guidelines
- Refresh the Shire's Best Practice Program/Review Review Program and support all teams in their performance improvement programs
- Community Partnerships program will be delivered
- Provision of high-level administrative and strategic support to Council and the Chief Executive Officer
- Corporate Projects as required

How will 2013/14 be different from the previous year?

- Review and re-expression of a new Council Plan with the Council.
- Corporate Business Planning process will operate with a new software system providing opportunities for further streamlining and enhanced reporting
- Further opportunities for organisational enhancement of this new software system will be investigated.
- A refreshment of the Best Practice function to ensure the Executive Team have a key strategic focus and the Management Team is supported to conduct their Unit team reviews of operational functions.
- Further refinement of the Community Partnership process
- Provide to the organisation on demographic information to assist in the development and implementation of Council projects.

New Initiatives

Within Priority Projects, the following ongoing projects have been included –

- Community Partnership Programs \$65k
- Shire Strategic Plan \$20k
- Ward Discretionary Funds \$110k

Proposed changes to fees and charges

No fees and charges are relevant to this area.

Strategic Plan Impact

Whilst having responsibility for reviewing and facilitating implementation of the Shire Strategic Plan, Corporate Planning and Development contributes most substantially to Goal 8, Innovative, Responsive, Value for Money Service Delivery.

Goal	Key Outcomes
Goal 8 Innovative, Responsive, Value for Money Service Delivery	8.1 Good governance 8.4 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	Adopted		Variance to		Variance to
	Budget	Forecast	Budget	Budget	
	2012/13	2012/13	2013/14	2012/13	
	\$'000	\$'000	\$'000	\$'000	\$'000
Internal Audit	(0)	4	0	0	(4)
Operating Surplus / (Deficit)	(0)	4	0	0	(4)

Net Cost by Classification	Adopted		Variance to		Variance to
	Budget	Forecast	Budget	Budget	
	2012/13	2012/13	2013/14	2012/13	
	\$'000	\$'000	\$'000	\$'000	\$'000
Revenue					
Internal Income	156	156	162	6	6
Total Revenue	156	156	162	6	6
Expenses					
Employee Costs	146	145	150	(5)	(5)
Materials and Services	5	3	5	(0)	(2)
Other Expenses	2	0	2	(0)	(2)
Internal Expenses	4	4	4	(0)	(0)
Total Expenses	156	152	162	(5)	(9)
Operating Surplus / (Deficit)	(0)	4	0	0	(4)

Financial Impact

There are no major variations from last year's budget. The small increase in employee costs is due to annual increase under the Shire's EBA.

Resources Impact

FTE	Perm't (\$ '000)	Casual (\$ '000)	O/time (\$ '000)	Agency Labour (\$ '000)	Other (\$ '000)	W/covers (\$ '000)	Total Costs (\$ '000)
1.00	130	18	0	0	0	2	150
FTE 2012/13	1.00	FTE 2013/14	1.00	var	(+)0.00		

The staff establishment remains unchanged.

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. The program is approved by the Audit Committee.

The reports of Internal Audit, conducted under its forward program, 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 important matters examined and reported upon include continuous improvement and operational efficiency issues.

Special investigations and ad-hoc reviews are conducted as required or requested during the year.

How will 2013/14 be different from the previous year?

Internal audit will continue to focus its activities on reviewing functional areas that have not been previously audited, as well as continuing with 'ad-hoc' audits as required.

Development is continuing on a menu of complex computer queries that will be run periodically on the payroll and creditor payments databases, to compare/match data and look for any anomalies. This tool is there to be used by Shire officers and Internal Audit.

New Initiatives

There are no new or ongoing Priority Projects allocated to this Unit.

Proposed changes to fees and charges

No fees and charges are relevant to this area.

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. Internal audits highlight improvements required in systems and procedures which assist officers in increasing efficiency, managing business & other risks, and achieving their overall objectives.

Goal	Key Outcomes
Goal 8 Innovative, Responsive, Value for Money Service Delivery	8.1 Good governance 8.3 Responsible financial management

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	Adopted		Variance to		Variance to Forecast 2012/13 \$'000
	Budget	Forecast	Budget	Budget	
	2012/13	2012/13	2013/14	2012/13	
	\$'000	\$'000	\$'000	\$'000	
The CEO's Office	(559)	(558)	(553)	6	5
Operating Surplus / (Deficit)	(559)	(558)	(553)	6	5

Net Cost by Classification	Adopted		Variance to		Variance to Forecast 2012/13 \$'000
	Budget	Forecast	Budget	Budget	
	2012/13	2012/13	2013/14	2012/13	
	\$'000	\$'000	\$'000	\$'000	

Revenue

Total Revenue	0	0	0	0	0
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Expenses

Employee Costs	443	442	435	9	8
Materials and Services	35	35	37	(2)	(2)
Other Expenses	11	11	11	0	0
Internal Expenses	70	70	71	(1)	(1)

Total Expenses	559	558	553	6	5
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Operating Surplus / (Deficit)	(559)	(558)	(553)	6	5
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Financial Impact

The net cost of \$553k is an decrease of \$6k to last year's budget and \$5k to forecast, due to a change in banding level from the previous year.

Resources Impact

FTE	Perm't (\$ '000)	Casual (\$ '000)	O/time (\$ '000)	Agency Labour (\$ '000)	Other (\$ '000)	W/cover (\$ '000)	Total Costs (\$ '000)
2.00	428	0	0	0	0	6	435

FTE 2012/13	2.00	FTE 2013/14	2.00	var	(+)0.00
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The staff establishment remains unchanged.

Key Deliverables

The CEO is the link between the community and the elected Council, to 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 Council Plan, and ensuring that the Shire delivers on the commitments set out in that plan, and related documents.

How will 2012/13 be different from the previous year?

Whilst the Council will be pursuing a broad range of new initiatives and outcomes, the CEO's focus on ensuring we achieve those outcomes will not change. The strong representation and advocacy on the Council's behalf will also continue.

New Initiatives

There are no new or ongoing Priority Projects allocated to this Unit.

Proposed changes to fees and charges

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.



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Appendix E

Employee Costs and Staff Establishment

Employee Costs and Staff Establishment

The following table summarises the recent movement in employee costs.

	Adopted Budget 2012/13 \$'000	Forecast 2012/13 \$'000	Budget 2013/14 \$'000	Variance to Budget 2011/12 \$'000	Variance to Forecast 2011/12 \$'000
Employee Costs	59,527	60,655	62,757	(3,230)	(2,290)
Less Capital Recoveries	1,734	1,907	2,020	285	163
Total Employee Costs	57,793	58,747	60,738	(2,944)	(2,127)

Movement in Employee Establishment

The approved employee establishment in last year's budget was 667.1 Full Time Equivalent (FTE) staff.

The recommended employee establishment in this budget is 666.80 FTE staff.

A reconciliation of the variations is as follows –

- Sustainable Environment (-) 0.60 FTE**

Resource	Variance	Reason
Statutory Planning Support Officer/Corporate Planning Officer	- 0.60	FTE reallocated to Corporate Planning and Projects.

- Sustainable Infrastructure (+) 0.60 FTE**

Resource	Variance	Reason
Senior Infrastructure Planning Officer	+ 0.60	Approved increase to establishment during the 2012/13 financial year.
Graduate Engineer	+ 1.00	To establish a graduate engineers program, giving graduate engineers an understanding of planning, designing, constructing, maintaining and environmental management.

- Sustainable Communities (-) 3.30 FTE**

Resource	Variance	Reason
Sport and Leisure Customer Service Officers	+ 1.25	To provide continued customer service at the Hastings Community Hub and to assist in marketing and building the facility profile.
Aboriginal Cultural Heritage Officer	+ 0.70	Approved increase to establishment during the 2012/13 financial year – offset by capital recovery
Family Day Care Field Worker	- 1.00	Approved decrease to establishment during the 2012/13 financial year - position no longer required.
School Focused Youth	- 1.00	Program no longer funded.
Community Renewal Project	- 2.00	Program no longer funded.

- **Sustainable Organisation (-) 0.26 FTE**

Resource	Variance	Reason
Hall Keeper	- 0.26	FTE converted to casual salaries.

- **The CEO's Office (+) 1.00 FTE**

Resource	Variance	Reason
Corporate Planning Officer/Statutory Planning Support Officer	+ 0.60	FTE reallocated from Statutory Planning.
Mayor and Councillor Support Officer	+ 0.40	To provide the Mayor and Councillors with the support they require following the introduction of the Multi Member ward model.

Each position bid for 2013/14 is summarised as follows.

POSITION Sustainable Transport Officer	FTE REQUIRED 0.0 FTE
GROUP Sustainable Infrastructure	UNIT Infrastructure Strategy
<p>NEED / DELIVERABLES</p> <ul style="list-style-type: none"> The Shire has auspiced the Department of Planning and Community Development's (DPCD) Mornington Peninsula Transport Connections Program for the past 6 years. The program has resulted in many tangible improvements to community transport for the local community, with several achievements gaining national recognition. The position has traditionally been funded by DPCD; however this program will not continue beyond Stage 3, which concludes on 30 June 2013. It is important to note that whilst the position has been funded by State Government, the work that has been undertaken as part of the program can, in many ways, be considered a Local Government activity, and as such, the withdrawal of funding should not be seen as cost shifting. Whilst this external funding will shortly cease, there are many Mornington Peninsula Shire projects that continue to require the support of a dedicated resource. There is also significant scope to expand the portfolio of the Transport Connections Coordinator to encompass many of the sustainable transport and travel objectives identified by Council in recent strategic documents such as the Community Plan. <p>Recent Achievements</p> <p>Frankston and Mornington Peninsula Community Transport Network</p> <ul style="list-style-type: none"> The only sustainable, community transport model operating in Victoria, which, since March 2012, has resulted in the recruitment of 34 volunteer drivers, 17 mini-buses in the vehicle register and 2401 passenger trips to members of the community who are transport disadvantaged. <p>'Get Me to Class' Smart Phone App (GMTC)</p> <ul style="list-style-type: none"> Leading an innovative project with RMIT to produce the only application of its kind in Australia, designed to link each student's individual timetable with a public transport journey planner. <p>Education and Employment Access Project (EEAP)</p> <ul style="list-style-type: none"> Designed to address the disparity in university acceptances by Mornington Peninsula young people, this program has recently received significant Federal Government funding. The project involves a three year trial of bus routes to assist students to access Chisholm TAFE in Rosebud and Monash Clayton Campus. <p>Ongoing Projects</p> <p>The Transport Connections Program is involved in many projects that are required to continue beyond its closure.</p> <ul style="list-style-type: none"> The EEAP project will take place over a three year period and require significant officer time in project lead-in, promotion and management. The Get Me to Class Smart Phone App also required Shire support for project management, promotion and reporting. Work with the Southern Peninsula Liquor Accord to progress and trial late night transportation options has to date involved work with Public Transport Victoria, Victoria Police and licensed venues on the Southern Peninsula. Shire support will be required to source external funds and leverage existing transport assets to address these significant challenges. <p>It should be noted that two of the funded programs (EEAP, GMTC) contain a project management component that can be used to offset wage costs for the position. Any future grant will also include a provision for project management / wage costs.</p>	

Portfolio Expansion

The State Government has had several requirements that to date have limited the effectiveness of the role. The primary restriction is that the role cannot consider public transport advocacy. If the position receives permanent status this restriction can be removed, providing capacity for the position to explore public transport enhancements as a means to addressing transport disadvantage on the Mornington Peninsula.

Future Projects – Key Deliverables

Community Engagement

- Public transport information sessions, MYKI training sessions, liquor accord meetings, primary, secondary and tertiary student engagement, attendance at community meetings, senior citizen centres and other community functions.
- Maintenance and enhancement of existing community transport networks.

Promotion of Sustainable Transport Solutions

- Internal coordination to establish continuous, convenient connections to townships, schools, civic centres and public transport facilities.
- Development of education and awareness campaigns to promote the use of the Shire's existing infrastructure for commuter, as well as recreational use.

Active Transport Strategy

- The objective of this strategy will be to establish and coordinate existing assets and systems both within and outside of the organisation to establish continuous connections for travel (non-car), particularly for those who are transport disadvantaged.
- Development of the strategy will involve extensive engagement, options analysis and implementation.
- The success of the implementation of this strategy, which is envisaged to take several years, will require extensive networking and relationship building, which in turn will require a dedicated resource to fulfill.

FUNDING

\$86,000 required from Rates.

CONSEQUENCES OF NOT PROCEEDING

- The transport connections portfolio, including active transport, sustainable transport and vulnerable user transport will not proceed. Council will not be able to fulfil it's commitments..

ALTERNATE STRATEGY

No alternate strategy, as much of the work is undertaken by this role is done through relationships within and outside the organisation. Networking is a key aspect to the role and therefore this service is not able to be outsourced.

POSITION Sport and Leisure Customer Service Officers	FTE REQUIRED 1.25 FTE
GROUP Sustainable Communities	UNIT Recreation and Leisure
NEED / DELIVERABLES <ul style="list-style-type: none"> The current approved FTE at the Hastings Community Hub was for a period of one year (2012/13) which expires June 30, 2013. The future governance of the facility is still under review and as such resources for 2013/14 are sought. The operational spread of hours necessitates an increase from the current FTE of 1.0 to 1.25 FTE. The additional resource would also be able to assist in marketing and building the facility profile whilst encouraging repeat and new bookings. 	
FUNDING \$67,054 Required from Rates.	
CONSEQUENCES OF NOT PROCEEDING <ul style="list-style-type: none"> Without an extension of the current FTE at the facility there would be no resources available to staff the administration/reception desk at this facility. It would be anticipated that the lack of visible staff presence would impact not only on current users but also future user bookings. 	
ALTERNATE STRATEGY Operational duties of this facility could possibly be managed remotely by the Sport and Leisure team, however already stretched resources would mean there would not be the staffing resources to man the reception/administration area.	

POSITION	FTE REQUIRED
Graduate Engineer	1.0 FTE
GROUP	UNIT
Sustainable Infrastructure	Infrastructure Strategy
NEED / DELIVERABLES	
<ul style="list-style-type: none"> • The Australian National Engineering Task Force has identified that engineers are globally in short supply, with Australian higher education providers producing only around half of the graduates needed to fill domestic demand. They have also warned that in the context of an aging workforce and low numbers of women pursuing engineering education, widespread industry issues with retention and sustainability are likely. • The Shire's Long Term People Planning work has also identified that a significant number of experienced, highly skilled engineers within the Shire will be retiring within five years. • If we do not continue to plan for the strategic replacement of our engineering staff, we risk the loss of significant corporate knowledge and skill. The Graduate Engineering Program will compliment the Shire's existing efforts to address the engineering skills gap by providing a program for junior engineers to work with a range of senior engineers across several disciplines. This program is also in keeping with our existing 'Grow Your Own' professional development philosophy. • The Shire would employ one graduate engineer to undertake 4 rotations of six months each within a two year period. The program would involve placements in all units within the Infrastructure Group (Strategy, Project Management, Maintenance and Renewable Resources) to ensure that when completed, the engineer will have a 'joined-up' or holistic understanding of infrastructure issues - ie planning, designing, constructing, maintaining and environmental management. This proposal is also in keeping with our 'Grow Your Own' professional development philosophy. • Once the rotations are completed the graduate engineer will be able to progress as opportunities arise via natural attrition. The employee turnover within the unit has been examined (historical turnover, expected retirement, etc) and it is expected that ample opportunities for progression to a permanent, specific discipline will be available. Once this occurs, a new graduate engineer would then be employed, with the program and rotations commencing again. • The program would involve the appointment of a key mentor for each rotation to support the graduate in settling into and succeeding in their role. The design of the program also considers the unique challenges associated with retention of Generation Y employees, through the provision of varied and dynamic challenges and environments. • Whilst the specific deliverables (to be measured and reported) would depend on the particular rotation being undertaken it is accurate to say that this position would add significant value to each of the unit's within infrastructure via: <ul style="list-style-type: none"> - Acceleration of routine project planning and design. - Support for enhanced community engagement for infrastructure works - Investigation and analysis of options for innovation and continuous improvement - Audit of infrastructure issues and development of associated solutions. 	
FUNDING	
\$68,500 required from Rates.	
CONSEQUENCES OF NOT PROCEEDING	
<ul style="list-style-type: none"> • If we do not plan for the strategic replacement of our engineers, Council will lose significant corporate knowledge and skill. A graduate program will ensure that we continue to have engineers that are cognisant of the importance of innovation, sustainability and community engagement. 	
ALTERNATE STRATEGY	
No alternate strategy provided.	

POSITION Mayor and Councillor Support Officer	FTE REQUIRED 0.4 FTE
GROUP The CEO's Office	UNIT Corporate Planning and Projects
NEED / DELIVERABLES <ul style="list-style-type: none"> The introduction of the Multi Member ward model for the Mornington Peninsula Shire has generated additional workload for the Mayor and Councillors and in turn they require additional support. 	
FUNDING \$40,000 required from rates.	
CONSEQUENCES OF NOT PROCEEDING <ul style="list-style-type: none"> Mayor and Councillors will not be provided with the necessary support they require. 	
ALTERNATE STRATEGY Utilise casual staff on an adhoc basis.	

Increase in Employee costs compared to 2012/13

The increase from 2012/13 Budget to 2013/14 Budget of \$2.904m (or 5%) is explained by:

• Cost of living adjustments via Enterprise Bargain and award increments	(+) \$1.902m
• Additional/Reduced resources	(+) \$266m
• Annual and Long Service Leave	(+) \$357k
• Superannuation (includes statutory requirement to increase from 9% to 9.25%)	(+) \$502k
• Overtime provision	(+) \$47k
• Parental Leave (maternity leave)	(+) \$0k
• Fringe Benefits Tax	(+) \$46k
• Rehabilitation salaries	(+) \$6k
• Agency Labour	(-) \$5k
• Workcover costs	(-) \$160k
• Casual labour	(+) \$269k
• Capital Recoveries	(+) \$285k

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

		Adopted Budget 2012/13 \$'000	Budget 2013/14 \$'000	Variance to Budget 2012/13 \$'000
Sustainable Environment	Strategic Planning	1,231	1,365	(135)
	Statutory Planning	3,793	3,819	(26)
	EPACS	6,368	6,620	(252)
	Economic Development	1,135	1,183	(47)
	Director Sustainable Environment	348	354	(6)
Sustainable Infrastructure	Infrastructure Strategy	1,521	1,643	(122)
	Infrastructure Maintenance	2,196	2,313	(117)
	Infrastructure Project Management	1,393	1,443	(50)
	Renewable Resources	1,323	1,354	(32)
	Director Sustainable Infrastructure	421	433	(12)
Sustainable Communities	Child Youth and Family Care	5,016	4,726	291
	Aged and Disability Services	9,589	10,998	(1,409)
	Recreation and Leisure	5,301	5,737	(436)
	Libraries Arts and Culture	3,836	4,047	(211)
	Director Sustainable Communities	1,372	1,181	190
Sustainable Organisation	Governance and Corporate Support	3,076	3,173	(97)
	Property and Valuation	1,450	1,503	(53)
	Information Services	2,151	2,293	(142)
	Finance	2,511	2,636	(125)
	Director Sustainable Organisation	404	427	(23)
The CEOs Office	Communications	510	526	(17)
	Team Support and Development	1,495	1,503	(8)
	Corporate Planning & Projects	764	876	(112)
	Internal Audit	146	150	(5)
	The CEO's Office	443	435	9
Total Employee Costs		57,793	60,738	(2,944)

These are explained mostly by the normal Award and EBA increases. The following Units have increases/decrease over and above this –

- Strategic Planning – an increase in the staff establishment of 1.0 FTE for a Coastal Strategic Planner position. This FTE was reallocated from the Statutory Planning unit.
- Statutory Planning – a decrease in the staff establishment with 1.0 FTE moved to Strategic Planning and 0.6 FTE moved to Corporate Planning and Projects.
- EPACS – Fire Prevention position has been increased from 6 months to 12 months due to an increase in grant funding from the 2012/13 budget.
- Infrastructure Strategy – an increase in the staff establishment of 0.6 FTE for a Senior Infrastructure Planning Officer and changes in bandings. In addition, an increase in casual salaries to support a transition to retirement position has been included, fully offset by capital recovery for special charge scheme projects. A graduate engineer position has also been included.
- Infrastructure Maintenance – an increase to banding levels in the unit has increased the labour budget above that of the EBA increase.
- Child Youth and Family Care – the conclusion of fully funded programs in 2012/13 has resulted in a reduction to the labour budget for 2013/14 (West Rosebud Family Access Project and Youth School Focussed Program). In addition, a position in Family Day Care was not replaced during 2012/13.
- Aged and Disability Services – an increase in service demands has resulted in a large increase to the labour budget to meet service level requirements.
- Recreation and Leisure – Casual salaries at the Foreshore have been increased, fully funded by an increase in income due to the opening of Section 10A. Small increases in casual salaries for Hall Booking Staff and Community and Special Events have been funded by increased income and reductions in external professional services. Banding increases across the unit have also contributed to the increase and the impact of the EBA. Inclusion of 1.25 FTE for the Hastings Community Hub.
- Libraries – an increase in banding levels due to a restructure in the unit.
- Director Sustainable Communities (Social Planning) – the conclusion of the fully funded Community Renewal Project in 2012/13 has resulted in a reduction to the 2013/14 labour budget. The Aboriginal Heritage Advisor Officer position was increased from 0.3 FTE to 1.0 FTE during 2012/13, which has been fully offset by capital recovery.
- Governance and Corporate Support – a decrease to banding levels due to position changes has resulted in a reduction to the 2013/14 labour budget.
- Information Services – an availability allowance, as well as increase to banding levels have been included.
- Corporate Planning and Projects – an increase in the staff establishment of 1.0 FTE, with 0.60FTE reallocated from Statutory Planning and an increase in FTE 0.40 for a Mayor and Councillor Support Officer. Increases in banding levels have also been included.
- Team Support and Development – a long term workcover employee is no longer paid by the organisation, contributing to a reduction to the 2013/14 labour budget.

A note on Workcover

The Shire's performance in claims, claims management and return to work has continued to improve in 2012/13 such that the Shire's Workcover Premium has reduced from \$1.450m in 2012/13 to a budgeted \$1.290m in 2013/14.

A note on Superannuation

The Superannuation Guarantee Charge (SGC) will progressively increase from 9% to 12% from 1 July 2013. The first increase, from 9% to 9.25% will take place from 1 July 2013.

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	13.00	1,323	11	12		0	19	1,365
Statutory Planning	43.20	3,721	26	17	0	0	55	3,819
EPACS	74.08	6,049	365	77	5	0	123	6,620
Economic Development	12.10	1,125	15	25		1	17	1,183
Director Sustainable Environment	2.00	349					5	354
Total Sustainable Environment	144.38	12,568	417	131	5	1	219	13,341
Sustainable Infrastructure								
Infrastructure Strategy	19.70	1,521	95			0	28	1,643
Infrastructure Maintenance	23.40	2,250		4	6	0	52	2,313
Infrastructure Project Management	27.00	1,405				0	38	1,443
Renewable Resources	14.78	1,314	13	7			20	1,354
Director Sustainable Infrastructure	3.00	426				0	6	433
Total Sustainable Infrastructure	87.88	6,917	108	11	6	1	143	7,186
Sustainable Communities								
Child Youth and Family Care	44.62	4,254	338	45		0	89	4,726
Aged and Disability Services	135.11	9,377	475	406	18	326	397	10,998
Recreation and Leisure	59.95	5,185	435	14			102	5,737
Libraries Arts and Culture	45.63	3,362	512	80	21		72	4,047
Director Sustainable Communities	11.80	1,147	16			0	18	1,181
Total Sustainable Communities	297.11	23,325	1,775	544	38	327	679	26,689
Sustainable Organisation								
Governance and Corporate Support	39.72	2,972	73	27		33	69	3,173
Property and Valuation	15.63	1,481		1			22	1,503
Information Services	24.50	2,165	48	19		0	62	2,293
Finance	25.58	2,190	14			390	42	2,636
Director Sustainable Organisation	3.00	421					6	427
Total Sustainable Organisation	108.43	9,228	135	46	0	423	201	10,032
The CEO's Office								
Communications	5.20	519				0	8	526
Team Support and Development	12.80	1,182				300	21	1,503
Corporate Planning & Projects	8.00	843	21				12	876
Internal Audit	1.00	130	18				2	150
The CEO's Office	2.00	428				0	6	435
Total The CEO's Office	29.00	3,102	39	0	0	300	49	3,490
Totals	666.80	55,140	2,474	732	50	1,052	1,290	60,738

Note: Other includes expenditure for FBT; HACC Travel Time; Councillor superannuation; and parental leave.



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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 –

- Strategic Planning fees – no changes, fees set by State Regulation. Noting that Fees and charges represent a minor element of the Strategic Planning Unit Budget and are dependent (primarily) on the number and complexity of planning scheme amendment proposals which go through the exhibition and Panel review process.
- Statutory planning fees – set by State Regulation and cannot be changed by Council. The fee for the development of 1 dwelling costing \$0 to \$10,000 has been revised to \$0, as a fee is not charged for applications falling into this category as specified in the Planning & Environment (Fees) Regulations 2000.
- Fire Prevention Infringement Notices – penalty amount has increased from two penalty units to ten penalty units by the State Government, partly in response to the findings of the Royal Commission into Bushfires.
- Parking infringement fees – change at the direction of the Department of Justice.
- Animal management (infringement) fees change as per State Regulation.
- Environmental Health program fees and charges - various changes.
- Planning enforcement infringement notice – change as per State Regulation.
- Statutory Building fees – minor changes.
- Food Premises Registration fees – increases of 2-3%
- The Briars Homestead – increase by between approximately 2% to 8%.
- Waste fees and charges will be increased to cover the increased State Government Landfill Levy, and annual indexation for contracts, increasing costs to operate the transfer stations, landfill operations and green waste processing. In addition, EPA has increased its requirements on the Shire in regard to monitoring open and closed landfill sites and implementation of remediation works.

The fee structure has been changed to incorporate these increased costs as reported in the register on the following pages.

Commercial waste disposal fees for material received at the Shire's landfill will increase from \$185 per tonne to \$200 per tonne.

Three waste vouchers will be provided to households. A fee applies for the disposal of fridges due to the requirement to now de-gas all fridges received at the Shire's waste facilities.

Two 'no charge' 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.

Importantly, the cost of the kerbside Opt-in Green Waste collection service can be retained at \$130 per bin because of the economies of scale from the sustained high take up level by residents within the urban growth area.

- After School Program – casual care and permanent care– increased by \$0.50
- Aged and Disability Services - in line with employee related cost increases and to bring fees in line with other Councils in the Southern Metro Region, 6% fee increases across the range of services will be applied from 1 July 2013 with the exception of delivered meals which will be

increased by 8% in line with anticipated food and fuel 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. Clients who are financially disadvantaged can apply for fee reduction or waiver.

- Event Application – various changes.
- Peninsula Community Theatre – various changes 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 – reviews of the fee structure occurs on a biennial basis.
- Foreshore Camping - reviews of the fee structure occurs on a biennial basis.
- Animal registration fees (cats and dogs) – various increases.
- Bathing Box Rental – proposed increase from \$365 to \$385.

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.

Register of Fees and Charges 2013/2014 (includes GST)

Program	Category of Fee or Charge	Fee or Charge	GST Type	Fee 2012/13 \$	Fee 2013/14 \$	Variance (%)
Strategic Planning, Strategic Planning						
Strategic Planning	Planning Scheme Amendment Fees	Consider request to adopt a Planning Scheme	free	524.00	524.00	0.00
Strategic Planning	Planning Scheme Amendment Fees	Consider request to amend a Planning Scheme	free	798.00	798.00	0.00
Strategic Planning	Planning Scheme Amendment Fees	Consider request to approve an amendment	free	798.00	798.00	0.00
Strategic Planning	Planning Scheme Amendment Fees	Consider submissions to change amendment	free	798.00	798.00	0.00
Strategic Planning	Fee for combined permit and Planning Scheme	Fee for combined permit application and Planning Scheme Amendment	free	TBD	TBD	0.00
Strategic Planning	Demolition Heritage Checks	Processing of Section 29A Application for Report and Consent for Demolition	free	52.75	52.75	0.00
Strategic Planning	Recoup of Planning Scheme Amendment Processing Costs	Recoup of Independent Panel Costs	taxable	TBD	TBD	0.00
Strategic Planning	Recoup of Planning Scheme Amendment Processing Costs	Recoup of combined Planning Scheme amendment/application notice 96c notice costs	taxable	TBD	TBD	0.00
Statutory Planning, Statutory Planning						
Statutory Planning	Planning Permit Amendment Fee	Amend description of permit or conditions	free	102.00	102.00	0.00
Statutory Planning	Planning Permit Amendment Fee	Any other Development & use costing \$0 to \$10000	free	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	free	502.00	502.00	0.00
Statutory Planning	Planning Permit Amendment Fee	Any other development & use costing \$500001+	free	815.00	815.00	0.00
Statutory Planning	Planning Permit Amendment Fee	Any other development & use costing \$10001 to \$250000	free	604.00	604.00	0.00
Statutory Planning	Planning Permit Amendment Fee	Any other development & use costing \$250001 to \$500000	free	707.00	707.00	0.00
Statutory Planning	Planning Permit Amendment Fee	Any other development (including 2 or more dwellings) costing \$10001 to \$250000	free	604.00	604.00	0.00
Statutory Planning	Planning Permit Amendment Fee	Any other development (including 2 or more dwellings) costing \$0 to \$10000	free	102.00	102.00	0.00
Statutory Planning	Planning Permit Amendment Fee	Any other development (including 2 or more dwellings) costing \$1.0m to \$7m	free	1,153.00	1,153.00	0.00
Statutory Planning	Planning Permit Amendment Fee	Any other development (including 2 or more dwellings) costing \$1000001m to \$50m	free	8,064.00	8,064.00	0.00
Statutory Planning	Planning Permit Amendment Fee	Any other development (including 2 or more dwellings) costing \$250001 to \$500000	free	707.00	707.00	0.00
Statutory Planning	Planning Permit Amendment Fee	Any other development (including 2 or more dwellings) costing \$500001 to \$1.0m	free	815.00	815.00	0.00
Statutory Planning	Planning Permit Amendment Fee	Any other development (including 2 or more dwellings) costing \$7.0m to \$10m	free	4,837.00	4,837.00	0.00
Statutory Planning	Planning Permit Amendment Fee	Any other developments(including 2 or more dwellings) costing \$50000001+	free	16,130.00	16,130.00	0.00
Statutory Planning	Planning Permit Amendment Fee	Change of use permit	free	502.00	502.00	0.00
Statutory Planning	Planning Permit Amendment Fee	Copies of Planning Permits - Commercial	free	150.00	150.00	0.00
Statutory Planning	Planning Permit Amendment Fee	Copies of Planning Permits - Residential	free	55.00	55.00	0.00
Statutory Planning	Planning Permit Amendment Fee	Development of 1 Dwelling costing \$0 to \$10000	free	102.00	0.00	-100.00
Statutory Planning	Planning Permit Amendment Fee	Development of 1 Dwelling costing \$100000 +	free	490.00	490.00	0.00
Statutory Planning	Planning Permit Amendment Fee	Development of 1 Dwelling costing \$10001 to \$100000	free	239.00	239.00	0.00
Statutory Planning	Planning Permit Amendment Fee	Development of 1 dwelling costing \$100000+	free	490.00	490.00	0.00
Statutory Planning	Planning Permit Amendment Fee	Development of 1 dwelling costing \$10001 to \$100000	free	239.00	239.00	0.00
Statutory Planning	Planning Permit Amendment Fee	Easements/Restrictions/Rights of Way - Certificates of Compliance	free	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	free	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	free	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	free	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)	free	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	free	110.00	110.00	0.00
Statutory Planning	Planning Permit Amendment Fee	Subdivision - Amend description of permit or conditions	free	502.00	502.00	0.00
Statutory Planning	Planning Permit Amendment Fee	Subdivision - Boundary realignments	free	386.00	386.00	0.00
Statutory Planning	Planning Permit Amendment Fee	Subdivision - Other (including 3 or more lots)	free	1,283.00	1,283.00	0.00
Statutory Planning	Planning Permit Amendment Fee	Subdivision - Subdivision into two lots only	free	386.00	386.00	0.00
Statutory Planning	Planning Permit Amendment Fee	Subdivision - Subdivision into two lots only	free	386.00	386.00	0.00

Program	Category of Fee or Charge	Fee or Charge	GST Type	Fee 2012/13 \$	Fee 2013/14 \$	Variance (%)
Statutory Planning	Planning Permit Amendment Fee	Subdivision - Subdivision of existing building	free	386.00	386.00	0.00
Statutory Planning	Planning Permit Amendment Fee	Subdivision - Subdivision of an existing Building	free	386.00	386.00	0.00
Statutory Planning	Planning Permit Amendment Fee	Subdivision - Boundary Realignment and Consolidations	free	386.00	386.00	0.00
Statutory Planning	Planning Permit Amendment Fee	Vegetation Removal	free	70.00	70.00	0.00

Environment Protection, Environment Health

Environmental Health	Prescribed Accommodation Registration	Accommodation	free	290.00	300.00	3.33
Environmental Health	Health Premises Registration	Beautician	free	180.00	185.00	2.70
Environmental Health	Food Premises Registration	Class 1 High Risk Food Premises	free	310.00	320.00	3.13
Environmental Health	Food Premises Registration	Class 2 Medium Risk Food Premises	free	410.00	425.00	3.53
Environmental Health	Food Premises Registration	Class 3 Low Risk Food Premises	free	285.00	295.00	3.39
Environmental Health	Health Premises Registration	Ear Piercing	free	180.00	185.00	2.70
Environmental Health	Health Premises Registration	Hairdresser	free	180.00	180.00	0.00
Environmental Health	Septic Tank Application	Septic Installations	free	566.40	590.00	4.00
Environmental Health	Septic Tank Application	Septic Tank Search Application	taxable	155.00	155.00	0.00
Environmental Health	Solicitors Inquiries	Solicitors Enquiries	taxable	410.00	415.00	1.20
Environmental Health	Health Premises Registration	Tattooist	free	200.00	205.00	2.44

Environment Protection, Planning Enforcement

Planning Enforcement	Fines and Prosecutions	Planning Infringement Notice	free	611.00	704.00	13.21
Planning Enforcement	Fines and Prosecutions	Planning Infringement Notice.	free	1,221.00	1,408.00	13.28

Environment Protection, Shire Rangers

Animal Management	Infringements - Dogs/Cats	Cat at large or not securely confined to owner's premises in restricted municipal district	free	70.00	70.00	0.00
Animal Management	Infringements - Dogs/Cats	Contravening Council Order relating to presence of dogs and cats in public places	free	122.00	141.00	13.48
Animal Management	Infringements - Dogs/Cats	Dog at large or not securely confined to owner's premises during day time	free	183.00	211.00	13.27
Animal Management	Infringements - Dogs/Cats	Dog at large or not securely confined to owner's premises during night time	free	244.00	282.00	13.48
Animal Management	Domestic Animal	Domestic Animal Business	free	0.00	0.00	0.00
Animal Management	Infringements - Dogs/Cats	Failure to apply to register a dog or cat	free	244.00	282.00	13.48
Animal Management	Infringements - Dogs/Cats	Greyhound not adequately muzzled or not controlled by chain cord or leash	free	0.00	211.00	100.00
Animal Management	Infringements - Dogs/Cats	Minor attack infringement	free	305.00	352.00	13.35
Animal Management	Infringements - Dogs/Cats	Not complying with order to abate nuisance	free	183.00	211.00	13.27
Animal Management	Infringements - Dogs/Cats	Person other than owner removing altering or defacing identification marker	free	0.00	0.00	0.00
Animal Management	Infringements - Dogs/Cats	Registered dog or cat not wearing council identification marker outside premises	free	0.00	0.00	0.00
Animal Management	Infringements - Dogs/Cats	Unregistered dog or cat not wearing council identification marker outside premises	free	0.00	0.00	0.00
Boat Ramp Parking/launching	launch a boat and park boat & trailer	Annual Pass	taxable	120.00	120.00	0.00
Boat Ramp Parking/launching	launch a boat and park boat & trailer	Boat Ramp - Day pass	taxable	12.00	12.00	0.00
Boat Ramp Parking/launching	launch a boat and park boat & trailer	Jetty Carpark Pier per hour Sorrento and Rye	taxable	1.00	1.00	0.00
Bulk Rubbish Containers	Annual Accreditation Fee	Bulk Rubbish Containers	taxable	275.00	275.00	0.00
Bulk Rubbish Containers	Annual Accreditation Fee	Inspection fee \$25.00	free	25.00	25.00	0.00
Bulk Rubbish Containers	Annual Accreditation Fee	Inspection fee \$50	free	50.00	50.00	0.00
Local Laws	Local Laws Prosecutions	Penalty amount set by the courts	free	100.00	100.00	0.00
Local Laws	Local Laws	Permits	free	50.00	50.00	0.00
Local Laws	Local Laws	Permits.	free	30.00	30.00	0.00
Rangers	Domestic Animal Business	Domestic Animal Business annual licence fee	free	200.00	200.00	0.00
Traffic Control	Parking Infringement	Parking Infringement .5 Penalty Unit	free	61.00	70.00	12.86
Traffic Control	Parking Infringement	Parking Infringement .6 Penalty Unit	free	73.00	85.00	14.12
Traffic Control	Parking Infringement	Parking Infringement 1 Penalty Unit	free	122.00	141.00	13.48

Environment Protection, Fire Prevention

Fire Prevention	Fire Prevention	Infringement Notice	free	280.00	1,408.00	80.11
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Program	Category of Fee or Charge	Fee or Charge	GST Type	Fee 2012/13 \$	Fee 2013/14 \$	Variance (%)
Environment Protection, Animal Shelter						
Animal Management	Impound Release - Dog /Cat	Animal Accommodation Cost per day	taxable	35.00	35.00	0.00
Other Impound	Other Impound	Impound Release Fee - Large Goods (eg. shipping container)	taxable	305.00	305.00	0.00
Other Impound	Other Impound	Impound Release Fee - Medium Goods	taxable	82.00	82.00	0.00
Other Impound	Other Impound	Impound Release Fee - Small Goods (eg. street furniture)	taxable	25.00	25.00	0.00
Signage	Signage	Signage release fee	taxable	67.00	67.00	0.00
Animal Management	Stock Release	Stock Large Multiple (cows horses)	taxable	295.00	295.00	0.00
Animal Management	Stock Release	Stock Large Single (cow horse)	taxable	200.00	200.00	0.00
Animal Management	Stock Release	Stock Small Multiple (sheep goat)	taxable	115.00	115.00	0.00
Animal Management	Stock Release	Stock Small Single (sheep goat)	taxable	52.00	52.00	0.00
Vehicle Impound	Vehicle Impound	Vehicle Impound	taxable	260.00	260.00	0.00
Environment Protection, Statutory Building						
Building	Building (Interim) Regulations 2005 Part 4	Charge per hour for officer time assessing place of public entertainment applications	taxable	121.00	121.00	0.00
Building	Section 30 (permit notification)	External building permit document lodgement with Council	free	34.00	34.85	2.44
Building	Information Request Copy of Commercial Plans	Information Request Copy of Commercial plans	free	185.00	185.00	0.00
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	taxable	310.00	310.00	0.00
Building	Occupancy Permit/Final Inspections when permit lapsed	Occupancy Permit/Final Inspections when permit lapsed	free	165.00	165.00	0.00
Building	Building Infringement Notices	On the spot fines	free	244.00	282.00	13.48
Building Permit	Building (Interim) Regulations 2005 Part 4	POPE Category 3 (Major Event)		1,573.00	1,573.00	0.00
Building	Building (Interim) Regulations 2005 Part 4	POPE Category 2		363.00	363.00	0.00
Building	Information Request Copy of House Plans	Plan Printing	taxable	90.00	90.00	0.00
Building	Information request in accordance with Regulation 326	Reg 326 Certificates (permit information)	free	46.00	46.45	0.97
Building	Flood Prone Approval	Report and Consent	free	227.25	232.93	2.44
Building	Building Regulations 2006 Part 4 (each additional regulation)	Report and Consent each additional Regulation	free	85.00	85.00	0.00
Environment Protection, Special Projects						
Trolley Impound	Trolley Impound	Trolley release fee	taxable	65.00	65.00	0.00
Economic Development, Business Development						
Business Support Economic Planning	Itinerant Traders	Residential Annual Fee	free	1,500.00	1,500.00	0.00
Business Support Economic Planning	Itinerant Traders	Site Annual Fee - minimum (depending on site)	free	2,000.00	2,000.00	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	free	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	free	125.00	125.00	0.00
Commercial Activities on Footpaths	Footpath Trading Permit	Bulky goods - first 2 metres x 2 metres	free	50.00	50.00	0.00
Commercial Activities on Footpaths	Footpath Trading Permit	Bulky goods - subsequent or part thereof 2 metres x 2 metres	free	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	free	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	free	100.00	100.00	0.00
Commercial Activities on Footpaths	Footpath Trading Permit	Display of Goods - Subsequent display unit	free	150.00	150.00	0.00
Commercial Activities on Footpaths	Footpath Trading Permit	Display of Goods - first display unit	free	50.00	50.00	0.00
Commercial Activities on Footpaths	Footpath Trading Permit	Outdoor Dining Facilities (no liquor licence or infrastructure) - first eight chairs	free	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	free	100.00	100.00	0.00
Commercial Activities on Footpaths	Footpath Trading Permit	Outdoor Dining Facilities (no liquor licence or infrastructure) - per chair thereafter	free	50.00	50.00	0.00
Commercial Activities on Footpaths	Footpath Trading Permit	Outdoor dining (with liquor licence or infrastructure) - minimum price	free	1,000.00	1,000.00	0.00

Program	Category of Fee or Charge	Fee or Charge	GST Type	Fee 2012/13 \$	Fee 2013/14 \$	Variance (%)
Commercial Activities on Footpaths	Footpath Trading Permit	Planter Boxes	free	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	taxable	75.00	75.00	0.00
Directional Signage Applications	Directional Signage Applications	Directional Signage Applications - for two or more signs	taxable	125.00	125.00	0.00
Infrastructure Maintenance, The Briars						
The Briars	Function Hire	Barn hire	taxable	450.00	460.00	2.17
The Briars	Function Hire	Commercial Hire - Barn	taxable	750.00	770.00	2.60
The Briars	Function Hire	Commercial Hire - Garden	taxable	950.00	980.00	3.06
The Briars	Function Hire	Commercial Photography	taxable	250.00	260.00	3.85
The Briars	Function Hire	Edwardian Room hire	taxable	450.00	460.00	2.17
The Briars	Function Hire	Grounds Wedding	taxable	390.00	400.00	2.50
The Briars	Function Hire	Homestead kitchen hire	taxable	190.00	200.00	5.00
The Briars	Function Hire	Theatre - Performance	taxable	130.00	130.00	0.00
The Briars	Function Hire	Theatre - Rehearsal	taxable	65.00	67.00	2.99
The Briars	Function Hire	Theatrette Hire	taxable	125.00	135.00	7.41
The Briars Park	Homestead Entry - Adult	Homestead Entry - Adult	taxable	5.80	6.00	3.33
The Briars Park	Homestead Entry - Children	Homestead Entry - Children	taxable	2.60	2.70	3.70
The Briars Park	Homestead Entry - Concession	Homestead Entry - Concession	taxable	4.40	4.50	2.22
The Briars Park	Homestead Entry - Families	Homestead Entry - Families	taxable	12.90	13.30	3.01
The Briars Park	Homestead Entry - School Children	Homestead Entry - School Children	taxable	1.60	1.70	5.88
The Briars Park	Ponding	Ponding (Ranger led dip netting per head)	taxable	1.60	1.70	5.88
The Briars Park	Ranger Talk	Ranger Talk (per head)	taxable	2.10	2.20	4.55
Infrastructure Project Management, Construction						
Asset Construction and Protection	Build over easement	Build over easement	free	61.00	63.00	3.17
Asset Construction and Protection	Non-Utility Minor Works in Road Reserves	Consent to undertake works within a road reserve (Minor Works)	free	60.00	62.00	3.23
Asset Construction and Protection	Non-Utility Major Works in Road Reserves	Consent to undertake works within a road reserve (incl Vehicle Crossings)	free	135.00	144.00	6.25
Asset Construction and Protection	Hoarding permit	Hoarding permit		275.00	275.00	0.00
Asset Construction and Protection	Private Building Works	Private Building Works	free	140.00	150.00	6.67
Infrastructure Project Management, Design						
Asset Construction and Protection	Drainage Information Certificates	Drainage Point of Discharge	free	56.45	58.00	2.67
Asset Construction and Protection	Drainage Information Certificates	To Build over easement	free	62.00	63.00	1.59
Asset Construction and Protection	Drainage Information Certificates	Underground Drainage Pipe Information	free	56.45	58.00	2.67
Tender Fees	Tender Documents	Tender documents	taxable	55.00	55.00	0.00
Renewable Resources, Waste Collection						
Garbage Collection	Extra Capacity 120 litre	Extra Capacity 120 litre	taxable	363.00	363.00	0.00
Garbage Collection	Extra Capacity 160 litre	Extra Capacity 160 litre	taxable	484.00	484.00	0.00
Garbage Collection	Extra Capacity 200 litre	Extra Capacity 200 litre	taxable	605.00	605.00	0.00
Garbage Collection	Extra Capacity 240 litre	Extra Capacity 240 litre	taxable	726.00	726.00	0.00
Garbage Collection	Extra Capacity 280 litre	Extra Capacity 280 litre	taxable	847.00	847.00	0.00
Garbage Collection	Extra Capacity 320 litre	Extra Capacity 320 litre	taxable	968.00	968.00	0.00

Program	Category of Fee or Charge	Fee or Charge	GST Type	Fee 2012/13 \$	Fee 2013/14 \$	Variance (%)
Garbage Collection	Extra Capacity 40 litre	Extra Capacity 40 litre	taxable	121.00	121.00	0.00
Garbage Collection	Extra Capacity 400 litre	Extra Capacity 400 litre	taxable	1,210.00	1,210.00	0.00
Garbage Collection	Extra Capacity 480 litre	Extra Capacity 480 litre	taxable	1,452.00	1,452.00	0.00
Garbage Collection	Extra Capacity 560 litre	Extra Capacity 520 Litre Bin	taxable	1,573.00	1,573.00	0.00
Garbage Collection	Extra Capacity 560 litre	Extra Capacity 560 litre	taxable	1,694.00	1,694.00	0.00
Garbage Collection	Extra Capacity 720 litre	Extra Capacity 720 litre	taxable	2,178.00	2,178.00	0.00
Garbage Collection	Extra Capacity 80 litre	Extra Capacity 80 litre	taxable	242.00	242.00	0.00
Garbage Collection		Extra Capacity Garabage Bins (per litre)	taxable	0.00	3.30	100.00
Garbage Collection	Service Charge	For restoring extra capacity bin for late-payers	taxable	1,694.00	50.00	-3,288.00
Recycling Collection	Extra Capacity 240 litre	extra capacity 240 litre recycling bin	taxable	60.00	60.00	0.00
Garbage Collection	Extra Capacity 640 litres	extra capacity 640 litres	taxable	1,936.00	1,936.00	0.00

Renewable Resources, Waste Disposal

Waste Disposal Centres	Car Body	Car Body with tank tyres and rims	taxable	95.00	95.00	0.00
Waste Disposal Centres	Commercial Vehicles	0.5m3 Asbestos of Domestic Origin Only	taxable	80.00	85.00	5.88
Waste Disposal Centres	Commercial Vehicles	Base Rate per cubic metre - landfill - commercial	taxable	85.00	100.00	15.00
Waste Disposal Centres	Commercial Vehicles	Base rate per tonne - tonne	taxable	185.00	200.00	7.50
Waste Disposal Centres	Dead Animals	Animals (single animal-no larger than a dog)	taxable	6.00	6.00	0.00
Waste Disposal Centres	Dead Animals	Chickens (car boot-240 litres)	free	24.00	25.00	4.00
Waste Disposal Centres	Dead Animals	Chickens/Animals (per cubic metre)	taxable	95.00	100.00	5.00
Waste Disposal Centres	E- Waste	All other items eg laptops keyboards printers etc.	taxable	0.00	0.00	0.00
Waste Disposal Centres	Fridges	Not degassed Fridge or Freezer	taxable	15.00	17.00	11.76
Waste Disposal Centres	Garbage	Bag (40 Litres) - commercial	taxable	6.00	6.50	7.69
Waste Disposal Centres	Garbage	Bag (40 Litres) - non-resident	taxable	7.00	7.50	6.67
Waste Disposal Centres	Garbage	Bag (40 litres) - resident	taxable	5.00	5.00	0.00
Waste Disposal Centres	Garbage	Base Rate Per Cubic Metre - commercial	taxable	85.00	100.00	15.00
Waste Disposal Centres	Garbage	Base Rate Per Cubic Metre - non-resident	taxable	100.00	105.00	4.76
Waste Disposal Centres	Garbage	Base Rate per cubic metre - resident	taxable	67.00	71.00	5.63
Waste Disposal Centres	Garbage	Car Boot (240 litres) - non-resident	taxable	25.00	26.50	5.66
Waste Disposal Centres	Garbage	Car Boot (240 litres) - commercial	taxable	20.00	21.50	6.98
Waste Disposal Centres	Garbage	Car Boot (240 litres) - resident	taxable	17.00	18.00	5.56
Waste Disposal Centres	Garbage	Garbage (Soil/Bricks/Concrete/Rubble)	taxable	115.00	120.00	4.17
Waste Disposal Centres	Green Waste	Bag (40 Litre) - non-resident	taxable	5.00	4.00	-25.00
Waste Disposal Centres	Green Waste	Bag (40 Litre) - resident	taxable	4.00	4.00	0.00
Waste Disposal Centres	Green Waste	Bag (40) litre - commercial	taxable	4.50	4.50	0.00
Waste Disposal Centres	Green Waste	Base Rate Per Cubic Metre - commercial	taxable	35.00	35.00	0.00
Waste Disposal Centres	Green Waste	Base Rate Per Cubic Metre - non-resident	taxable	50.00	30.00	-66.67
Waste Disposal Hoppers	Greenwaste	Base Rate per Cubic Metre - resident	taxable	30.00	30.00	0.00
Waste Disposal Centres	Green Waste	Car Boot (240 litres) - commercial.	taxable	8.00	8.00	0.00
Waste Disposal Centres	Green Waste	Car Boot (240 litres) - non-resident	taxable	12.00	7.50	-60.00
Waste Disposal Centres	Green Waste	Car Boot (240 litres) - resident	taxable	7.50	7.50	0.00
Waste Disposal Centres	Mattress	Mattress Double	taxable	20.00	22.00	9.09
Waste Disposal Centres	Mattress	Mattress Single	taxable	16.00	17.00	5.88
Waste Disposal Centres	Monitor Products	CRT/LCD/Plasma/TV's	taxable	7.00	0.00	-100.00
Waste Disposal Centres	Plastics and Plastic Film	Plastic and Plastic Film per cubic metre.	taxable	5.00	5.00	0.00
Waste Disposal Centres	Tyres	Car.	taxable	8.50	8.50	0.00
Waste Disposal Centres	Tyres	Heavy Truck or Car Tyre on Rim.	taxable	16.50	16.50	0.00
Waste Disposal Centres	Tyres	Light Truck.	taxable	11.50	11.50	0.00
Waste Disposal Hoppers	Garbage	Base rate per cubic metre - Landfill - commercial	taxable	85.00	85.00	0.00
Waste Disposal Hoppers	Garbage	Car Boot (240 litres) - commercial	taxable	20.00	21.50	6.98
Waste Disposal Hoppers	Garbage	Car Boot (240 litres) - non-resident	taxable	25.00	25.00	0.00

Program	Category of Fee or Charge	Fee or Charge	GST Type	Fee 2012/13 \$	Fee 2013/14 \$	Variance (%)
Waste Disposal Hoppers	Garbage (Hoppers)	Bag (40 litres) - commercial	taxable	6.00	6.00	0.00
Waste Disposal Hoppers	Garbage (Hoppers)	Bag (40 litres) - non-resident	taxable	7.00	7.00	0.00
Waste Disposal Hoppers	Garbage (Hoppers)	Bag (40 litres) - resident	taxable	5.00	5.00	0.00
Waste Disposal Hoppers	Garbage (Hoppers)	Base Rate per Cubic Metre - resident	taxable	70.00	70.00	0.00
Waste Disposal Hoppers	Garbage (Hoppers)	Car Boot (240 litres) - resident	taxable	17.00	17.00	0.00
Waste Disposal Hoppers	Green Waste	Base Rate per cubic Metre - resident	taxable	30.00	30.00	0.00
Waste Disposal Hoppers	Green Waste	Bag (40) litre - commercial	taxable	4.50	4.50	0.00
Waste Disposal Hoppers	Greenwaste (Flinders Only)	Bag (40) litres - non- resident	taxable	5.00	5.00	0.00
Waste Disposal Hoppers	Greenwaste (Flinders Only)	Bag (40) litres - resident	taxable	4.00	4.00	0.00
Waste Disposal Hoppers	Greenwaste (Flinders Only)	Base Rate per Cubic Metre - commercial	taxable	35.00	35.00	0.00
Waste Disposal Hoppers	Greenwaste (Flinders Only)	Base Rate per Cubic Metre - non-resident	taxable	50.00	30.00	-66.67
Waste Disposal Hoppers	Greenwaste (Flinders Only)	Base Rate per Cubic Metre - resident	taxable	30.00	30.00	0.00
Waste Disposal Hoppers	Greenwaste (Flinders Only)	Car Boot (240 litres) - commercial	taxable	8.00	8.00	0.00
Waste Disposal Hoppers	Greenwaste (Flinders Only)	Car Boot (240 litres) - non-resident	taxable	12.00	12.00	0.00
Waste Disposal Hoppers	Greenwaste (Flinders Only)	Car Boot (240 litres) - resident	taxable	7.50	7.50	0.00

Child Youth and Family Care, Immunisation

Immunisation	Chicken Pox Vaccine	Chicken Pox Vaccine	free	0.00	0.00	0.00
Immunisation	Meningococcal Vaccine	Meningococcal Vaccine	free	0.00	0.00	0.00
Immunisation	Pneumococcal Vaccine	Pneumococcal Vaccine	free	0.00	0.00	0.00

Child Youth and Family Care, Family Day Care

Family Day Care	Family Day Care	Administration Levy		0.70	0.75	6.67
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Child Youth and Family Care, After School Care Program

After School Care Program	After School Program	Annual Family Registration	free	20.00	20.00	0.00
After School Care Program	After School Program	Casual Care	free	19.50	20.00	2.50
After School Care Program	After School Program	Early Finish Days per additional hour child	free	6.00	6.00	0.00
After School Care Program	After School Program	Late Pick up fee per 15 minutes	free	20.00	20.00	0.00
After School Care Program	After School Program	Permanent Booked Care per child	free	17.50	18.00	2.78

Child Youth and Family Care, School Holiday Program

School Holiday Program	School Holiday Program	Annual Family Registration	free	20.00	20.00	0.00
School Holiday Program	School Holiday Program	Not Pre Booked	free	51.00	53.00	3.77
School Holiday Program	School Holiday Program	Pre Booked	free	46.00	48.00	4.17

Child Youth and Family Care, Manager Child Youth and Family Care

Preschool Central Enrolment Program	Preschool Central Enrolment Program	Preschool Enrolment	free	6.00	6.00	0.00
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Aged and Disability Services, Home Care General

Home Care	General Home Care	Sliding Scale (high fee range)	free	17.50	17.50	0.00
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Program	Category of Fee or Charge	Fee or Charge	GST Type	Fee 2012/13 \$	Fee 2013/14 \$	Variance (%)
Home Care	General Home Care	Sliding Scale (high fee range).	free	28.50	28.50	0.00
Home Care	General Home Care	Sliding Scale (low fee range)	free	4.55	4.55	0.00
Home Care	General Home Care	Sliding Scale (medium fee range)	free	13.10	13.10	0.00
Home Care	Home and Community	Standard high income fee		0.00	30.90	100.00
Home Care	Home and Community	Standard low income fee		0.00	5.70	100.00
Home Care	Home and Community	Standard medium income fee		0.00	14.20	100.00
Aged and Disability Services, Home Care Specific						
Specific Home Care	Sliding Scale - high fee range	Sliding Scale - high fee range	free	28.45	28.45	0.00
Specific Home Care	Sliding Scale - low fee range	Sliding Scale - low fee range	free	2.20	2.20	0.00
Specific Home Care	Sliding Scale - low fee range	Sliding Scale - low fee range.	free	1.15	1.15	0.00
Specific Home Care	Sliding Scale - medium fee range	Sliding Scale - medium fee range	free	4.40	4.40	0.00
Specific Home Care	Sliding Scale - medium fee range	Sliding Scale - medium fee range.	free	3.30	3.30	0.00
Aged and Disability Services, Brokerage Program						
Home Care Brokerage	Brokerage - Linkages Rate	Brokerage	free	37.50	37.50	0.00
Home Care Brokerage	Brokerage - Community Aged Care Package Rate	Brokerage.	free	44.50	44.50	0.00
Aged and Disability Services, Home Maintenance						
Home Maintenance	Property Maintenance	High Fee Range plus the cost of materials	free	49.50	45.00	-10.00
Home Maintenance - Linkages	Home Maintenance - Linkages (COPS)	Home Maintenance - Linkages	free	49.50	49.50	0.00
Home Maintenance - Linkages	Home Maintenance - Brokerage	Home Maintenance - brokerage	free	52.50	52.50	0.00
Home Maintenance	Property Maintenance	Low Fee Range plus the cost of materials	free	10.30	11.20	8.04
Home Maintenance	Property Maintenance	Medium Fee Range plus the cost of materials	free	16.70	17.00	1.76
Aged and Disability Services, Access and Mobility						
Adult Day Care	Adult Day Care - Linkages (CCP)	Adult Day Care - Brokerage Full Cost Recovery Rate	free	16.70	16.70	0.00
Community Transport	Community Transport	Dial-A-Bus	free	1.00	1.00	0.00
Adult Day Care	Social Support	Low Fee Range	free	3.60	3.60	0.00
Adult Day Care	Social Support	Medium Fee Range	free	5.70	5.70	0.00
Aged and Disability Services, Delivered Meals						
Delivered Meals	Brokerage Meals	Brokerage (COPS)	free	6.05	6.05	0.00
Delivered Meals	Brokerage Meals	Full cost Recovery fee	free	10.80	10.80	0.00
Delivered Meals	HACC Meals - Standard Fee	Standard fee	free	6.36	6.80	6.47
Recreation and Leisure, Events and Festivals						
Recreation Facilities	Event Application	Application Fee for Community Temporary Signage	taxable	85.00	85.00	0.00
Recreation Facilities	Event Application	Application Fee for Filming Permit	taxable	350.00	0.00	-100.00
Recreation Facilities	Event Application	Application Fee for Wedding Permit	taxable	60.00	60.00	0.00

Program	Category of Fee or Charge	Fee or Charge	GST Type	Fee 2012/13 \$	Fee 2013/14 \$	Variance (%)
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	taxable	175.00	175.00	0.00
Recreation Facilities	Event Application	Application fee for Event with less than 50% of proceeds going to a registered charity with a commercial benefit	taxable	425.00	425.00	0.00
Recreation Facilities	Event Application	Category 1 Events - Commercial	taxable	425.00	275.00	-54.55
Recreation Facilities	Event Application	Category 1 Events - Community	taxable	175.00	110.00	-59.09
Recreation Facilities	Event Application	Category 2 Events - Commercial	taxable	360.00	295.00	-22.03
Recreation Facilities	Event Application	Category 2 Events - Community	taxable	110.00	130.00	15.38
Recreation Facilities	Event Application	Category 3 Events - General	taxable	400.00	420.00	4.76
Recreation Facilities	Event Application	Occupancy Permit - Non Registered Charity363		0.00	363.00	100.00
Recreation Facilities	Event Application	Occupancy Permit - Registered Charity		0.00	121.00	100.00

Recreation and Leisure, Peninsula Community Theatre

Peninsula Community Theatre	PCT - Complex Commercial	Hourly	taxable	70.00	75.00	6.67
Peninsula Community Theatre	PCT - Complex Community	Hourly	taxable	45.00	50.00	10.00
Peninsula Community Theatre	PCT - Complex Not for Profit	Hourly	taxable	35.00	40.00	12.50
Peninsula Community Theatre	Foyer Commercial	Hourly Rate	taxable	60.00	65.00	7.69
Peninsula Community Theatre	Foyer Community	Hourly Rate	taxable	35.00	40.00	12.50
Peninsula Community Theatre	Foyer Not for Profit	Hourly Rate	taxable	30.00	35.00	14.29
Peninsula Community Theatre	Theatre - Performance - Commercial	Hourly Rate	taxable	70.00	75.00	6.67
Peninsula Community Theatre	Theatre - Performance Not for Profit	Hourly Rate	taxable	30.00	35.00	14.29
Peninsula Community Theatre	Theatre	Lapel Microphone Hire x 2 per day	taxable	0.00	0.00	0.00
Peninsula Community Theatre	Theatre	Lockable Piano	taxable	0.00	0.00	0.00
Peninsula Community Theatre		One off fee	taxable	80.00	90.00	11.11
Peninsula Community Theatre	Theatre - Bump In/Out - Commercial	One off fee	taxable	70.00	75.00	6.67
Peninsula Community Theatre	Theatre	Projector & Screen	taxable	0.00	0.00	0.00

Recreation and Leisure, Recreation Facility Development

Recreation Facilities	Active Sports Reserves	Minor Reserve - Summer	taxable	566.50	566.50	0.00
Recreation Facilities	Reserves and Pavilions	Schools - Regional Events	taxable	283.30	283.30	0.00
Recreation Facilities	Reserves and Pavilions	Schools Flat rate 1/2 day	taxable	28.55	28.55	0.00
Recreation Facilities	Reserves & Pavilions	Schools Flat rate Full day	taxable	55.65	55.65	0.00
Recreation Facilities	Active Sports Reserves	Secondary Reserve - Summer	taxable	906.40	906.40	0.00
Recreation Facilities	(per event)- Adults	Township Reserve - Winter	taxable	2,719.20	2,719.20	0.00
Recreation Facilities	Active Sports Reserves	Township Reserve -Summer	taxable	2,266.00	2,266.00	0.00
Recreation Reserves	user charges	user charges	taxable	1,100.00	1,100.00	0.00

Recreation and Leisure, Community Halls

Community Halls	Halls	Cancellation Fee	taxable	30.00	50.00	40.00
Community Halls	Halls - Minor	Commercial - 4 hr Sessional	taxable	40.00	40.00	0.00
Community Halls	Halls - Minor	Commercial - Daily Rate	taxable	85.00	85.00	0.00
Community Halls	Halls - Minor	Commercial - Day/evening	taxable	317.00	317.00	0.00
Community Halls	Halls - Minor	Commercial - Evening	taxable	244.00	244.00	0.00
Community Halls	Halls - Minor	Commercial - Hourly	taxable	12.00	12.00	0.00
Community Halls	Halls - Minor	Community - 4 hr sessional	taxable	24.00	24.00	0.00
Community Halls	Halls - Minor	Community - Daily Rate	taxable	53.00	53.00	0.00
Community Halls	Halls - Minor	Community - Day Evening	taxable	198.00	198.00	0.00
Community Halls	Halls - Minor	Community - Evening	taxable	153.00	153.00	0.00

Program	Category of Fee or Charge	Fee or Charge	GST Type	Fee 2012/13 \$	Fee 2013/14 \$	Variance (%)
Community Halls	Halls - Minor	Community - Minor	taxable	8.00	8.00	0.00
Community Halls	Halls - Minor	Day/ Evening - Not for Profit	taxable	165.00	165.00	0.00
Community Halls	Halls - Minor	Not For Profit - Hourly	taxable	6.00	6.00	0.00
Community Halls	Halls - Minor	Not for Profit - 4 Hour sessional	taxable	21.00	21.00	0.00
Community Halls	Halls - Minor	Not for Profit - Daily rate	taxable	44.00	44.00	0.00
Community Halls	Halls - Minor	Not for Profit - Evening	taxable	127.00	127.00	0.00
Community Halls	Halls - Secondary Theatre Performance	Secondary Theatre - All day 9-midnight	taxable	245.00	245.00	0.00
Community Halls	Halls - Secondary Theatre Rehearsal	Secondary Theatre - All day 9-midnight	taxable	147.00	147.00	0.00
Community Halls	Halls - Secondary Theatre Performance	Secondary Theatre - Bump in/bump out	taxable	93.00	93.00	0.00
Community Halls	Halls - Secondary Theatre Performance	Secondary Theatre - Daily 9-5	taxable	91.00	91.00	0.00
Community Halls	Halls - Secondary Theatre Rehearsal	Secondary Theatre - Daily 9-5	taxable	49.00	49.00	0.00
Community Halls	Halls - Secondary Theatre Performance	Secondary Theatre - Evening	taxable	165.00	165.00	0.00
Community Halls	Halls - Secondary Theatre Rehearsal	Secondary Theatre - Evening	taxable	98.00	98.00	0.00
Community Halls	Halls - Secondary Theatre Performance	Secondary Theatre - Hourly	taxable	13.00	13.00	0.00
Community Halls	Halls - Secondary Theatre Rehearsal	Secondary Theatre - Hourly	taxable	8.00	8.00	0.00
Community Halls	Halls - Secondary Theatre Performance	Secondary Theatre - Sessional 4 hours	taxable	38.00	38.00	0.00
Community Halls	Halls - Secondary Theatre Rehearsal	Secondary Theatre - Sessional 4 hours	taxable	23.00	23.00	0.00
Community Halls	Halls - Township Theatre Rehearsal	Township Theatre - (Sessional 4 hours)	taxable	34.00	34.00	0.00
Community Halls	Halls - Township Theatre Rehearsal	Township Theatre - All day 9 - Midnight	taxable	201.00	201.00	0.00
Community Halls	Halls - Township Theatre Performance	Township Theatre - All day 9-midnight	taxable	322.00	322.00	0.00
Community Halls	Halls - Township Theatre Performance	Township Theatre - Bump in/bump out	taxable	118.00	118.00	0.00
Community Halls	Halls - Township Theatre Performance	Township Theatre - Daily 9-5	taxable	121.00	121.00	0.00
Community Halls	Halls - Township Theatre Rehearsal	Township Theatre - Daily 9-5	taxable	71.00	71.00	0.00
Community Halls	Halls - Township Theatre Performance	Township Theatre - Evening	taxable	218.00	218.00	0.00
Community Halls	Halls - Township Theatre Rehearsal	Township Theatre - Evening	taxable	129.00	129.00	0.00
Community Halls	Halls - Township Theatre Performance	Township Theatre - Hourly	taxable	19.00	19.00	0.00
Community Halls	Halls - Township Theatre Rehearsal	Township Theatre - Hourly	taxable	11.00	11.00	0.00
Community Halls	Halls - Township Theatre Performance	Township Theatre - Sessional 4 Hours	taxable	58.00	58.00	0.00
Community Meeting Room	Hourly	Commercial	taxable	9.00	9.00	0.00
Community Meeting Room	Hourly	Community	taxable	6.00	6.00	0.00
Community Meeting Room	Hourly	Not for Profit	taxable	5.00	5.00	0.00
Secondary Halls	4 Hour Sessional	Commercial	taxable	87.00	87.00	0.00
Secondary Halls	Daily Rate	Commercial	taxable	187.00	187.00	0.00
Secondary Halls	Day / Evening	Commercial	taxable	554.00	554.00	0.00
Secondary Halls	Evening	Commercial	taxable	372.00	372.00	0.00
Secondary Halls	Hourly	Commercial	taxable	31.00	31.00	0.00
Secondary Halls	4 Hour Sessional	Community	taxable	55.00	55.00	0.00
Secondary Halls	Daily Rate	Community	taxable	117.00	117.00	0.00
Secondary Halls	Day / Evening	Community	taxable	346.00	346.00	0.00
Secondary Halls	Evening	Community	taxable	233.00	233.00	0.00
Secondary Halls	Hourly	Community	taxable	20.00	20.00	0.00
Secondary Halls	4 Hour Sessional	Not for Profit	taxable	45.00	45.00	0.00
Secondary Halls	Daily Rate	Not for Profit	taxable	98.00	98.00	0.00
Secondary Halls	Day / Evening	Not for Profit	taxable	288.00	288.00	0.00
Secondary Halls	Evening	Not for Profit	taxable	194.00	194.00	0.00
Secondary Halls	Hourly	Not for Profit	taxable	16.00	16.00	0.00
Secondary Meeting Room	4 Hour Sessional	Commercial	taxable	52.00	52.00	0.00
Secondary Meeting Room	Hourly	Commercial	taxable	18.00	18.00	0.00
Secondary Meeting Room	4 Hour Sessional	Community	taxable	32.00	32.00	0.00
Secondary Meeting Room	Hourly	Community	taxable	11.00	11.00	0.00
Secondary Meeting Room	4 Hour Sessional	Not for Profit	taxable	27.00	27.00	0.00
Secondary Meeting Room	Hourly	Not for Profit	taxable	9.00	9.00	0.00
Township Halls	4 Hour Sessional	Commercial	taxable	131.00	131.00	0.00
Township Halls	Daily Rate	Commercial	taxable	273.00	273.00	0.00

Program	Category of Fee or Charge	Fee or Charge	GST Type	Fee 2012/13 \$	Fee 2013/14 \$	Variance (%)
Township Halls	Day / Evening	Commercial	taxable	761.00	761.00	0.00
Township Halls	Evening	Commercial	taxable	494.00	494.00	0.00
Township Halls	Hourly	Commercial	taxable	43.00	43.00	0.00
Township Halls	4 Hour Sessional	Community	taxable	81.00	81.00	0.00
Township Halls	Daily Rate	Community	taxable	171.00	171.00	0.00
Township Halls	Day / Evening	Community	taxable	476.00	476.00	0.00
Township Halls	Evening	Community	taxable	309.00	309.00	0.00
Township Halls	Hourly	Community	taxable	27.00	27.00	0.00
Township Halls	4 Hour Sessional	Not for Profit	taxable	68.00	68.00	0.00
Township Halls	Daily Rate	Not for Profit	taxable	142.00	142.00	0.00
Township Halls	Day / Evening	Not for Profit	taxable	397.00	397.00	0.00
Township Halls	Evening	Not for Profit	taxable	258.00	258.00	0.00
Township Halls	Hourly	Not for Profit	taxable	23.00	23.00	0.00
Township Meeting Room	4 Hour Sessional	Commercial	taxable	77.00	77.00	0.00
Township Meeting Room	Hourly	Commercial	taxable	22.00	22.00	0.00
Township Meeting Room	4 Hour Sessional	Community	taxable	48.00	48.00	0.00
Township Meeting Room	Hourly	Community	taxable	13.00	13.00	0.00
Township Meeting Room	4 Hour Sessional	Not for Profit	taxable	40.00	40.00	0.00
Township Meeting Room	Hourly	Not for Profit	taxable	11.00	11.00	0.00

Recreation and Leisure, Foreshore Camping

Foreshore Camping		Holiday/Peak Season - Non-Power (per night)	taxable	40.00	41.00	2.44
Foreshore Camping		Holiday/Peak Season - Non-Power (per week)	taxable	180.00	185.00	2.70
Foreshore Camping		Holiday/Peak Season - Power (per night)	taxable	45.00	46.00	2.17
Foreshore Camping		Holiday/Peak Season - Powered Site Weekly	taxable	260.00	270.00	3.70
Foreshore Camping		Off Season (pre season) Package	taxable	485.00	550.00	11.82
Foreshore Camping		Off Season - Non-Power (per night)	taxable	25.00	26.00	3.85
Foreshore Camping		Off Season - Non-Power (per week)	taxable	95.00	97.00	2.06
Foreshore Camping		Off Season - Power (per night)	taxable	30.00	31.00	3.23
Foreshore Camping		Off Season - Power (per week)	taxable	135.00	138.00	2.17
Foreshore Camping		Off Season Package	taxable	890.00	979.00	9.09
Foreshore Camping		Pensioner rate (per week)	taxable	105.00	108.00	2.78
Foreshore Camping		Unoccupied/Weekend Non-Power rate (per week)	taxable	70.00	72.00	2.78
Foreshore Camping		Unoccupied/Weekend rate (per week)	taxable	100.00	103.00	2.91

Recreation and Leisure, Mt Martha Golf Course

Mt Martha Golf Course	Golf Fees	18 Holes	taxable	25.00	26.00	3.85
Mt Martha Golf Course	Golf Fees	18 Holes Concession	taxable	18.00	19.00	5.26
Mt Martha Golf Course	Golf Fees	9 Holes	taxable	18.00	19.00	5.26
Mt Martha Golf Course	Golf Fees	9 Holes Concession	taxable	13.00	14.00	7.14
Mt Martha Golf Course	Golf Fees	Junior	taxable	5.00	5.00	0.00
Mt Martha Golf Course	Golf Fees	Unlimited Special	taxable	15.00	16.00	6.25
Mt Martha Golf Course	Junior Tagholder	Junior Tagholder	taxable	100.00	100.00	0.00
Mt Martha Golf Course	Membership	10 Rounds - 18 Holes Session Pass	taxable	0.00	234.00	100.00
Mt Martha Golf Course	Membership	10 Rounds - 18 Holes Session Pass - Concession	taxable	0.00	171.00	100.00
Mt Martha Golf Course	Membership	10 Rounds - 9 Holes Session Pass	taxable	0.00	171.00	100.00
Mt Martha Golf Course	Membership	10 rounds - 9 Holes Session Pass - Concession	taxable	0.00	126.00	100.00
Mt Martha Golf Course	Membership	5 day 12 month (Full)	taxable	539.00	565.00	4.60
Mt Martha Golf Course	Membership	5 day 12 Month (Concession)	taxable	427.00	448.00	4.69

Program	Category of Fee or Charge	Fee or Charge	GST Type	Fee 2012/13 \$	Fee 2013/14 \$	Variance (%)
Mt Martha Golf Course	Membership	5 day 6 Month (Concession)	taxable	259.00	272.00	4.78
Mt Martha Golf Course	Membership	5 day 6 month (Full)	taxable	325.00	421.00	22.80
Mt Martha Golf Course	Membership	6 day 12 month (Concession)	taxable	560.00	592.00	5.41
Mt Martha Golf Course	Membership	6 day 12 month (Full)	taxable	699.00	737.00	5.16
Mt Martha Golf Course	Membership	6 day 6 Month (Concession)	taxable	325.00	340.00	4.41
Mt Martha Golf Course	Membership	6 day 6 month (Full)	taxable	399.00	421.00	5.23

Recreation and Leisure, Bittern Stadium

Bittern Stadium	Stadium Hire	Competition	taxable	26.36	30.20	12.72
Bittern Stadium	Room Hire	Multipurpose Room - Commercial Rate	taxable	27.27	28.40	3.98
Bittern Stadium	Room Hire	Multipurpose Room - Community Rate	taxable	20.00	20.80	3.85
Bittern Stadium	Stadium Hire	Training	taxable	21.81	25.00	12.76
Bittern Stadium	Stadium Hire	Training 1/2 Court (30 mins)	taxable	10.90	12.50	12.80

Recreation and Leisure, Hastings Leisure Centre

Hastings Leisure Centre	All Access	Group Fitness Classes	taxable	45.45	45.45	0.00
Hastings Leisure Centre	All Access	Health Hub Group Fitness Classes	taxable	5.45	5.45	0.00
Hastings Leisure Centre	Gymnastics	Boys L3-5	taxable	9.10	9.55	4.71
Hastings Leisure Centre	Gymnastics	BOYS Level 2	taxable	0.00	9.55	100.00
Hastings Leisure Centre	Gymnastics	Gym Fun	taxable	0.00	9.55	100.00
Hastings Leisure Centre	Gymnastics	Gymnastics Level 2	taxable	9.10	9.55	4.71
Hastings Leisure Centre	Gymnastics	Gymnastics Level 3	taxable	15.45	17.27	10.54
Hastings Leisure Centre	Gymnastics	Gymnastics Level 4	taxable	15.45	17.27	10.54
Hastings Leisure Centre	Gymnastics	Gymnastics Level 5	taxable	15.45	17.27	10.54
Hastings Leisure Centre	Gymnastics	Gymnastics Level 6	taxable	0.00	17.27	100.00
Hastings Leisure Centre	Gymnastics	Kinder Gym	taxable	9.10	9.55	4.71
Hastings Leisure Centre	Gymnastics	Schools Program	taxable	0.00	5.00	100.00
Hastings Leisure Centre	Room Hire	Art Space - Community	taxable	20.00	22.00	9.09
Hastings Leisure Centre	Room Hire	Foyer - Commercial	taxable	22.73	22.73	0.00
Hastings Leisure Centre	Room Hire	Foyer - Community	taxable	13.64	13.64	0.00
Hastings Leisure Centre	Room Hire	IT Hub - Commercial Rate	taxable	31.82	33.00	3.58
Hastings Leisure Centre	Room Hire	IT Hub - Community Rate	taxable	22.73	24.00	5.29
Hastings Leisure Centre	Room Hire	Meeting Room 1 - Kitchenette - Commercial	taxable	27.27	27.27	0.00
Hastings Leisure Centre	Room Hire	Meeting Room 2 - Training Room - Community	taxable	13.64	13.64	0.00
Hastings Leisure Centre	Room Hire	Multi Function Room - Commercial Rate	taxable	27.27	27.27	0.00
Hastings Leisure Centre	Room Hire	Multi Function Room - Community Rate	taxable	100.91	100.91	0.00
Hastings Leisure Centre	Room Hire	Multi Purpose Room - Commercial Rate	taxable	25.00	25.00	0.00
Hastings Leisure Centre	Room Hire	Performance Stage - Commercial	taxable	22.73	22.73	0.00
Hastings Leisure Centre	Room Hire	Performance Stage - Community	taxable	13.64	13.64	0.00
Hastings Leisure Centre	Support Services	Photocopies	taxable	30.00	35.00	14.29
Hastings Leisure Centre	Support Services	Printing IT Hub	taxable	30.00	35.00	14.29
Hastings Leisure Centre	Support Services	Vending	taxable	10.00	15.00	33.33

Recreation and Leisure, Mornington Leisure Centre

Mornington Leisure Centre	ACTIV8	ACTIV8 - 4 Schools per term	input	60.00	60.00	0.00
Mornington Leisure Centre	Stadium Hire	All Access Stadium - Floorball	taxable	0.00	0.00	0.00
Mornington Leisure Centre	Gymnastics	Baby Gym	taxable	9.50	9.50	0.00

Program	Category of Fee or Charge	Fee or Charge	GST Type	Fee 2012/13 \$	Fee 2013/14 \$	Variance (%)
Mornington Leisure Centre	Stadium Hire	Badminton - Casual	input	5.50	5.70	3.51
Mornington Leisure Centre	Stadium Hire	Badminton Court	taxable	0.00	0.00	0.00
Mornington Leisure Centre	Centre Programs	Birthday Parties	taxable	13.00	13.50	3.70
Mornington Leisure Centre	Fitness Studio	Brotherhood of St Laurence	input	0.00	31.20	100.00
Mornington Leisure Centre	Group Fitness	Casual Group Fitness Class	taxable	9.50	9.90	4.04
Mornington Leisure Centre	Stadium Hire	Casual Use (Non Program)	input	3.99	4.15	3.86
Mornington Leisure Centre	Community Room	Community Room - Commercial Rate	taxable	0.00	32.00	100.00
Mornington Leisure Centre	Community Room	Community Room - Community Rate	taxable	22.00	23.00	4.35
Mornington Leisure Centre	Stadium Hire	Competition Hire per hour	input	29.00	30.20	3.97
Mornington Leisure Centre	Fitness Studio	Fitness Studio - Casual	taxable	0.00	0.00	0.00
Mornington Leisure Centre	Centre Programs	Gecko	input	7.10	0.00	-100.00
Mornington Leisure Centre	All Access	Get Fit Vet Fit	input	6.00	6.00	0.00
Mornington Leisure Centre	Centre Programs	Girls Just Wanna Have Fun	taxable	10.00	10.00	0.00
Mornington Leisure Centre	Gymnastics	Kinder Gym	input	13.50	13.50	0.00
Mornington Leisure Centre	Fitness Studio	Living Longer Living Stronger	taxable	5.00	5.00	0.00
Mornington Leisure Centre	Fitness Studio	Lungs in Action	taxable	30.00	6.00	-400.00
Mornington Leisure Centre	Office Rental	MPNA - Office Rental	taxable	180.00	180.00	0.00
Mornington Leisure Centre	Fitness Studio	MS Group	taxable	6.00	6.00	0.00
Mornington Leisure Centre	Multi Purpose Room Commercial Hire	Multipurpose Room	taxable	30.00	31.20	3.85
Mornington Leisure Centre	Multi Purpose Room Community Hire	Multipurpose Room	taxable	22.00	22.90	3.93
Mornington Leisure Centre	Child Care	Occasional Care 1st Child	taxable	6.80	7.80	12.82
Mornington Leisure Centre	Child Care	Occasional Care 2nd Child	taxable	3.50	4.00	12.50
Mornington Leisure Centre	All Access	Plaza Walks Mornington	taxable	65.00	60.00	-8.33
Mornington Leisure Centre	All Access	Prime Movers	input	9.50	6.00	-58.33
Mornington Leisure Centre	Child Care	Program Childcare 1st Child	taxable	4.00	4.60	13.04
Mornington Leisure Centre	Child Care	Program Childcare 2nd Child	taxable	2.40	2.75	12.73
Mornington Leisure Centre	Fitness Studio	Room Hire - Commercial	taxable	30.00	30.00	0.00
Mornington Leisure Centre	Fitness Studio	Roon Hire - Community	taxable	0.00	0.00	0.00
Mornington Leisure Centre	All Access	SOYF - Off Site programs	input	0.00	6.00	100.00
Mornington Leisure Centre	All Access	SOYF - On site programs	input	0.00	6.00	100.00
Mornington Leisure Centre	Stadium	School Programs	input	23.99	25.00	4.04
Mornington Leisure Centre	Group Fitness	Session Pass - 10 sessions	taxable	72.00	74.90	3.87
Mornington Leisure Centre	Group Fitness	Silver Membership Income	taxable	0.00	491.36	100.00
Mornington Leisure Centre	Centre Programs	Soccer Primary	taxable	0.00	7.80	100.00
Mornington Leisure Centre	Centre Programs	Soccer Tots	taxable	0.00	7.80	100.00
Mornington Leisure Centre	Child Care	Staff Childcare - Staff Member Working	free	2.40	0.00	-100.00
Mornington Leisure Centre	All Access	Stay Stronger for Longer	input	5.50	6.00	8.33
Mornington Leisure Centre	Fitness Studio	Stroke Group	taxable	0.00	6.00	100.00
Mornington Leisure Centre	Gymnastics	Toddler Gym	taxable	9.50	9.50	0.00
Mornington Leisure Centre	Stadium Hire	Training Hire 1/2 court (45 mins)	taxable	0.00	0.00	0.00
Mornington Leisure Centre	Stadium Hire	Training Hire 1/2 court 1 hour	input	11.99	12.50	4.08
Mornington Leisure Centre	Stadium Hire	Training Hire 1/2 court 1/2 hour	input	11.99	12.50	4.08
Mornington Leisure Centre	Stadium Hire	Training Hire per hour	input	23.98	25.00	4.08
Mornington Leisure Centre	All Access	VETS Sessions Pass	input	0.00	4.55	100.00
Mornington Leisure Centre	Group Fitness	Zumba	taxable	12.00	0.00	-100.00

Recreation and Leisure, Somerville Leisure Centre

Somerville	ACTIV8	ACTIV8(schools program)	taxable	6,720.00	4,480.00	-50.00
Somerville	ALL Access	Hastings Hall	taxable	5.50	6.00	8.33
Somerville	All Access	SCOPE		15.00	15.00	0.00
Somerville	ALL Access	Somers Hall	taxable	5.50	6.00	8.33

Program	Category of Fee or Charge	Fee or Charge	GST Type	Fee 2012/13 \$	Fee 2013/14 \$	Variance (%)
Somerville	Centre Programs	Floorball Mixed	taxable	8.00	0.00	-100.00
Somerville	Centre Programs	New Program		0.00	7.50	100.00
Somerville	Centre Programs	Schools	taxable	29.00	0.00	-100.00
Somerville	Centre Programs	Soccer - Tots	taxable	7.00	7.50	6.67
Somerville	Centre Programs	Soccer Games	taxable	7.00	7.50	6.67
Somerville	Child Care	1 hour parents using facility	free	4.00	4.60	13.04
Somerville	Child Care	1 hour parents using facility extra child	free	2.40	2.75	12.73
Somerville	Child Care	Occasional Care	free	6.80	7.80	12.82
Somerville	Child Care	Occasional Care each child there after	free	3.50	4.00	12.50
Somerville	Group Fitness	All Acces SOYF	taxable	5.50	6.00	8.33
Somerville	Group Fitness	All Access Prime Movers	taxable	5.50	6.00	8.33
Somerville	Group Fitness	All Access Session Pass	taxable	90.00	87.35	-3.03
Somerville	Group Fitness	Pregnancy Class	taxable	5.50	0.00	-100.00
Somerville	Group Fitness	Small Group Training Sessions	taxable	0.00	58.00	100.00
Somerville	Memberships	15 Visit Pass (Adult)	taxable	196.00	196.00	0.00
Somerville	Memberships	15 Visit Pass (Concession)	taxable	137.00	137.00	0.00
Somerville	Memberships	Pay Smart	taxable	3,240.00	3,554.10	8.84
Somerville	Memberships	Silver	taxable	530.00	562.10	5.71
Somerville	Memberships	Silver - 3 month upfront	taxable	200.00	215.80	7.32
Somerville	Session Passes	Group Fitness Class Casual Adult	taxable	14.50	15.00	3.33
Somerville	Session Passes	Group Fitness Class Casual Concession	taxable	10.20	10.20	0.00
Somerville	Somerville Facility and Room Hire	Community House	taxable	1,280.00	1,320.00	3.03
Somerville	Somerville Facility and Room Hire	Community Room Hire 3 Rooms Community	taxable	22.00	22.90	3.93
Somerville	Somerville Facility and Room Hire	Multi Purpose Room Commercial Rate	taxable	30.00	31.20	3.85
Somerville	Somerville Facility and Room Hire	WPBA - Office Lease	taxable	242.00	242.00	0.00
Somerville	Stadium Hire	Competition	taxable	29.00	30.00	3.33
Somerville	Stadium Hire	Stadium Casual Hire Per Person	taxable	4.00	4.20	4.76
Somerville	Stadium Hire	Training (1 hour)	taxable	24.00	25.00	4.00
Somerville	Stadium Hire	Training Half Court	taxable	12.00	12.50	4.00
Somerville	Stadium Hire	Training Half Court (1/2 hr)	taxable	12.00	12.50	4.00

Recreation and Leisure, Crib Point Pool

Crib Point Pool	Aquatics	Adult Swim Pass (15)	taxable	55.00	57.20	3.85
Crib Point Pool	Aquatics	Concession Swim Pass (15)	taxable	38.90	40.50	3.95
Crib Point Pool	Aquatics	Family Swim	taxable	10.80	11.20	3.57
Crib Point Pool	Entry	Adult	taxable	4.00	4.10	2.44
Crib Point Pool	Entry	Children	taxable	2.70	2.80	3.57
Crib Point Pool	Entry	Pensioner	taxable	2.90	3.00	3.33
Crib Point Pool	Entry	Spectator	taxable	1.00	1.00	0.00
Crib Point Pool	Swim Programs	Carnivals	taxable	88.00	86.00	-2.33
Crib Point Pool	Swim Programs	Intensives	free	12.50	65.00	80.77
Crib Point Pool	Swim Programs	Play Days	taxable	7.00	0.00	-100.00
Crib Point Pool	Swim Programs	School Groups	free	6.25	6.25	0.00
Crib Point Pool	Swim Programs	School Groups - 45 mins	free	9.40	9.40	0.00
Crib Point Pool	Swim Programs	School Groups - 60 mins	free	12.50	12.50	0.00
Crib Point Pool	Swim Programs	School Groups Training	taxable	2.50	2.50	0.00
Crib Point Pool	Swim Programs	Squad	taxable	13.00	13.00	0.00

Recreation and Leisure, Pelican Park

Program	Category of Fee or Charge	Fee or Charge	GST Type	Fee 2012/13 \$	Fee 2013/14 \$	Variance (%)
Pelican Park		Childrens Sessional Pass	taxable	42.00	43.60	3.67
Pelican Park		Learn to Swim Program 9.5 weeks	free	125.50	117.00	-7.26
Pelican Park	Aquatic Passes	Pool Passes (adult) - 15 sessions	taxable	71.40	74.20	3.77
Pelican Park	Aquatic Passes	Pool Passes (concession) - 15 sessions	taxable	49.30	50.40	2.18
Pelican Park	Aquatic Programs (Other)	Carnivals/Events Per Hour	taxable	0.00	86.00	100.00
Pelican Park	Aquatic Programs (Other)	Family Swim Night	taxable	0.00	5.00	100.00
Pelican Park	Aquatic Programs (Other)	Inflatable - casual	taxable	2.50	2.60	3.85
Pelican Park	Aquatic Programs (Other)	Play Days	taxable	7.00	7.50	6.67
Pelican Park	Casual Aquatics	Adult Entry	taxable	5.10	5.30	3.77
Pelican Park	Casual Aquatics	Birthday Party	taxable	20.40	22.60	9.73
Pelican Park	Casual Aquatics	Birthday Party Inflatable	taxable	23.40	26.20	10.69
Pelican Park	Casual Aquatics	Birthday Party additional catering	taxable	0.00	14.00	100.00
Pelican Park	Casual Aquatics	Birthday Party additional host	taxable	58.00	61.00	4.92
Pelican Park	Casual Aquatics	Child Entry	taxable	3.10	3.20	3.13
Pelican Park	Casual Aquatics	Concession Entry	taxable	3.50	3.60	2.78
Pelican Park	Casual Aquatics	Family entry (2 adults & 2 children)	taxable	12.60	13.10	3.82
Pelican Park	Casual Aquatics	Lane Hire	taxable	33.00	34.30	3.79
Pelican Park	Casual Aquatics	Spa/Steam Room	taxable	12.60	13.10	3.82
Pelican Park	Casual Aquatics	Spa/Steam Room - Concession	taxable	9.00	9.30	3.23
Pelican Park	Casual Aquatics	Spectator Fee	taxable	1.00	1.00	0.00
Pelican Park	Child Care	1 HR - Additional Child	free	2.60	2.75	5.45
Pelican Park	Child Care	1 HR First Child	free	4.20	4.60	8.70
Pelican Park	Child Care	Childcare Term Booking - WET 1st Child	free	4.20	4.60	8.70
Pelican Park	Child Care	Childcare Term Booking - WET Add Child	free	2.60	2.75	5.45
Pelican Park	Child Care	Occasional Care 1 HR - Additional Child	free	3.70	4.00	7.50
Pelican Park	Child Care	Occasional Care 1 HR First Child	free	7.00	7.80	10.26
Pelican Park	Child Care	Session Pass Additional Child Child	free	26.00	27.50	5.45
Pelican Park	Child Care	Session Pass First Child	free	42.00	46.00	8.70
Pelican Park	Group Fitness	ALL Access - MS Gym Class	taxable	0.00	6.00	100.00
Pelican Park	Group Fitness	ALL Access - Probus	taxable	7.40	7.40	0.00
Pelican Park	Group Fitness	ALL Access - Rec Link - Gym/Swim	taxable	8.50	0.00	-100.00
Pelican Park	Group Fitness	ALL Access - Rec Link - Swim	taxable	3.20	0.00	-100.00
Pelican Park	Group Fitness	ALL Access - Rec Link - Swim/Steam/Spa	taxable	8.50	0.00	-100.00
Pelican Park	Group Fitness	ALL Access - Stroke Group	taxable	5.70	0.00	-100.00
Pelican Park	Group Fitness	Adult Entry	taxable	14.50	15.00	3.33
Pelican Park	Group Fitness	All Access casual Gym	taxable	0.00	6.00	100.00
Pelican Park	Group Fitness	Aqua Aerobics (inc DWR) reports to account 1461	taxable	14.50	15.00	3.33
Pelican Park	Group Fitness	Belura - delete	taxable	8.00	0.00	-100.00
Pelican Park	Group Fitness	Blairlogie	taxable	60.00	60.00	0.00
Pelican Park	Group Fitness	Concession entry	taxable	10.20	10.60	3.77
Pelican Park	Group Fitness	GRIT - 6 Week program (member)		0.00	207.50	100.00
Pelican Park	Group Fitness	GRIT 6 week program (non member)		0.00	285.00	100.00
Pelican Park	Group Fitness	Koori WAP	taxable	160.00	160.00	0.00
Pelican Park	Group Fitness	Room Hire - Community Per Hour	taxable	0.00	25.00	100.00
Pelican Park	Group Fitness	Room Hire Commercial Per Hour	taxable	0.00	31.20	100.00
Pelican Park	Group Fitness	User Groups	taxable	0.00	0.00	-100.00
Pelican Park	Group Fitness - All Access	All Access Chair Based	taxable	5.70	6.00	5.00
Pelican Park	Group Fitness - All Access	All Access Maintenance	taxable	5.70	6.00	5.00
Pelican Park	Group Fitness - All Access	Aquaeze	taxable	5.70	6.00	5.00
Pelican Park	Group Fitness - All Access	Circuit Breakers	taxable	5.70	6.00	5.00
Pelican Park	Group Fitness - All Access	SOYF - Entry	taxable	5.70	6.00	5.00
Pelican Park	Group Fitness - All Access	SOYF - Maintenance (WED)	taxable	5.70	0.00	-100.00
Pelican Park	Group Fitness - All Access	SWEAT	taxable	5.70	6.00	5.00
Pelican Park	Group Fitness - School Groups	School Groups	free	6.60	6.80	2.94

Program	Category of Fee or Charge	Fee or Charge	GST Type	Fee 2012/13 \$	Fee 2013/14 \$	Variance (%)
Pelican Park	Health and Fitness	Adult Entry - Casual	taxable	14.50	15.00	3.33
Pelican Park	Health and Fitness	Boot Camp	taxable	400.00	400.00	0.00
Pelican Park	Health and Fitness	Concession Entry - Casual	taxable	10.20	10.60	3.77
Pelican Park	Health and Fitness	Fitness Assessments	taxable	30.00	35.00	14.29
Pelican Park	Health and Fitness	Gym and Swim	taxable	19.00	19.70	3.55
Pelican Pantry	Health and Fitness	Living Longer Stronger	taxable	5.00	5.00	0.00
Pelican Park	Health and Fitness	Personal Training 1 hour session (one-one-one member)	taxable	55.00	57.00	3.51
Pelican Park	Health and Fitness	Personal Training 1/2 hour session (member)	taxable	29.00	30.00	3.33
Pelican Park	Health and Fitness	Personal Training 1/2 hour session (non member)	taxable	0.00	36.00	100.00
Pelican Park	Health and Fitness	Personal Training session pass (one-on one)	taxable	0.00	58.00	100.00
Pelican Park	Health and Fitness	Program Orientation	taxable	0.00	35.00	100.00
Pelican Park	Health and Fitness	Schools Student	free	6.60	6.80	2.94
Pelican Park	Health and Fitness	Spring into Spring	taxable	400.00	400.00	0.00
Pelican Park	Membership	Bluescope Gold 12month employee pay	taxable	393.50	393.50	0.00
Pelican Park	Membership	Family Gold \$/fortnight	taxable	101.15	105.20	3.85
Pelican Park	Membership	Family Gold 3 month	taxable	530.55	552.00	3.89
Pelican Park	Membership	Family Gold Upfront	taxable	1,602.15	1,104.00	-45.12
Pelican Park	Membership	Membership - Early Cancellation/Administration Fee	taxable	0.00	99.00	100.00
Pelican Park	Membership	Platinum One Month Membersip Concession (promo)	taxable	69.00	69.00	0.00
Pelican Park	Membership	Platinum One Month membership (promo)	taxable	99.00	99.00	0.00
Pelican Park	Membership	membership Joining Fee	taxable	0.00	35.00	100.00
Pelican Park	Memberships	All Access DD		15.50	15.60	0.64
Pelican Park	Memberships - Corporate	BLUESCOPE	taxable	95.00	95.00	0.00
Pelican Park	Memberships - Corporate	Corporate	taxable	474.00	474.00	0.00
Pelican Park	Memberships - Corporate	Corporate 12 month membership upfront Platinum	taxable	474.00	490.00	3.27
Pelican Park	Memberships - Corporate	Corporate 12 mpnth membership Bluescope Employee Gold	taxable	393.50	393.50	0.00
Pelican Park	Memberships - Corporate	Corporate 12 mpnth membership Bluescope Employee Platinum	taxable	473.00	473.00	0.00
Pelican Park	Memberships - Family	Family - Platinum - \$/fortnight	taxable	85.00	89.00	4.49
Pelican Park	Memberships - Family	Family - Silver Upfront	taxable	1,273.00	1,324.00	3.85
Pelican Park	Memberships - Family	Family Platinum	taxable	1,964.00	2,042.00	3.82
Pelican Park	Memberships - Family	Family Platinum - 3 month	taxable	650.00	675.00	3.70
Pelican Park	Memberships - Family	Family Silver \$/fortnight	taxable	56.15	58.40	3.85
Pelican Park	Memberships - Family	Family Silver - 3 month	taxable	426.50	426.50	0.00
Pelican Park	Memberships - Gold	Gold - \$/fortnight	taxable	29.05	30.20	3.81
Pelican Park	Memberships - Gold	Gold - 3 month Upfront	taxable	262.00	272.00	3.68
Pelican Park	Memberships - Gold	Gold - Upfront	taxable	699.00	726.00	3.72
Pelican Park	Memberships - Gold Concession	Gold Concession - Upfront	taxable	492.50	512.00	3.81
Pelican Park	Memberships - Gold Concession	Gold Concession - \$/fortnight	taxable	20.50	21.30	3.76
Pelican Park	Memberships - Gold Concession	Gold Concession - 3 month upfront	taxable	186.00	194.00	4.12
Pelican Park	Memberships - Platinum	Platinum - \$/fortnight	taxable	34.00	35.35	3.82
Pelican Park	Memberships - Platinum	Platinum - 3 month upfront	taxable	285.00	296.00	3.72
Pelican Park	Memberships - Platinum	Platinum - Upfront	taxable	820.00	855.00	4.09
Pelican Park	Memberships - Platinum Concession	Platinum - 3 month concession upfront	taxable	202.00	210.00	3.81
Pelican Park	Memberships - Platinum Concession	Platinum - Concession - \$/fortnight	taxable	24.00	25.00	4.00
Pelican Park	Memberships - Platinum Concession	Platinum - Concession Upfront	taxable	575.00	598.00	3.85
Pelican Park	Memberships - Platinum Offpeak	Platinum - off peak - \$/fortnight	taxable	15.60	15.60	0.00
Pelican Park	Memberships - Silver	Silver - \$/fortnight	taxable	22.50	23.40	3.85
Pelican Park	Memberships - Silver	Silver - 3 month upfront	taxable	207.50	215.00	3.49
Pelican Park	Memberships - Silver	Silver - Upfront	taxable	540.50	562.00	3.83
Pelican Park	Memberships - Silver Concession	Silver - \$/fortnight - concession	taxable	15.90	16.50	3.64
Pelican Park	Memberships - Silver Concession	Silver - 3 month concession upfront	taxable	147.50	153.00	3.59
Pelican Park	Memberships - Silver Concession	Silver - concession Upfront	taxable	382.50	398.00	3.89
Pelican Park	Squads & Adults	Adult Stroke Correction to be deleted	taxable	0.00	67.50	100.00
Pelican Park	Squads & Adults	Swim Squad - Junior User group to be invoiced	taxable	70.50	70.50	-100.00

Program	Category of Fee or Charge	Fee or Charge	GST Type	Fee 2012/13 \$	Fee 2013/14 \$	Variance (%)
Pelican Park	Squads & Adults	Swim Squad - Performance Squad 10 weeks	taxable	140.00	135.00	-3.70
Pelican Park	Squads & Adults	Swim Squad - Transition Squad (10 week program)	taxable	140.00	135.00	-3.70
Pelican Park	Swim Club	Peninsular Pelicans Swim Club Coachs Fee - to be invoiced	taxable	0.00	31.00	100.00
Pelican Park	Swim Club	Peninsula Pelicans Swim Club - Facility Lane Hire per session	taxable	75.00	17.50	-328.57
Pelican Park	WET Program - Adults	Adult Learn to Swim (11 week term)	free	13.00	135.00	90.37
Pelican Park	WET Program - Adults	Adult Learn to Swim (casual session)	free	12.50	13.00	3.85
Pelican Park	WET Program - Core	Learn to Swim Program - 10 weekss	free	125.00	130.00	3.85
Pelican Park	WET Program - Core	Learn to Swim Program - 11 weeks	free	137.50	143.00	3.85
Pelican Park	WET Program - Privates & Intensives	Intensives	free	12.50	13.00	3.85
Pelican Park	WET Program - Privates & Intensives	Private Lesson All Abilities 11 weeks	free	20.85	218.00	90.44
Pelican Park	WET Program - Privates & Intensives	Private Lesson x 1 per session 11 week term	free	29.80	31.10	4.18
Pelican Park	WET Program - Privates & Intensives	Private Lesson x 2 Children (Family) per session 11 week term	free	45.90	47.90	4.18
Pelican Park	WET Program - School Students	School student entry (Learn to Swim Program) 30 mins	free	6.25	6.25	0.00
Pelican Park	WET Program - School Students	School student entry (Learn to Swim Program) 45 mins	free	9.40	9.40	0.00

Recreation and Leisure, Manager Recreation and Leisure

Community Bus Recreation	Mornington & Hastings	BUS fee per 12 hour hire - Shire (Internal Use)	free	90.00	90.00	0.00
Community Bus Recreation	Mornington & Hastings	BUS fee per 24 hour hire - Shire (Internal Use)	free	140.00	140.00	0.00
Community Bus Recreation	Mornington & Hastings	fee per 12 hour	taxable	90.00	90.00	0.00
Community Bus Recreation	Mornington & Hastings	fee per 24 hour hire	taxable	140.00	140.00	0.00
Recreation Facilities	Hire & Set-up Fee Marquee	Commercial rate	taxable	1,100.00	1,100.00	0.00
Recreation Facilities	Hire & Set-up Fee Soundshell	Commercial rate	taxable	1,100.00	1,100.00	0.00
Recreation Facilities	Hire & Set-up Fee Soundshell	Community - Mon-Fri	taxable	420.00	420.00	0.00
Recreation Facilities	Hire & Set-up Fee Soundshell	Community - Weekend	taxable	500.00	500.00	0.00
Recreation Facilities	Hire & Set-up Marquee	Set-up fee - Community Hire - Mon-Fri	taxable	310.00	310.00	0.00
Recreation Facilities	Hire & Set-up Marquee	Set-up fee - Community Hire - Saturday	taxable	410.00	410.00	0.00
Recreation Facilities	Hire & Set-up Marquee	Set-up fee - Community Hire - Sunday	taxable	500.00	500.00	0.00
Recreation Facilities	Hire Caravan	Small (4 day period)	taxable	85.00	85.00	0.00

Libraries, Arts and Culture, Libraries

Library	Damaged stock	Damaged Repairable Stock - Talking Books	taxable	20.00	20.00	0.00
Library	Library Headquarters	Interlibrary Loans to other Public Libraries	taxable	15.00	15.00	0.00
Library	Library Headquarters	Interlibrary Loans via National Library Of Australia	taxable	0.00	35.00	100.00
Library	Damaged stock	Lost/irreparable Damage - Original Cost of Item	taxable	replacement cost	replacement cost	0.00
Library	Library Headquarters	Our Library Book Club Members	taxable	120.00	120.00	0.00
Library	Fines and Overdue Charges	Overdue charges - per day	free	0.25	0.25	0.00
Library	Damaged stock	Repairs to Damaged Stock - everything other than talking books	taxable	4.00	4.00	0.00
Library	Lost Cards	Replace Lost Library Cards	taxable	2.75	2.75	0.00
Library	Reservations	Reservations/ILL - Concession Charge	taxable	0.60	0.60	0.00
Library	Reservations	Reservations/ILL - full charge	taxable	1.20	1.20	0.00

Libraries, Arts and Culture, Mornington Peninsula Regional Gallery

Mornington Peninsula Regional Gallery	Exhibitions	Entry Fees Adults	taxable	4.00	4.00	0.00
Mornington Peninsula Regional Gallery	Exhibitions	Entry Fees Concessions (Healthcare Card Holders & Pensioners)	taxable	2.00	2.00	0.00
Mornington Peninsula Regional Gallery	Exhibitions	Entry Fees Group Students (Primary, Secondary and Tertiary)	taxable	2.00	2.00	0.00
Mornington Peninsula Regional Gallery	Events	Guests / Public	taxable	10.00	10.00	0.00
Mornington Peninsula Regional Gallery	Events	MPRG Members	taxable	8.00	8.00	0.00

Program	Category of Fee or Charge	Fee or Charge	GST Type	Fee 2012/13 \$	Fee 2013/14 \$	Variance (%)
Governance and Corporate Support, Customer Service						
Animal Management	Registration - Dog (DogFee101)	Intact Dog	free	161.50	167.50	3.58
Animal Management	Registration - Cat (CatFee102)	Intact Pensioner	free	81.75	166.00	50.75
Animal Management	Registration - Dog (DogFee102)	Pensioner Intact Dog	free	82.50	85.50	3.51
Animal Management	Registration - Cat (CatFee104)	Pensioner Reduced Cat	free	17.50	18.25	4.11
Animal Management	Registration - Dog (DogFee104)	Pensioner Reduced Dog	free	19.00	19.75	3.80
Animal Management	Registration - Cat (CatFee104)	Reduced Cat	free	33.00	34.50	4.35
Animal Management	Registration - Dog (DogFee103)	Reduced Dog	free	34.50	36.00	4.17
Governance and Corporate Support, Governance						
Council Meeting	Audio Recording	Council Meeting Audio recording - CD/DVD		10.00	10.00	0.00
Property and Valuations, Property Operations						
Bathing Boxes	Bathing Box Rental Income	Bathing Box Rental	taxable	365.00	385.00	5.19
Property and Valuations, Valuations						
Valuations	Supplementary Valuations	Land Tax Objections Recovery	taxable	125.00	135.30	7.61
Valuations	Supplementary Valuations	Valuations - South East Water	taxable	26.00	26.40	1.52
Valuations	Supplementary Valuations	Valuations - State Revenue Office	taxable	24.70	22.83	-8.19
Information Services, Records Managements						
Records Management	Freedom of Information	Photocopy per page	free	0.20	0.20	0.00
Records Management	Freedom of Information	Request Fee	free	25.10	25.10	0.00
Records Management	Freedom of Information	Search and Access	free	20.00	20.00	0.00
Finance, Revenue Management						
Land Information Certificate	Land Information	Certificate	free	20.00	20.00	0.00

