

Mornington Peninsula Shire **Adopted Budget** 2012 – 13



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 2012-13 Shire Budget could be described as “the next well-planned step in the Shire’s long-term journey” as we continue with a wide range of critically important strategic programs, while increasing funding for some programs to respond to community needs, within the limits of affordability.

Council is very conscious of the current tight economic circumstances. Council rates this year, which include absorbing the cost impact of the carbon tax imposed by the Federal Government, will rise by a modest 4.45%, maintaining the Shire’s position as having rate levels among the lowest in Victoria. The Municipal Charge will also increase by \$10.

Shire borrowing will reduce by \$4.2 million over 2012-13 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 2012-13 Budget includes:

- The continuation of the 10-year, \$30 million Local Integrated Drainage Strategy to respond to increasing storm and flooding events.
- An ongoing commitment to reducing the Shire’s exposure to bushfire and climate change impacts.
- A broad strategic planning agenda including a number of Structure Plans, parking precinct plans, the ongoing development of a Green Wedge Action Plan and a number of Coastal Management Plans. The Shire will also work closely with the community, through a number of local workshops and online engagement activities, in assisting the State Government to develop a Mornington Peninsula Planning Statement.
- The rehabilitation of existing, and provision of new, footpaths and shared trails, and the ongoing implementation of the *RideSafe* bicycle strategy.
- A wide range of service enhancements focusing on the beautification and presentation of our streetscapes, and enhanced summer cleansing programs to respond to increased visitation.
- A comprehensive building refurbishment and renewal program, including a focus on upgrading existing and providing new public toilets across the municipality.
- The upgrading of a number of sporting pavilions to cater for growing demand and changing requirements.
- The ongoing implementation of a number of Recreational Master Plans and Playground Strategy.

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

Every year for the past decade, Mornington Peninsula Shire has made a surplus, enhanced facilities and services and made budget, whilst remaining one of the lowest rating municipalities in the State.

We are committed to achieving the same result in 2012-13.

A handwritten signature in black ink, appearing to read 'Frank Martin'.

Cr Frank Martin
Mayor

Chief Executive Officer's Summary

In describing the 2012-13 Shire budget as “*the next well-planned step in the Shire's long-term journey*” the Mayor has highlighted the long-term nature of what local government does.

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 more than 250 major capital works projects over five years without any project failure or significant cost-overruns, delivered within 0.08% of projected cost
- Utilising innovative digital technology to improve service quality and reduce cost in areas such as flood mapping, inspections of infrastructure and Shire ranger activities.

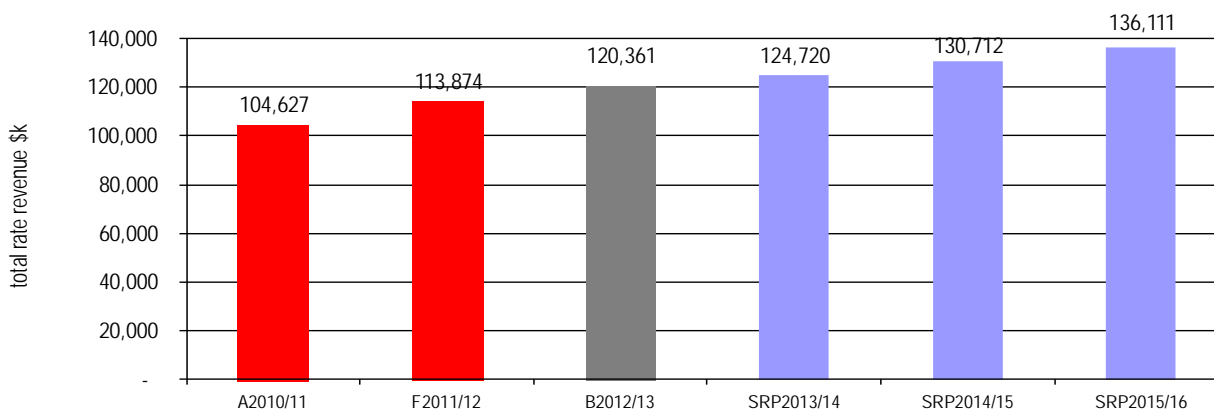
- Being one of the first Councils in Australia to identify the challenges of climate change (flooding, bushfire, drought, heat wave etc) and developing and implementing long-term strategies to address these challenges.
- Significantly increasing the recovery of recyclables from waste deposited at the 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.
- Benchmarking our corporate services functions and achieving 'better than benchmark' levels of cost across a range of functional areas.
- Through effective (relentless) advocacy, securing significant grant funding to provide major new community facilities at a low net cost to our ratepayers.
- 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 a handful of Victorian Councils to have closed the infrastructure renewal gap.
- Enhancing infrastructure maintenance service delivery (increased frequency etc) by more than 15% over the past four years.

These examples illustrate Council's determination 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 2012-13 Shire Budget is 'the next well-planned step in the Shire's long-term journey'.



Dr Michael Kennedy OAM
Chief Executive Officer

1. Rates

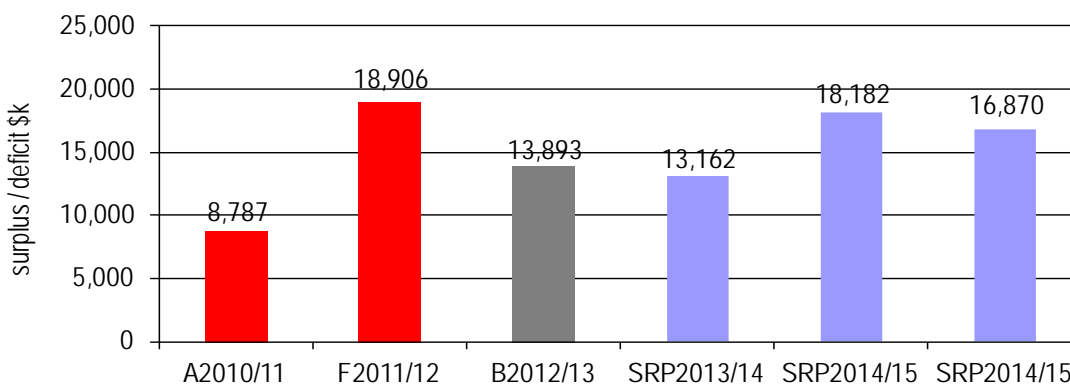


A = Actual F = Forecast B = Budget SRP = Strategic Resource Plan estimates

Council's rate increase for 2012/13 will average 4.45%. All rateable property will also pay \$160 Municipal charge, an increase of \$10.

This will raise rates and charges of \$120.361 million, including \$600k generated from supplementary rates. Additionally, some \$1.696 million will be generated from the opt in green waste service.

2. Operating Result

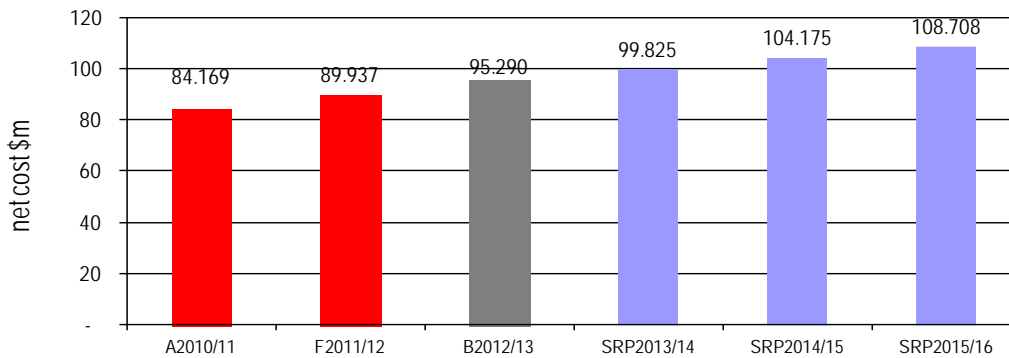


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The expected operating result for the 2012/13 year is a surplus of \$13.893 million, which is an increase of \$2.301 million over 2011/12 budget and a decrease of \$5.013 million over 2011/12 forecast.

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. Capital grants can vary significantly from year to year, depending on the projects funded; the reduction in operating grants and user charges relates primarily to the closure of two lines of business previously operated by Council.

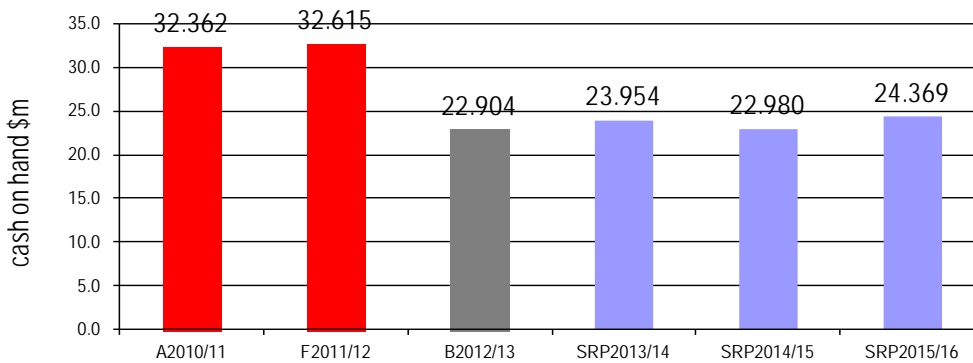
3. Services



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

The net cost of services delivered to the community for the 2012/13 year is expected to be \$95.290 million which is an increase of \$5.471 million over the 2011/12 budget. This increase includes year-on-year cost increases and the service enhancements proposed across the Units.

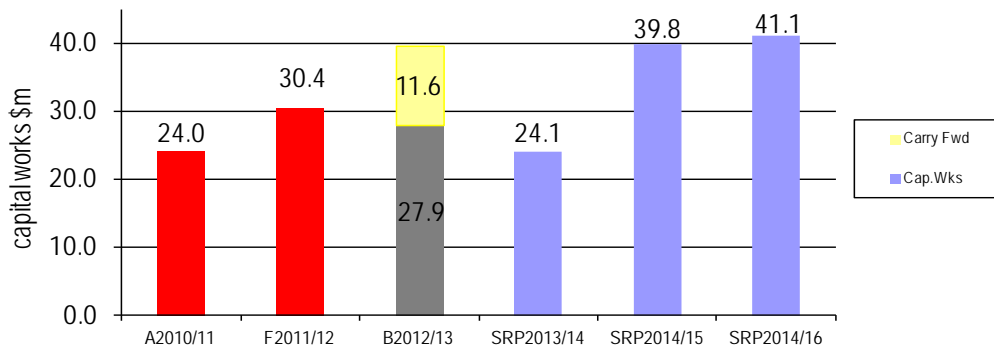
4. Cash and Investments



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

Cash and investments are expected to decrease by \$9.711m during the year to \$22.904m as at 30 June 2013. It should be noted however that this is a measure of cash at year end; when allowance is made for such things as 'carry forward' capital works (which are to be funded via the retained cash for those works) and year end accruals (being provisions made in year end accounts which are then actually paid for very soon after year end), the available cash will be appreciably less.

5. Capital Works



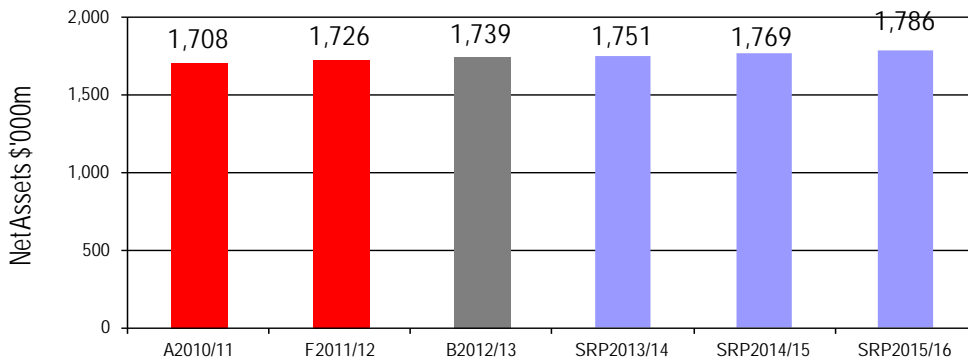
A = Actual F = Forecast B = Budget SRP = Strategic Resource Plan estimates

The capital works program for the 2012/13 year is expected to be \$27.946 million (plus \$11.596m relating to projects which will be carried forward from the 2011/12 year).

Of the \$39.541 million of capital funding required, \$31.522 million will come from Council operations, \$1.0m from loan funds and \$7.019 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 55% of the program directed to renewal), as well as a number of new and upgrade).

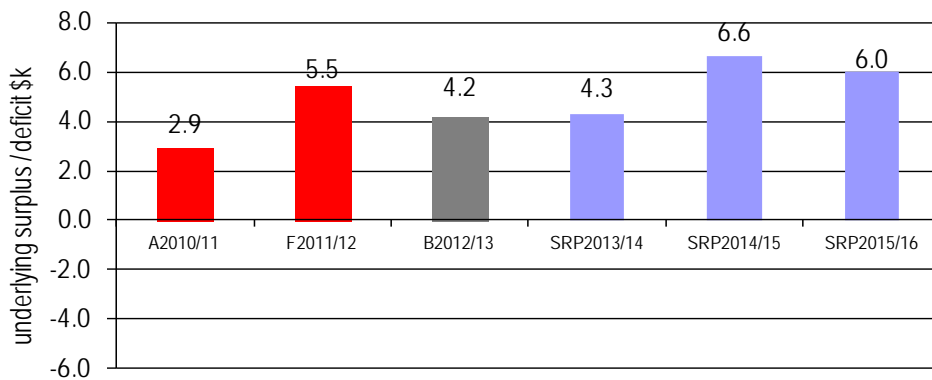
6. Financial Position



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 \$13million over the 2011/12 forecast to \$1,739 million with net current assets to decrease by \$8,658m over the 2011/12 forecast to \$7,713 million as at 30 June 2013.

7. Financial Sustainability



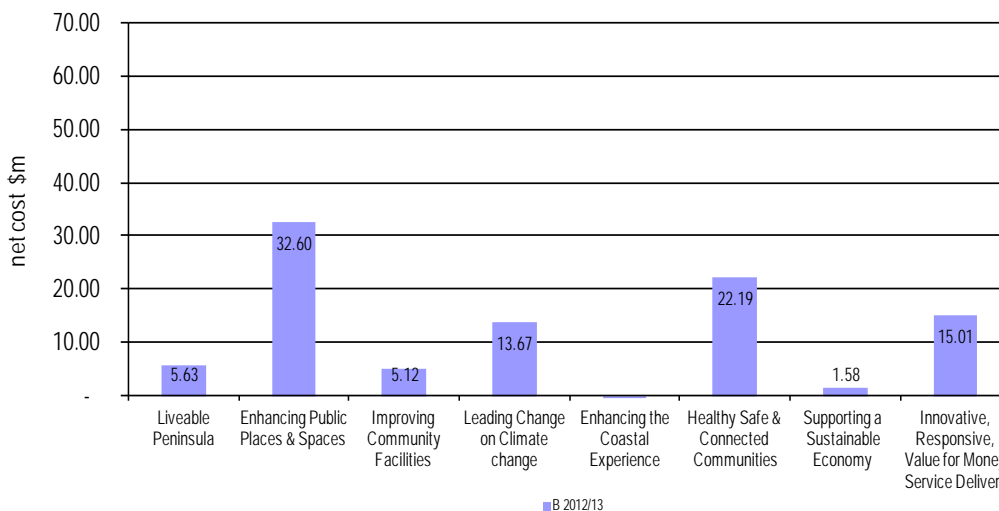
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The Victorian Auditor General assesses all Councils against five key ratios and accords each Council a rating of financial sustainability. Mornington Peninsula Shire has been rated as 'low risk' in the past three years by the Victorian Auditor General, 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 adjusted our 2009/13 Strategic Resource Plan for the impacts of 2012/13 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 2012/13 year.

9. In Summary

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

Budget Processes

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

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

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

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

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

The key dates for the budget process are summarised below:

Budget process	Timing
1. Proposed budget submitted to Council for approval	28 May 2012
2. Public notice advising intention to adopt budget	30 May 2012
3. Budget available for public inspection and comment	30 May 2012
4. Submissions period closes	26 June 2012
5. Submissions considered by Council/Committee	12 July 2012
6. Budget and submissions presented to Council for adoption	23 July 2012
7. Copy of adopted budget submitted to the Minister	August 2012

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 2012/13 budget, which is included in this report, is for the year 1 July 2012 to 30 June 2013 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 2013 in accordance with Accounting Standards and other mandatory professional reporting requirements and in accordance with the Act and Regulations.

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

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

Finally, to assist the 'non-accountants' who may not be aware of the complexities of Accounting Standards, the budget is also expressed in our 'corporate format'. Our corporate format does not

consider non cash transactions such as asset revaluations and depreciation. We stress that this reporting is our own 'layman's' approach and is designed to assist those who may not totally understand accounting practice to come to generally understand our budget.

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



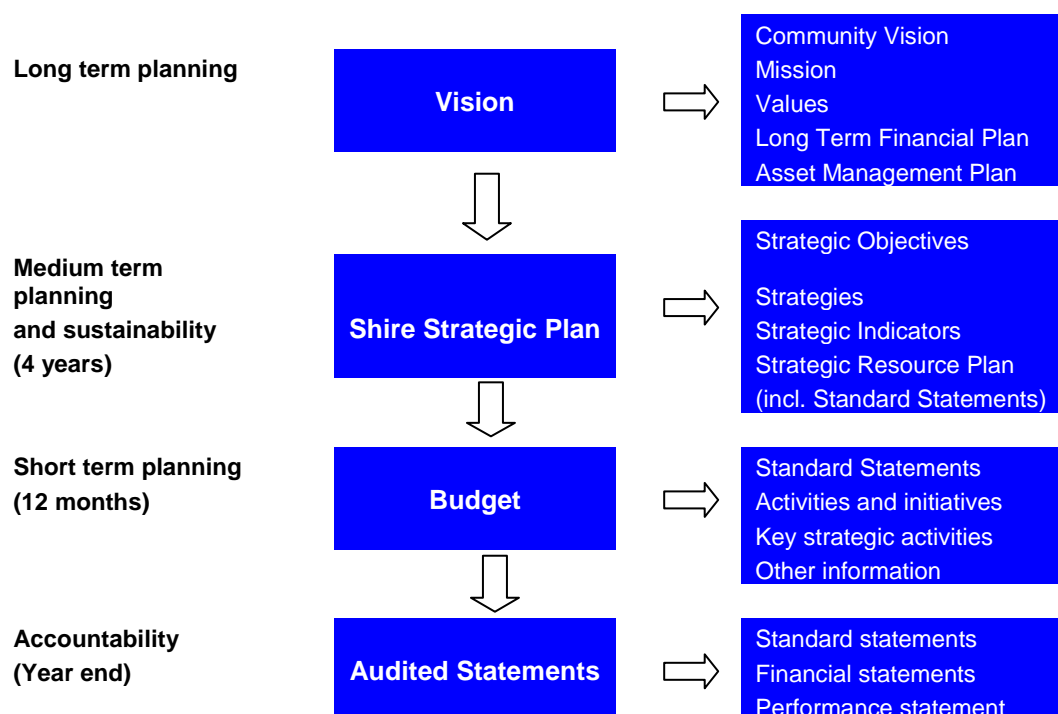
COMMITTED TO A
SUSTAINABLE
PENINSULA

Overview

1. Linkage to the Council Strategic Plan

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

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



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

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

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

As indicated, the Strategic Resource Plan will be reviewed and updated as part of the broader Shire Strategic Plan update, consultation and approval process following the Council election in October 2013. However to allow for a meaningful assessment, the financials have been updated for a three year period following the current budget period to reflect the financial impact of changes to service standards reflected in the Annual Budget.

1.2 Our Purpose

Our Vision

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

A sustainable environment

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

A sustainable economy

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

A sustainable community

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

Our mission

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

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

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

Our Values

We value:

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

1.3 Goals of Council

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

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

Goal	Description
1. Liveable Peninsula	<i>To be near to, but not a 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 townships, our open spaces and our infrastructure</i>
3. Improving Community Facilities	<i>To ensure community facilities reflect the needs and expectations of our local 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, well being 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 agriculture and rural sector</i>
8. Innovative, Responsive, Value for Money Service Delivery	<i>To optimise value for rate-payers 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 2012/13 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

The Mornington Peninsula is not one place, but many. To achieve our goal of 'nurturing our local character and sense of place', we will strive to plan for and preserve what we value about the 'look, feel and function' of each township while 'facing the future', addressing challenges and embracing opportunities.

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 	1,389 (35) <hr/> 1,354
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.	5,533 (1,580) <hr/> 3,953
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.	351 (30) <hr/> 321

Initiatives – Strategic Planning (excl Coastal Planning and Natural Systems Planning)

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

- Peninsula Planning Statement \$30k
- Housing and Affordable Settlement Strategy \$50k
- Port Strategy Implications Study \$50k

A number of ongoing projects have also been included –

- Flinders Village Landscape Masterplan \$30k
- Rosebud Heart Precinct Plan \$50k
- Heritage Review \$70k

Key Strategic Activities

Strategic Activity	Performance Measure	How Data is Reported	Performance Target
A sustainable development pattern	Endorse Mornington Peninsula Planning Statement Position Paper	Report to Council	Endorsement by December 2013
Well planned townships	Exhibition of the Housing and Sustainable Settlement Strategy	Report to Council and Public Exhibition	Exhibition by June 2013
Protecting heritage assets	Completion of Stage 5 Heritage Review	Report to Council	Exhibition by 30 June 2013

2.2 Goal 2: Enhancing Public Places & Spaces

The Shire delivers maintenance services and enhancements on Shire facilities including roads, cleansing, buildings, parks and roadsides, furniture and signs, and waste and recycling. The Shire is responsible for the ongoing maintenance and enhancement of more than 350 parks, 139 bushland reserves, 160 playgrounds and 58 sporting fields. To do this, we need to develop and implement initiatives, programs and infrastructure and to maintain, enhance and renew the Shire's existing \$1.6 billion 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 	158 (4) <hr/> 154

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 	2,088 (88) 2,000
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"> • 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) 	30,720 (276) 30,443

Initiatives – Strategic Planning -Natural Systems Planning

Within Priority Projects, the following new initiative has been included –

- Tootgarook Wetland Management Plan \$50k

The following ongoing project has also been included –

- Stream Watch Water Watch Program \$30k

Initiatives – Infrastructure Strategy

The following ongoing Priority Project has been included –

- Road Safety Program \$50k

Initiatives – Infrastructure Strategy

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

- Biodiversity surveys \$50k
- Contract Document Review – Bushland Services \$35k

The following ongoing Priority Project has been included –

- Friends Group Training and Support \$25k

Key Strategic Activities

Strategic Activity	Performance Measure	How Data is Reported	Performance Target
Managing environmental systems	Adoption of Tootgarook Wetland Management Plan	Report to Council	Adoption by June 2013
Improved path networks	Implementation of Footpath Strategy (Somerville to Hastings Cycle Path refurbishment)	Completed project	Completion by June 2013

Improved road networks	Implementation of Safer Local Roads Program (Pavement Condition Index for local access roads)	Three yearly pavement condition assessment	PCI score of 89 or better
Enhanced open spaces	Implementation of Playground Strategy (Morningson Regional Park Upgrade)	Completed Project	Completion by June 2013

2.3 Goal 3: Improving Community Facilities

Empowered communities are those that are safe, well informed, connected and supported. The Shire promotes health and wellbeing for all and provides accessible and valued community facilities and services. The Shire continues to plan and develop existing and new community facilities that respond to changing community needs, priorities and expectations. The Shire also plays an important advocacy role to other levels of Government for funding to build new, or refurbish existing, community facilities and assets.

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 	6,514 <u>(594)</u> 5,919
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.	1,309 <u>(564)</u> 745
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 	7,916 <u>(4,452)</u> 3,464
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.	880 <u>(6,417)</u> (5,537)

Key Strategic Activities

Strategic Activity	Performance Measure	How Data is Reported	Performance Target
Improving community buildings	Implementation of Sports Pavilion Strategy (planned capital works completed for the year)	Monthly Report	Completion by June 2013
Improving community facilities	Implementation of Toilet Strategy (planned capital works completed for the year)	Monthly Report	Completion by June 2013
Supporting community sporting clubs	Implementation of Sporting Facilities Lighting Program (planned capital works completed for the year)	Monthly report	Completion by June 2013

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.

We are also committed to working with our community to understand and address the impacts of climate change, reducing energy and water usage across Shire facilities; and reducing the amount of waste to landfill and investigating alternative waste treatment options.

To achieve our goal of 'tackling climate change', we will lead by example, facilitating community participation and education on the broader subject of the sustainability of our 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.	243 (93) 150
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 	1,607 0 1,607
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	122 (31) 91

Unit	Description	Expenditure (Revenue) Net Cost \$'000
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) 	29,733 <u>(17,916)</u> 11,818

Initiatives – Renewable Resources

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

- Tidy Towns Awards – Gala Presentation \$20k
- Sustainability Community Engagement \$25k
- Continuation of Carbon offset for Council vehicles \$20k
- Bulk Energy tender for community groups \$10k
- Prioritising Climate Change Adaption \$45k
- Street Lighting upgrade Investigation - development of business case \$30k

A number of ongoing projects have also been included –

- Contracts Documents review – Kerbside Collection Waste Contracts \$50k
- Mayoral Sustainability Awards \$5k

Key Strategic Activities

Strategic Activity	Performance Measure	How Data is Reported	Performance Target
Sustainable Land Management	Implementation of Land Sustainability Rebate Scheme	Annual Report	Take up of > 700 applications per annum
Flood mitigation and prevention programs	Implementation of Integrated Flood Management & Drainage Strategy (Fisherman's Creek Catchment drainage works)	Completed project	Completed by 30 June 2013
Water Management	Implementation of Integrated Water Management Plan	Monthly Report	Completion by 30 June 2013
Waste Management	Reduced Waste Diversion Rates	Monthly Report	Resource recovery target of 50% by 2013

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 action plans. The Shire is responsible for the management of foreshore camping at Rosebud, Rye and Sorrento, which attracts thousands of visitors each year. 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. 	189 (5) <hr/> 185
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.	5,533 (1,580) <hr/> 3,953
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 	118 <hr/> 0 118
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 	1,124 (1,930) <hr/> (806)

Initiatives – Strategic Planning - Coastal Planning

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

- Boating Capacity Facilities Study \$60k
- Mornington Harbour Precinct Plan \$40k
- Coastal Geotechnical Risk Assessments \$40k

Key Strategic Activities

Strategic Activity	Performance Measure	How Data is Reported	Performance Target
Managing our coastline	Adoption of Mornington Harbour Precinct Plan	Report to Council	Adoption by 30 June 2013
Enhancing the coastal experience	Completion of foreshore camping amenity block refurbishments	Monthly Report	Completion by 30 June 2013

2.5 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 	8,073 (2,974) <hr/> 5,099
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 	8,508 (3,156) <hr/> 5,353

Aged and Disabled Care	Provision of a range of services to enable older people and people with disabilities to remain living as independently as possible in their own home, including - <ul style="list-style-type: none"> • Information, Assessment & Referral • General Home Care • Personal Care • Respite Care • Delivered Meals • Home Maintenance • Access and Mobility (Community Transport and Activity Program) • Senior Citizens Centres 	12,702 (8,679) 4,023
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 	1,649 (167) 1,483
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.	6,259 (1,278) 4,981
Director Sustainable Communities – Social Planning	The Sustainable Communities Directorate also includes the Social Planning and Community Development Team.	1,290 (494) 796
Communications - Publications	Responsible for co-ordinating effective and timely communication between Council and the community including the production of Peninsula Wide.	454 0 454

Initiatives – EPACS (excluding Fire Management)

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

- Best Bites \$15k

Initiatives – Child, Youth and Family Care

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

- Ten Year Kindergarten Strategy \$30k
- Rosebud West Community Hub – Seed Funding \$20k

Initiatives – Aged and Disabled Care

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

- Positive Aging Strategy \$40k

Initiatives – Recreation and Leisure

Within Priority Projects, the following project has been included –

- Print roadside equestrian and mountain bike trails map and brochure \$5k

The following ongoing project has also been included –

Community and Special Events \$180k

Initiatives – Libraries, Arts and Culture

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

- Indigenous Artifacts Assessment Project \$15k
- Arts and Culture Facilities Audit \$35k

A number of ongoing projects have also been included –

- Literacy Villages \$50K
- Local History Digitisation project \$25k
- Music Instrument and Bursary Program \$20k
- Community Grant Scheme - ArtsStream \$35k
- Arts and Culture Strategy Implementation Project \$20k

Initiatives – Sustainable Communities Directorate – Social Planning

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

- Human Rights arts and film festival \$8k

A number of ongoing projects have also been included –

- Disability Action Plan \$15k
- Community Network of welfare services \$4k
- Triple A Housing Policy \$25k
- Responsible Gaming Committee \$5k
- Health and Wellbeing Plan \$30k
- Reconciliation Action Plan \$30k
- Food Access Plan \$22k
- Neighbour Day \$8k
- Sustainable Communities Planning Framework – Social Planning \$15k

Key Strategic Activities

Strategic Activity	Performance Measure	How Data is Reported	Performance Target
Fostering a culturally enriched community	Implementation of Arts and Culture Strategy	Monthly Report	Completion by 30 June 2013
Optimising Health and Wellbeing for all ages	Implementation of Health & Well Being Plan	Monthly Report	Completion by 30 June 2013
Optimising the accessibility and use of community facilities	Adoption of Ten Year Kindergarten Strategy	Report to Council	Adoption of by 30 June 2013
Supporting diverse community events	Roll-out of Shire's 3-year Community & Special Events Program	Report to Council	Completion by 30 June 2013
Supporting an active, connected and informed community	Implementation of Literacy Villages Partnership Project	Report to Council	Completion by 30 June 2013
Making communities safe	Installation of new ticketing machines at boat ramps	Installations complete	Completion by 30 June 2013

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. 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.	2,476 (892) 1,583

Initiatives – Economic Development

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

- Contribution to the interim Mornington Peninsula Regional Tourism Board \$25k
- Marine Industry Precinct Planning \$60k

A number of ongoing projects have also been included –

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

Key Strategic Activities

Strategic Activity	Performance Measure	How Data is Reported	Performance Target
Foster Innovative business community	Completion Marine Industry Precinct Planning	Report to Council	Adoption by 30 June 2013
Marketing the Peninsula as a tourism destination	Promotion & Marketing of Mornington Peninsula to the national conference industry	Annual Health of Tourism Survey	10% increase in business events delegates, expenditure and bookings at Peninsula accommodation and conference venues by June 2013
Coordinated Port Planning	Adoption of Port Strategy Implications Study	Report to Council	Adoption by 30 June 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. 	204 0 <hr/> 204

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. 	559 <u>0</u> 559
Internal Audit	Responsible for providing an independent review over the Shire's administrative, financial and operational functions.	156 <u>(156)</u> 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.	631 <u>0</u> 631
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 • The development of long term strategies for staff attraction, development and retention. Revenue primarily includes – Internal Recharges	2,632 <u>(1,370)</u> 1,262
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. 	1,012 <u>0</u> 1,012
Governance and Corporate Support	Ensuring that Council satisfies all its legislative requirements in relations to the function of the Council, including Council meeting arrangements, agendas and minutes for meetings, and all aspects of dealing with the Council, and also including <ul style="list-style-type: none"> • Risk Management and Insurances • Customer Service • Purchasing (as part of customer services) 	5,791 <u>(1,244)</u> 4,547
Information Services	Provision of an efficient and effective technology and information services base for Shire operations.	4,858 <u>(2,543)</u> 2,315
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 	7,184 <u>(4,954)</u> 2,230

Property and Valuations	The Property area facilitates management of the Shire's property portfolio including disposal of property.	1,354 (559) <hr/> 794
	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.	
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.	1,987 <hr/> 0 1,987
	Sustainable Environment - Net Cost =	\$448k
	Sustainable Infrastructure - Net Cost =	\$531k
	Sustainable Communities - Net Cost =	\$506k
	Sustainable Organisation - Net Cost =	\$502k

Initiatives – Corporate Planning and Development

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

- Community Partnerships Program \$65k
- Ward Discretionary Funds \$110k

Initiatives – Governance and Corporate Support

Within Priority Projects, the following project has been included –

- Council Elections and Compulsory Voting Enforcement \$433k

Initiatives – Information Services

Within Priority Projects, the following project has been included –

- Aerial Photography 2013 \$70k.

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
Building a competent and healthy workplace	Number of lost time/injury days	Monthly Report	Ten percent reduction by 30 June 2013
Demonstrating good corporate and democratic operations	Completion of Council Election Process	New Council inducted	November 2012
Engaging with the community	Implementation of new Shire web site	Web site implemented	Implementation by 30 June 2013
Sustainably managing our finances	Victorian Auditor General's assessment of financial sustainability	Victorian Auditor General Report to Parliament	Council Overall Rating = Low Risk

2.7 Performance Statement

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

The KSA's, their performance measures, targets and results are audited at the end of the year and are included in the Performance Statement as required by section 132 of the Act. The Annual Report for 2012/13 will include the audited Performance Statement which is presented to the Minister for Local Government and the local community.

2.8 Reconciliation with Budgeted Operating Result

Shire Strategic Plan - Goals	Net Cost \$'000	Expenditure \$'000	Revenue \$'000
Liveable Peninsula	5,628	7,273	(1,645)
Enhancing Public Places & Spaces	32,597	32,965	(368)
Improving Community Facilities	5,122	17,150	(12,028)
Leading Change on Climate change	13,666	31,706	(18,040)
Enhancing the Coastal Experience	(503)	1,432	(1,935)
Healthy Safe & Connected Communities	22,187	38,935	(16,748)
Supporting a Sustainable Economy	1,583	2,476	(892)
Innovative, Responsive, Value for Money Service Delivery	15,010	25,837	(10,827)
Total activities and initiatives	95,290	157,774	(62,483)
Other Recurrent			
Rates	120,361		
Grants Commission	6,253		
Depreciation	(20,927)		
Efficiency Savings	500		
Interest (Net)	(585)		
Recurrent Surplus / (Deficit)	10,312		
Priority Works	(5,076)		
Priority Projects	(4,699)		
Capital Income	6,944		
Reserve Transfers	(87)		
Asset Revaluations and Adjustments	0		
New Subdivisions	6,500		
Non-Recurrent Surplus / (Deficit)	3,582		
Surplus / (Deficit) for the year	13,893		

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'. It is the most popular informal recreation area in Victoria.

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

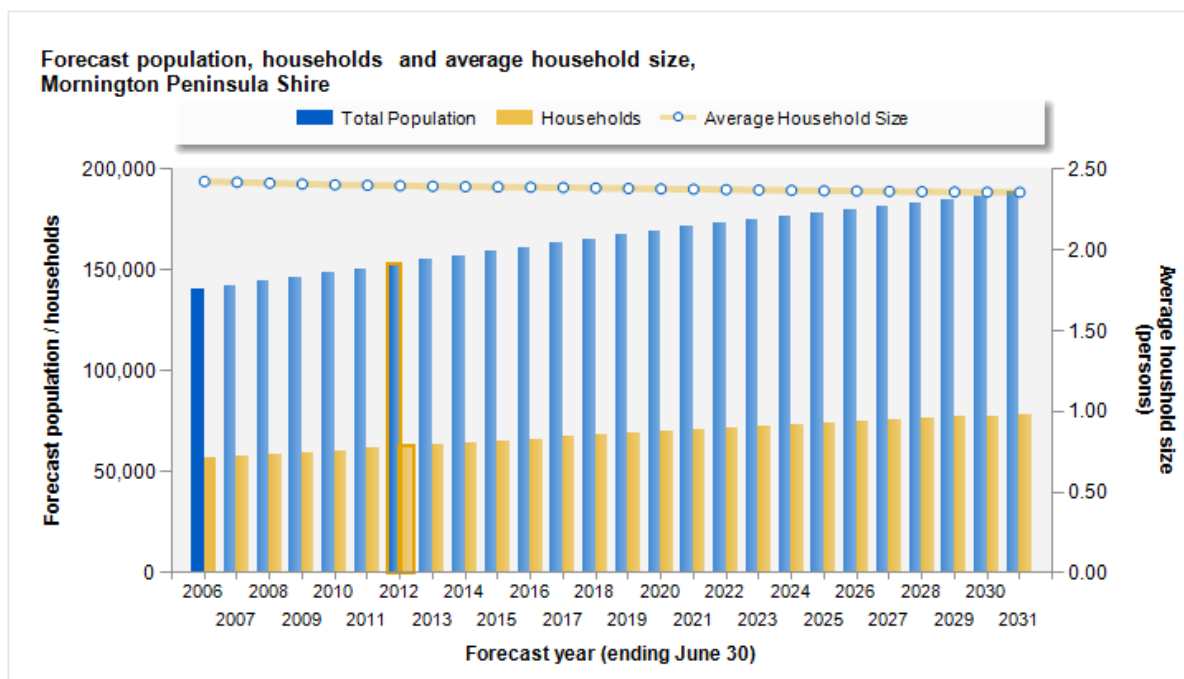
Approximately 70% of the Shire is retained as rural within the Green Wedge planning zone, whilst the other 30% is taken up by towns and villages. Within the Green Wedge, there are areas of highly productive agricultural land as well as highly significant landscapes and ecosystems.

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

Population

The 2012 Shire population is forecast at 152,895.

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



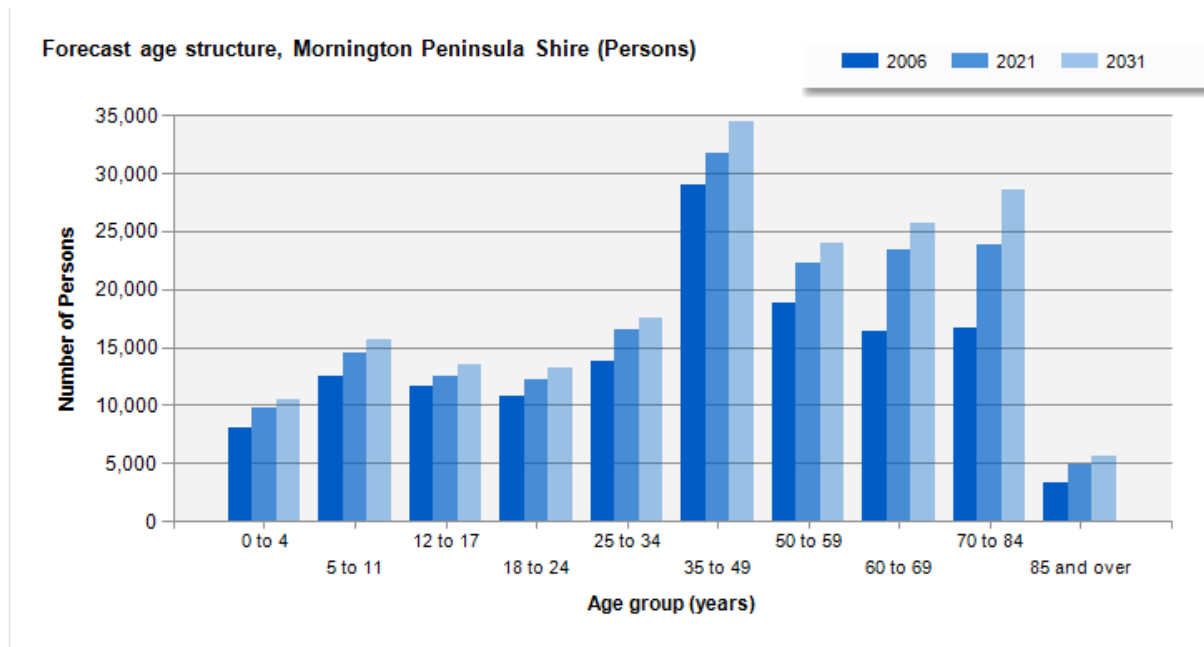
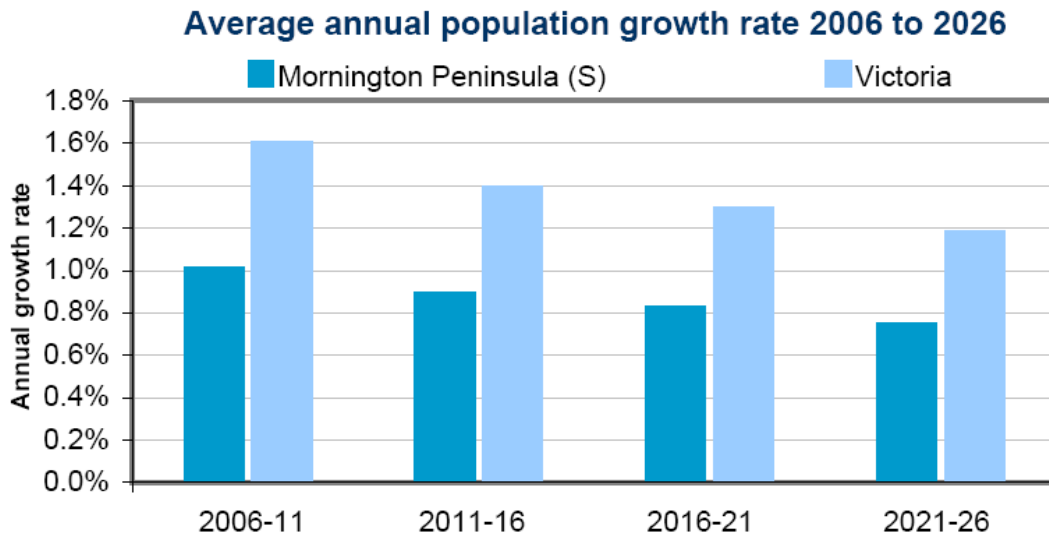
Source: Forecast.id®, Population Forecasts - Mornington Peninsula Shire, Summary and Key Results, How many will live here in the future?, <http://www.id.com.au/mornpen/forecastid> (accessed April 2011)

Population

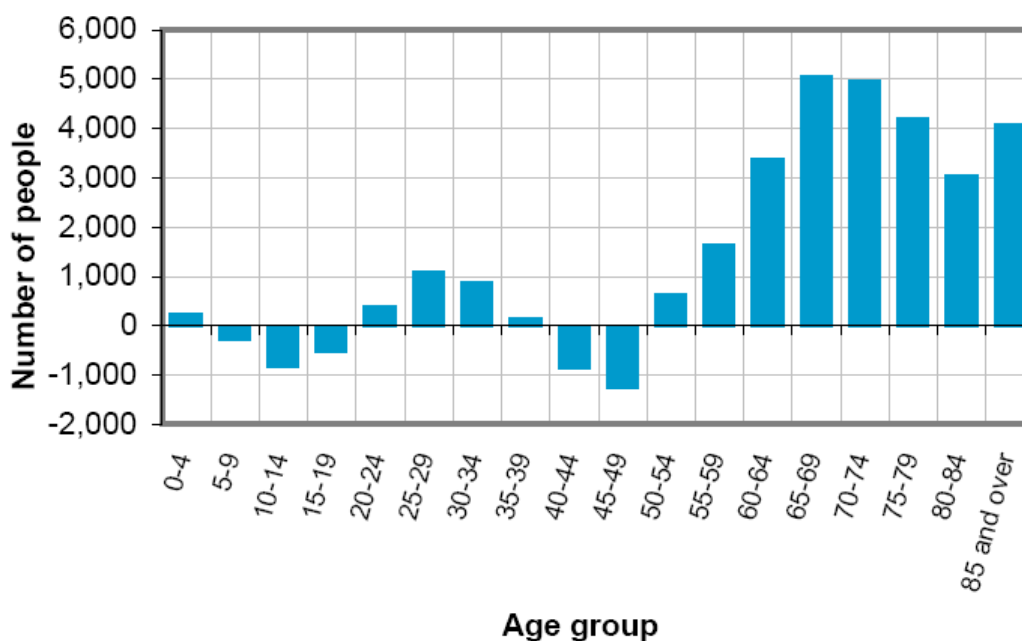
Whilst the total population growth expected for Mornington Peninsula Shire is lower than forecasts for Melbourne and Victoria, the ageing of our population base will be significant when compared with the Melbourne Metropolitan average.

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

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



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



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

Births

Despite an ageing population, approximately 1400-1600 babies have been born each year since 1995.

Cultural Diversity

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

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

Housing

The 2006 Census indicated that there were 77,852 dwellings on the Mornington Peninsula. Of those, some 52,800 were occupied private dwellings and some 25,000 were unoccupied, meaning they are occupied by part time residents and/ or holiday makers.

This continues the past trend that approximately 30% of properties on the Mornington Peninsula are part time residents.

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

- 2000 revaluation = 35% average increase
- 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

- The 2012/13 Budget provides some \$450k for the direct impacts of the Federal Government's new Carbon Tax. While the direct impact of this tax on areas such as electricity (in particular street lighting) and gas have been budgeted for, the cost of the tax on other contracts and services purchased by Council is not accurately known at this stage. Any further impact (if any) will be managed throughout the year as new and existing service or capital contracts/purchases are entered into or amended respectively.
- As evidenced by both the recently announced State and Federal budgets, the broader State and Federal Government financial positions may still possibly put further pressures on local government through reduced or withdrawn funding arrangements.
- Climate change issues continue to be high on the Shire agenda, and the 2012/13 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 \$44.00 per tonne to \$48.40 per tonne (a 10% increase). This follows an increase of \$14 per tonne (or 47%) in the levy payable to the State Government upon disposal of waste into landfill in the previous year.
- 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.
- Subsequent to preparation and advertising of the Proposed 2012/2013 Budget, further advice in relation to a shortfall in the Local Government Defined Benefits Plan Superannuation Fund has been received.

It should be noted that at this time, Council has not been advised of its potential liability in relation to a call, the proposals for repayment options, interest rates applicable etc.

The best advice at this time is that Council will be required to finance a shortfall in the fund of circa \$11 million (including tax) with the first repayment due in the 2013/2014 financial year. It is stressed however the number could be more or less, depending on final actuarial analysis and options for payment.

Whilst the liability is not yet known, it is prudent for Council to determine a strategy for funding its future liability.

The finalisation of the 2012 General Revaluation will generate an additional \$591,000 and it was recommended that Council utilise those funds to provide for an initial repayment of Unfunded Superannuation liability, with those funds in future forming part of a planned repayment strategy.

This approach will ensure that the repayment strategy will not impact on future Council decisions.

3.3.2 Internal Influences

As well as external influences, there are also a number of internal influences which have a significant impact on the preparation of the 2012/13 Budget. These matters and their financial impact are set out below:

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

3.4 Risk Management and its influence on the 2012/13 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 responses to operational risk within the 2012/13 budget include –

- Independent inspections of risk exposures within specific facilities (Governance and Corporate Support)
- The continuing use of legislative compliance software (Governance and Corporate Support)
- The continuation of targeted training programs such as ‘Ethics and Integrity’ training (Governance and Corporate Support)
- A range of Occupational Health and Safety audits (Team Support and Development)
- An annual inspection of trees in the areas declared under the Electrical Lines Act 2010 (Infrastructure Maintenance)
- 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 continuation of Business Continuity testing for IT services and education programs on risk identification and response).

*Most importantly however, our assessment of our **strategic risk** exposures have influenced both the Shire Strategic Plan and 2012/13 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 2012/13 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 153,000 hours of general home care • Delivery of 14,000 hours of specific home care • Delivery of 93,000 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 • Restructuring of pricing to recognize non-resident usage
An ageing workforce	<ul style="list-style-type: none"> • 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

	<ul style="list-style-type: none"> • 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 • Raising \$500k in tourism cooperative marketing funds • 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

3.5 Budget Principles

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

- Existing fees and charges to be reviewed and assessed for cost recovery and affordability.
- Grants to be based on confirmed funding levels.
- New revenue sources to be identified where possible.
- Service levels to be maintained at least at previous year's levels, with an emphasis on innovation and efficiency.
- New staff proposals to be justified through a business case (including new positions externally funded and conversions of positions from casual to permanent part time in accordance with Award requirements).
- Real savings in expenditure and increases in revenue identified in 2011/12 to be preserved.
- Operating revenues and expenses arising from completed 2011/12 capital projects to be included.



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Budget Analysis

4.1.2 Analysis of Corporate Performance Budget

	Adopted Budget 2011/12 \$'000	Forecast 2011/12 \$'000	Budget 2012/13 \$'000	Variance to Budget 2011/12 \$'000	Variance to Forecast 2011/12 \$'000
Operating Income	162,497	163,576	169,942	7,445	6,366
Operating Expenditure	133,716	134,261	138,703	(4,987)	(4,442)
Funds available	28,781	29,315	31,239	2,458	1,924
Capital and priority works and services	42,256	30,727	33,105	9,151	(2,378)
Operating Result	(13,474)	(1,412)	(1,866)	11,609	(454)
Non-operating items	1,945	545	1,325	(620)	780
Projects funded in previous years	484	522	562	78	40
Result	(11,045)	(345)	21	11,066	366
Carry Overs/Other Non-Cash Movements	2,362	3,005	(9,732)	(12,094)	(12,737)
Cash surplus/(deficit)	(8,684)	2,660	(9,711)	(1,027)	(12,371)

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 2012/13 Corporate Performance Budget forecasts a surplus of Funds Available for capital outlays (after all operating activities) of \$31.239m.

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 \$33.105m.

Council's operating result for the year is budgeted to be a deficit of \$1.866m, which will be fully off-set by the disposal of excess and inappropriate assets (primarily land) of \$1.325m and projects for which funding has been received in previous years. A cash deficit of \$9.711m is budgeted for in the Corporate Format.

5. Analysis of Operating Budget

	Reference	Adopted Budget 2011/12 \$'000	Forecast 2011/12 \$'000	Budget 2012/13 \$'000	Variance to Budget 2011/12 \$'000	Variance to Forecast 2011/12 \$'000
Operating Revenue	5.1	177,183	181,477	183,535	6,352	2,057
Operating expenditure	5.2	165,591	162,575	169,641	(4,050)	(7,066)
Net gain / (loss) on disposal of assets		0	(4)	0	0	(4)
Surplus/(deficit) for the year		11,592	18,906	13,893	2,301	(5,013)
Net gain / (loss) on disposal of assets		0	(4)	0	0	(4)
Contributed assets		(7,000)	(7,000)	(6,500)	500	500
Underlying surplus (deficit)		4,592	11,902	7,393	2,801	(4,509)

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.

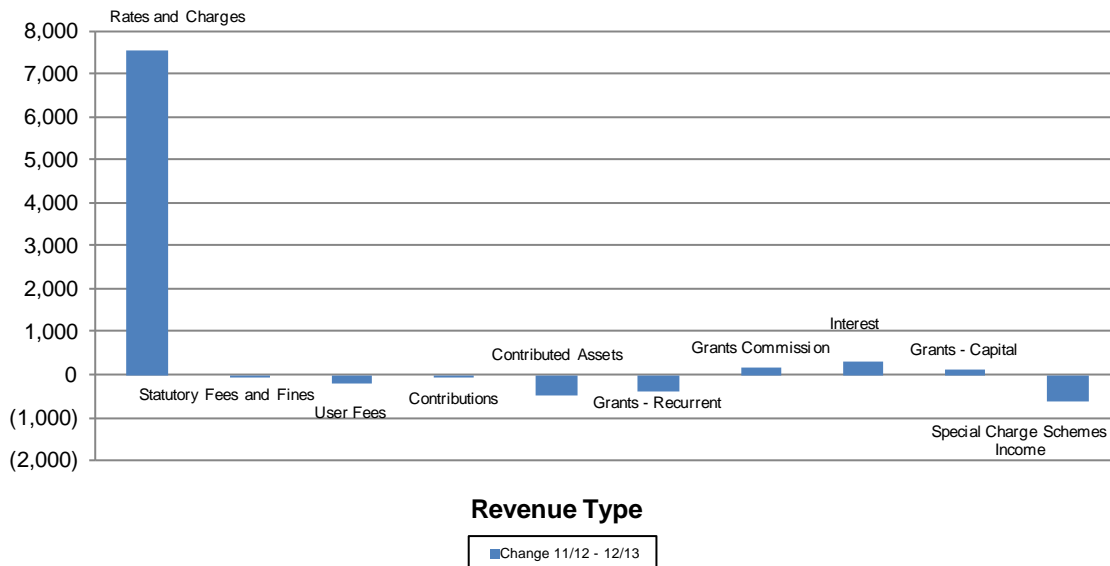
It is a measure of financial sustainability as it is not impacted by non-recurring or once-off items of revenues and expenses which can often mask the operating result.

The budgeted underlying result for the 2012/13 year is a surplus of \$7.393 million which is an increase of \$2.801 million over the 2011/12 budget and a decrease of \$4.509 million over 2011/12 forecast.

Explanations are provided in the following pages.

5.1 Operating Revenue

Revenue Types	Reference	Adopted		Budget 2012/13 \$'000	Variance to Budget 2011/12 \$'000	Variance to Forecast 2011/12 \$'000
		Budget 2011/12 \$'000	Forecast 2011/12 \$'000			
Rates and Charges	5.1.0	114,483	115,321	122,057	7,574	6,736
Statutory Fees and Fines	5.1.1	3,760	3,521	3,692	(68)	171
User Fees	5.1.2	24,570	24,645	24,342	(228)	(302)
Contributions	5.1.3	2,653	3,713	2,624	(29)	(1,090)
Contributed Assets	5.1.4	7,000	7,000	6,500	(500)	(500)
Grants - Recurrent	5.1.5	12,310	13,183	11,929	(381)	(1,255)
Grants Commission	5.1.6	6,084	6,120	6,253	169	133
Interest	5.1.7	1,400	1,920	1,700	300	(220)
Operating Revenue Before Capital		172,259	175,424	179,098	6,838	3,674
Grants - Capital	5.1.8	4,309	5,188	4,437	128	(751)
Special Charge Schemes Income	5.1.9	615	865	0	(615)	(865)
Operating Revenue After Capital		177,183	181,477	183,535	6,352	2,057
Total Operating Revenue		177,183	181,477	183,535	6,352	2,057



5.1.0 Rates and Charges \$12.057m (\$7.574m increase to budget and \$6.736m increase to forecast)

Rates and Charges income will increase by \$7.574 million over 2011/12 budget and \$6.736 million to forecast to \$122.057 million; this amount includes income of \$1.7m 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 various service enhancements outlined in the budget (although these can sometimes be funded by other income sources).

Given that this is a general revaluation year (the impacts of which will be explained further within the budget), Council's rate increase for 2012/13 will average 4.45% even though the general rate in the \$ will decrease by 7.9%. All rateable property will also pay \$160 Municipal charge, an increase of \$10. As indicated, rates and charges income 2011/12 includes \$1.7m for the Opt In Green Waste service.

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

Section 10 - Rating Strategy includes a more detailed analysis of the rates and charges to be levied for 2012/13. Also included is an explanation of the impacts of the general revaluation.

5.1.1 Statutory Fees \$3.692m (\$68k decrease to budget and \$171k increase to forecast)

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

5.1.2 User Fees \$24.342m (\$228m decrease to budget and \$302k 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 within this report).

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

Major variations from the 2011/12 budget include:

Activity	\$ '000	Reason
Pelican Pantry	- \$935k	Due to a change to commercial lease.
Somerville Childcare Centre	- \$107K	Due to the closure of the centre.
Long Term Workcover	- \$89K	Reimbursements for long term workcover, fully offset by employee costs.
Animal Registrations	+ \$58k	Changes in fees and number of animals registered.
Pelican Park	+ \$135k	Primarily due to the inclusion of rental income for the Pelican Pantry Café.
Aged and Disability Services	+ \$175k	Primarily due to increases in charges but also demand for services.

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

5.1.3 Contributions \$2.624m (\$29k decrease to budget and \$1.090m 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 \$2.200m
- Capital Works/Priority Works project contributions \$396.8k
- Other minor developer contributions (street trees etc) \$25k
- Other operating contributions \$2k

5.1.4 Contributed Assets \$6.500m (\$500k decrease to budget and \$500k decrease to forecast)

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

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

5.1.5 Grants - Recurrent \$11.929m (\$381k decrease to budget and \$1.255m 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 3.1% on last year's budget.

Major variations in grants from the 2011/12 budget include -

Activity	\$ '000	Reason
Family Day Care Child Assistance Grants	- \$185k	Due to a reduction in the number of educators and offset by a reduction in expenditure.
Somerville Child Care Centre	- \$88K	Due to the closure of the centre.
Early Start Kindergarten Program	- \$75K	Fully funded program for which funding was received in past years.
Active Peninsula	- \$43k	Due to the completion of the program
Emergency Management	- \$42k	Grant to cover the Emergency Management Co-ordinator position for half of the year.
Maternal and Child Health	+ \$62k	Increase in funding.
Aged and Disabled Care	+ \$205K	HACC growth funding.

5.1.6 Grants Commission \$6.253m (\$169k increase to budget and \$133k increase to forecast)

Whilst no specific advice is available, an increase in the Victorian Grants Commission (VGC) funding of 2.75% to the 2011/12 budget has been provided for.

5.1.7 Interest Income \$1.700m (\$300k increase to budget and \$220k decrease to forecast)

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

Interest on investments is budgeted to increase by \$300K from 2011/12 budget, primarily due to an increase in interest rates and an assumed level of funds available due to projects carried over from 2011/12.

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 2011/12.

5.1.8 Grants – Capital \$4.437m (\$128k increase to budget and \$751k 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).

Capital grants budgeted to be received include –

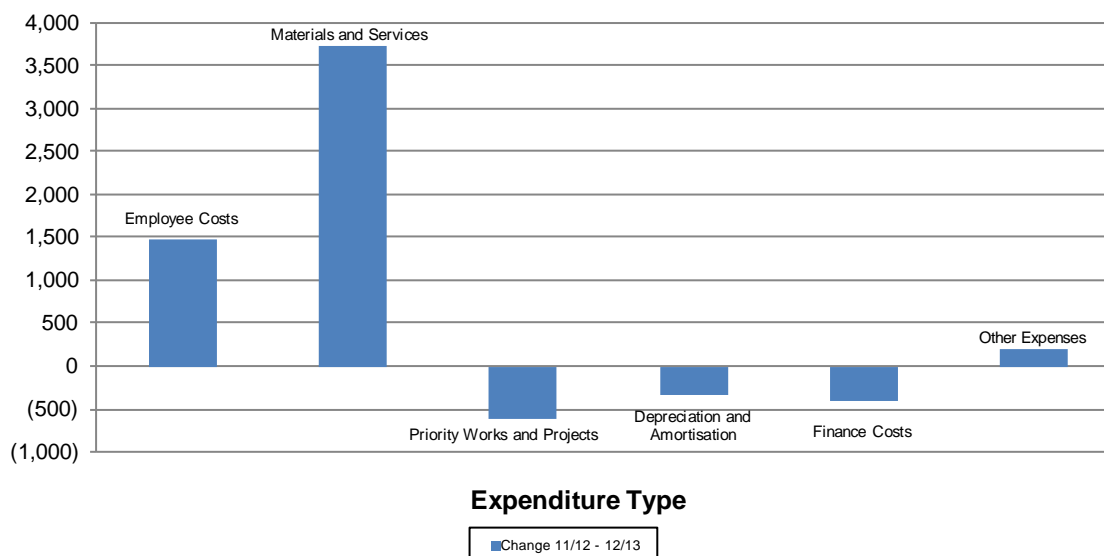
5.1.9 Special Charge Schemes \$nil (\$615k decrease to budget and \$865k decrease to forecast)

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.

At this stage, Council has provided (within the Capital Works program) for a Council contribution to a number of projects, but it has not budgeted for any owner contributions.

5.2 Operating Expenditure

Revenue Types	Reference	Adopted		Variance		
		Budget 2011/12 \$'000	Forecast 2011/12 \$'000	Budget 2012/13 \$'000	to Budget 2011/12 \$'000	to Forecast 2011/12 \$'000
Employee Costs	5.2.1	56,306	56,939	57,793	(1,487)	(854)
Materials and Services	5.2.2	70,427	70,712	74,153	(3,726)	(3,441)
Priority Works and Projects	5.2.3	10,549	6,866	9,924	625	(3,058)
Depreciation and Amortisation	5.2.4	21,255	21,255	20,927	328	328
Finance Costs	5.2.5	2,756	2,756	2,347	410	410
Other Expenses	5.2.6	4,297	4,047	4,498	(201)	(451)
Operating Expenditure		165,591	162,575	169,641	(4,050)	(7,066)



5.2.1 Employee Costs \$57.793m (\$1.487m increase to budget and \$854m increase to forecast)

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

The increase is due to the impact of Council's Enterprise Bargaining Agreement (EBA) increments at 3.9%.

The approved employee establishment in last year's budget was 681.22 Full Time Equivalent (FTE) staff. The recommended employee establishment in this budget is 667.11 FTE staff; this includes staff movements approved through the 2011/12 year but is in fact a reduction of 14.11 FTE (due in large part to the closure of the Annie Sage Child Care facility and the commercial leasing of Pelican Pantry)

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 2011/12 \$'000	Budget 2012/13 \$'000	Variance to Budget 2011/12 \$'000
Sustainable Environment	Statutory Planning	3,686	3,793	(107)
	EPACS	6,080	6,368	(288)
Sustainable Infrastructure	Economic Development	1,081	1,135	(54)
	Infrastructure Strategy	1,451	1,521	(71)
Sustainable Communities	Infrastructure Maintenance	2,087	2,196	(109)
	Child Youth and Family Care	5,057	5,016	40
	Aged and Disability Services	9,356	9,589	(234)
	Recreation and Leisure	5,736	5,301	436
Sustainable Organisation	Libraries Arts and Culture	3,631	3,836	(205)
	Governance and Corporate Support	2,975	3,076	(101)
	Information Services	2,025	2,151	(126)
The CEOs Office	Finance	2,410	2,511	(101)
	Team Support and Development	1,382	1,495	(113)

The most significant 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

- EPACS – an increase in the staff establishment for a Trainee Building Inspector position.
- Economic Development - the inclusion of penalty rates for working weekends.
- Infrastructure Strategy - the inclusion of a staff management plan (Long Term people Plan) to facilitate the smooth transition to retirement of a key team member.
- Child Youth and Family Care – the closure of the Annie Sage Child Care Centre and a small reduction in Family Day Care. This is offset by small increases in FTE for admin support in the Maternal and Child Health and Immunisation teams (externally funded) and an increase in resourcing for Youth Services to allow them to manage their 'out of business hours' requirements..
- Recreation and Leisure – due to a change in operations (commercial leasing) of the Pelican Pantry Café. Casual salaries for Foreshore Camping has been included, fully funded by an increase in income.
- Libraries – an increase in the Cultural Planner position to full time (0.5FTE previously funded within Priority Projects is proposed to increase to 1.0 FTE)
- Information Services – an increase in the staff establishment for an IT Support Officer (1.0 FTE).
- Finance – an increase in the Finance Officer position to full time
- Team Support and Development – increase in rehabilitation/long term sick leave salaries and an increase in parental leave employee costs
- Across all areas, our Workcover premium has reduced

5.2.2 Materials and Services \$74.153m (\$3.726m increase to budget and \$3.441m increase to forecast)

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

Major variations from the 2011/12 budget include –

Activity	\$ '000	Reason
Pelican Pantry	- \$442k	Due to the change in operations of the pantry.
Foreshore Camping	+ \$57k	Increases due to increased activity and offset by increase in income.
Insurance Premiums	+ \$58k	Increases in premiums due to global impacts.
Utilities	+ \$232k	Provision for carbon tax and annual price increase offset by energy reduction initiatives.
Infrastructure Maintenance Service Enhancements	+ \$244k	Town Based Seasonal Clean-Keeper 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.
Safer Local Roads	+ \$753k	Annual contract adjustments and growth of new assets.
Waste management landfill levy	+ \$80k	10% increase in landfill levy.
Waste Disposal tipping and mulching contracts	+ \$246k	Increase in contract prices.
SIMS Contracts	+ \$1.142m	Annual contract adjustments and growth of asset base (new assets to manage).

5.2.3 Priority Works and Projects \$9.924m (\$625k decrease to budget and \$3.058m increase to forecast)

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

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

The level of expenditure on both Priority Works and 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.

5.2.4 Depreciation and Amortisation \$21.216m (\$328k decrease to budget and \$328k 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 decrease of \$328k for 2012/13 is due to the full year effect of depreciation on the 2011/12 capital works program, any assessed impacts due to the completion of the 2012/13 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.

5.2.5 Finance Costs Expense \$2.347m (\$410k decrease to budget and \$410k decrease to forecast)

Borrowing costs relate to interest charged by financial institutions on funds borrowed or through finance leases. Council's overall debt will reduce in 2012/13 by some \$4.8m, with repayment of \$5.8m in current debt, and a (potential) borrowing of \$1m for major capital works projects in 2012/13 and the debt servicing on proposed new borrowings is included in the budget.

Borrowing costs for 2012/13 are made up of –

- Interest on Loans \$2.154m
- Interest on Unfunded Superannuation \$132k
- Interest on Leases \$62k

A more detailed analysis of our debt position is provided on section 11.1 of this report.

5.2.6 Other Expenses \$4.498m (\$201k increase to budget and \$451k 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 decrease is primarily due to a decrease in Family Day Care Relief, offset by a reduction in income. Offset by increases in insurance excess, community grants and subsidies paid and other items.

6. Analysis of Budgeted Cash Position

This section analyses the expected cash flows from the operating, investing and financing activities of Council for the 2012/13 year.

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

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

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

6.1 Budgeted Cash Flow Statement

	Reference	Budget 2011/12 \$'000	Budget 2012/13 \$'000	Variance (Outflow) \$'000
Operating Activities	6.1.1			
Receipts		175,411	184,231	8,820
Payments		(142,180)	(153,454)	(11,274)
NET CASH INFLOW (OUTFLOW)		<u>33,231</u>	<u>30,777</u>	<u>(2,454)</u>
Investing Activities	6.1.2			
Receipts		1,945	6,225	4,280
Payments		(36,816)	(39,541)	(2,725)
NET CASH INFLOW (OUTFLOW)		<u>(34,871)</u>	<u>(33,316)</u>	<u>1,555</u>
Financing Activities	6.1.3			
Receipts		600	1,000	400
Payments		(7,644)	(8,172)	(528)
NET CASH INFLOW (OUTFLOW)		<u>(7,044)</u>	<u>(7,171)</u>	<u>(127)</u>
NET INCREASE (DECREASE) IN CASH HELD		(8,684)	(9,710)	(1,026)
Cash at beginning of year		29,954	32,615	2,661
Cash at end of year	6.1.4	<u>21,270</u>	<u>22,904</u>	<u>1,634</u>

6.1.1 Operating Activities (\$2.454m decrease)

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

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

6.1.2 Investing Activities (\$1.555m decrease)

The variation in investing activities is primarily due to the fact that the 2011/12 year includes capital works projects carried over from the previous year.

6.1.3 Financing Activities (\$127k decrease)

Council's overall debt will reduce in 2012/13 by some \$5.8m, with repayment of \$4.8m in current debt, and a (potential) borrowing of \$1m.

6.1.4 Cash and Cash Equivalents at end of the year (\$1.634m increase)

Overall, total cash and investments is budgeted to increase by \$1.634m to \$22.904m as at 30 June 2013.

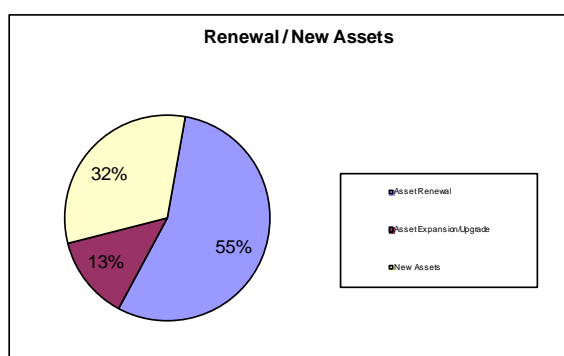
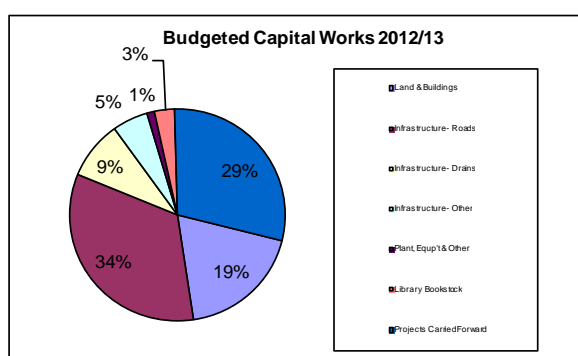
7. Analysis of Capital Budget

This section analyses the planned capital expenditure budget for the 2012/13 year and the sources of funding for the capital budget.

7.1 Capital Works

Capital Works Areas	Reference	Adopted		Budget 2012/13 \$'000	Variance to Forecast	
		Budget 2011/12 \$'000	Forecast 2011/12 \$'000		Variance to Budget 2011/12 \$'000	Variance to Forecast 2011/12 \$'000
Projects carried forward	7.1.1	11,661	0	11,596	65	(11,596)
Budgeted works						
Land	7.1.2	50	50	50	0	0
Buildings	7.1.3	5,088	6,511	7,346	(2,258)	(835)
Infrastructure - Roads	7.1.4	12,345	16,078	13,282	(937)	2,796
Infrastructure - Drainage	7.1.5	3,100	3,492	3,500	(400)	(8)
Infrastructure - Other	7.1.6	2,996	2,486	2,120	876	366
Plant, Equipment & Other	7.1.7	475	702	448	27	254
Library Bookstock	7.1.8	1,100	1,104	1,200	(100)	(96)
Sub Total		25,154	30,423	27,946	(2,792)	2,477
Total Capital Works		36,815	30,423	39,541	(2,726)	(9,118)
Budgeted works represented by:						
Asset Renewal		19,946	18,043	21,762	(1,816)	(3,719)
New Assets		4,885	3,631	5,208	(323)	(1,577)
Asset Expansion / Upgrade		11,983	8,748	12,572	(589)	(3,824)
	7.1.9	36,813	30,423	39,541	(2,726)	(9,118)

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.

7.1.1 Carried Forward Works (\$11.596m)

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 2011/12 year it is forecast that \$11.596 million of capital works will be incomplete and be carried forward into the 2012/13 year. Projects include:

• Vicroads Blackspot projects	\$2.134m
• Integrated Flood Management and Drainage Projects	\$2.151m
• Implementation of Recreation Master Plans	\$1.370m
• Footpath Strategy Implementation Projects	\$1.126m
• Sorrento Seawall	\$ 427k
• Mornington Transit Precinct	\$ 419k
• Southern Peninsula Aquatic Recreation Centre	\$ 405k
• Rye Traffic Management Strategy Implementation	\$ 382k
• Former Mornington Sec. College Classrooms Refurb.	\$ 309k
• Balnarring Sports Club – contribution	\$ 300k

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

7.1.2 Land (\$50k)

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

7.1.3 Buildings and Land Improvements (\$7.346m)

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

The more significant projects include –

• Major Building Program	\$5.350m
• Recreation Building - Improvements	\$ 70k
• Foreshore Camping Areas Amenity Block - Refurbishment	\$ 200k
• Former Mornington Secondary College Classroom - Refurbishment	\$ 150k
• Somerville Needs Strategy – Implementation	\$ 100k

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

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

7.1.4 Infrastructure – Roads (\$13.282m)

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	\$ 700m
• Urban Road Contributory Scheme Strategy – Implementation	\$ 500k
• National Black Spot Program (Council contribution)	\$ 400k
• Footpath/Shared Path/Bike Paths/Boardwalk Rehabilitation	\$1.400m
• Footpath Strategy Implementation	\$1.500m
• Bicycle Strategy – Implementation	\$ 300k
• Kerb & Channel Rehabilitation	\$ 300k

- Mornington North Precinct – Road & Pedestrian Infrastructure Impr. \$ 600k
- Hastings Comm'l Area Parking & Traffic Mgt Strategy \$ 200k
- Sorrento Policemans Point Strategy – Implementation \$ 250k
- Portsea Strategy – Implementation \$ 200k
- Traffic Management Treatments \$ 250k

7.1.5 Infrastructure - Drains (\$3.500m)

Drains includes drains in road reserves, retarding basins and waterways. The most significant inclusion in 2012/13 is the forth 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 \$ 500k
- Drainage Soak Pit Refurbishment \$ 100k

7.1.6 Infrastructure – Other (\$2.120m)

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 \$ 560k
- Oval Rehabilitation \$ 100k
- Skate & BMX Strategy - Implementation \$ 215k
- Mornington Activity Centre Structure Plan – Implementation \$ 500k
- Neighbourhood Activity Centre Structure Plan – Implementation \$ 100k
- Sporting Facilities Lighting Program \$ 150k

7.1.7 Plant, Equipment & Other (\$448k)

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

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

Provision for the implementation of Stage 6 of the, 'Enterprise Content Management System', \$130k, has been included in 2012/13 budget.

7.1.8 Library Book Stock (\$1.200m)

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

7.1.9 Asset Renewal (\$21.762m), Expansion/Upgrade (\$12.572 million) and New Assets (\$5.208m)

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, \$18.237m (excluding projects carried forward from 2011/12) 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 \$788km will also be expended through Priority Works on asset refurbishment.

Of the total program, \$3.860m (excluding projects carried forward from 2011/12) will be for the construction of new assets.

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

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

Of the total program, \$5.849m (excluding projects carried forward from 2011/12) will be for the upgrading or expansion of existing assets.

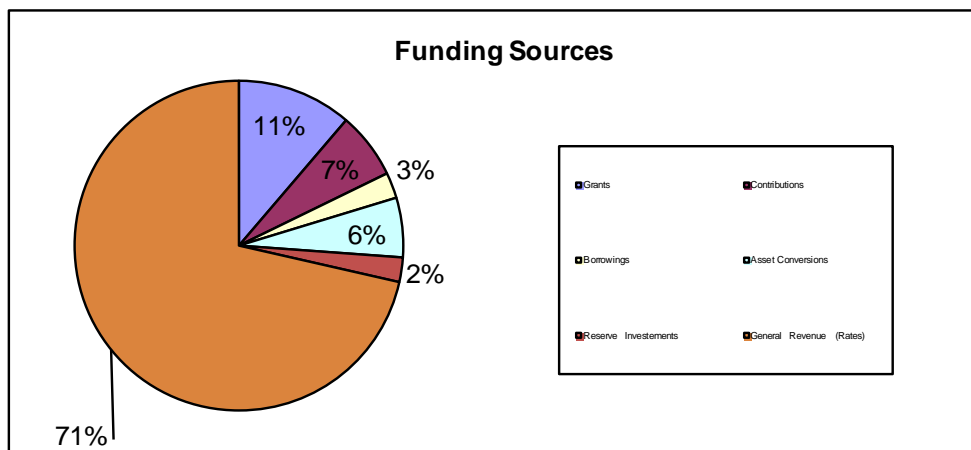
The major projects included which constitute expenditure on upgrade or expansion, are:

- Building Improvements – Recreation Facilities
- Urban Road Contributory Scheme Strategy
- Roads to Recovery – Hodgins Rd
- 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

7.2 Funding Sources

Capital Works Areas	Reference	Adopted			Variance	Variance
		Budget 2011/12 \$'000	Forecast 2011/12 \$'000	Budget 2012/13 \$'000	to Budget 2011/12 \$'000	to Forecast 2011/12 \$'000
External						
Grants - Capital	7.2.1	4,309	5,188	4,437	(128)	751
Contributions	7.2.2	2,520	1,128	2,582	(62)	(1,455)
Special Charge Schemes Income	7.2.3	615	865	0	615	865
New Borrowings	7.2.4	600	0	1,000	(400)	(1,000)
	Sub Total	8,044	7,181	8,019	(24)	838
Internal						
Cash and Investments	7.2.5	25,656	22,129	28,238	2,583	6,109
Asset Conversion	7.2.6	1,545	500	2,325	780	1,825
Reserve Investments	7.2.7	1,571	612	959	(612)	346
	Sub Total	28,772	23,242	31,522	2,750	8,280
Total Funding Sources		36,815	30,423	39,541	2,726	9,119



7.2.1 Grants - Capital (\$4.437m)

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 \$ 700k
- Nation Building Projects (Vicroads Blackspot funding) \$1.897m

- Early Learning Facility Grants \$ 676k

Projects carried forward from 2011/12 include –

- Mornington Transit Precinct \$ 450k
- Balnarring Sports Clubs \$ 300k
- Hastings Boat Ramp Floating Pontoon \$134.5k
- Somerville Netball Courts – Upgrade \$ 250k
- R2R 3 Hodgins Road Frankston Flinders \$ 30k

7.2.2 Contributions (\$2.582m)

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 –

- Mount Martha Park Viewing Tower \$ 60k

Projects carried forward from 2011/12

- St Mitchell Circuit, Mornington Railway \$ 122k
- Somerville Needs Strategy Implementation \$ 100k

The balance to be received is expected from developer contributions

7.2.3 Special Charge Schemes (Nil)

A number of Special Charge Schemes are expected to be adopted by Council in 2012/13 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 2012/13 include:

- SCS – Shanns Avenue, Mt Martha
- SCS – Parkmore Road, Rosebud
- A number of footpath schemes

7.2.4 Proposed New Borrowings (\$1m)

Council's overall debt will reduce in 2012/13 by some \$5.8m, with repayment of \$4.8m in current debt, and a (potential) borrowing of \$1m.

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

7.2.5 Operations (Cash and Investments) (\$28.238m)

Council generates cash from its operating activities, which is used as a funding source for the capital works program. It is forecast that \$28.238 million will be generated from operations to fund the 2012/13 capital works program.

7.2.6 Asset Conversions (\$2.325m)

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 2012/13 plans to generate at least \$2.325k in sales.

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

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

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

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

7.2.7 Reserve Investments (\$959k)

The only Reserve Funds Council has established that is available to fund its annual capital works program are the Sustainable Energy Fund and the Recreation Land Reserve Fund. This amount has been carried forward from 2011/12.

8. Analysis of Budgeted Financial Position

This section analyses the movements in assets, liabilities and equity between 2011/12 and 2012/13. It also considers a number of key performance indicators.

8.1 Budgeted Balance Sheet

	Reference	Budget 2011/12 \$'000	Forecast Actual 2011/12 \$'000	Budget 2012/13 \$'000	Variance to 2011/12 Budget (Outflow) \$'000	Variance to 2011/12 Fcst (Outflow) \$'000
Current						
Assets	8.1.1	35,806	45,751	38,978	3,172	(6,773)
Liabilities	8.1.2	(29,380)	(29,380)	(31,265)	(1,885)	(1,885)
NET CURRENT ASSETS		6,426	16,371	7,713	1,287	(8,658)
Non Current						
Assets	8.1.1	1,753,513	1,744,906	1,761,891	8,378	16,985
Liabilities	8.1.2	(35,110)	(35,109)	(30,423)	4,687	4,686
NET NON CURRENT ASSETS		1,718,403	1,709,797	1,731,468	13,065	21,671
NET ASSETS	8.1.3	1,724,829	1,726,168	1,739,181	14,352	13,013
Equity	8.1.4					
Accumulated Surplus		869,635	871,933	883,528	13,893	11,595
Reserves		855,194	854,235	855,653	459	1,418
Total Equity		1,724,829	1,726,168	1,739,181	14,352	13,013

8.1.1 Current Assets (\$3.172m increase to budget and \$6.773m decrease to forecast) and Non-Current Assets (\$8.378m increase to budget and \$16.985m 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 2011/12 budget and forecast is largely influenced by budget assumptions in 2011/12 in respect of cash assets and receivables.

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

8.1.2 Current Liabilities (\$1.885m increase to budget and \$1.885m increase to forecast) and Non Current Liabilities (\$4.687m decrease to budget and \$4.686m decrease 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 2012/13 having regard for the mix between current and non current liabilities. The Council is budgeting to repay loan principal of

\$4.189million over the year and \$1.112m for unfunded superannuation levy. Repayments on finance leases of \$479k are also budgeted for.

8.1.3 Net Assets (\$14.352m increase to budget and \$13.013m 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.

8.1.4 Equity (\$14.352m increase to budget and \$13.013m increase to forecast)

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

- Asset revaluation reserve which represents the difference between the previously recorded value of assets and their current valuations
- Other reserves, being funds that Council wishes to separately identify as being set aside to meet a specific purpose in the future and to which there is no existing liability.
- Accumulated surplus which is the value of all net assets less Reserves that have accumulated over time.

8.2 Key Assumptions

In preparing the Budgeted Statement of Financial Position for the year ended 30 June 2013, it was necessary to make a number of assumptions about key assets, liabilities and equity balances. The key assumptions are as follows:

- A total of 97.5% of total rates and charges raised will be collected in the 2011/12 year. This is consistent with previous years.
- Other debtors and creditors to remain consistent (4 year trend) with 2010/11 levels;
- Proceeds from the sale of property in 2011/12 will be received in full in the 2012/13 year;
- Employee entitlements to be increased by the percentage increase indicated in the Strategic Resources Plan. A small increase in the average rate of leave taken is expected;
- Repayment of loan principal to be \$4.189m and \$479k for leases; and
- Total capital expenditure to be \$39.541m in 2012/13 and as per the Infrastructure Strategy over the balance of the plan.



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Long Term Strategies

9. Strategic Resource Plan and Key Financial Indicators

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

9.1 Plan Development

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

Whilst the Strategic Resource Plan uses our best information at the time, clearly it is not possible to predict, four years in advance, the many and varied issues Council must consider in framing its budget. To that end, the Strategic Resource Plan has been updated for the balance of the Plan for the consequential effects of the 2012/13 Budget.

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

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

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

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

9.2 Financial Resources

The following table summaries the key financial results for the next four years as set out in the SRP for years 2011/13 to 2014/16

Indicator	Forecast		Strategic Resource Plan			Trend +/-
	Actual	Budget	Projections			
	2011/12	2012/13	2013/14	2014/15	2015/16	
	\$'000	\$'000	\$'000	\$'000	\$'000	
Operating result	16,608	13,893	13,692	18,182	16,878	+
Underlying operating result	5.46%	4.18%	4.29%	6.64%	6.02%	+
Cash and investments	21,380	22,904	23,954	22,980	24,369	+
Cash flow from operations	38,315	30,777	28,945	36,282	39,616	+
Capital works	41,790	27,946	24,100	39,800	41,050	+

Key to Forecast Trend:

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

The key outcomes of the SRP are as follows:

- **Financial Outcomes** – The following financial outcomes are forecast for the four years –
 - The Operating Result is positive and consistent for the four years (allowing for variations with Capital Grants).
 - The Underlying Result is similarly positive and consistent for the four years.
 - Cash and investments is forecast to grow by some \$2.9m over the four years.
 - Cash from operations is forecast to grow by some \$10.5m over the four years period (including variations with Capital Grants).
 - Loan liability will reduce over the four year period, even allowing for borrowing for Southern Peninsula Aquatic Centre.

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

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

The adopted SRP acknowledged the need for real rate increases, and planned for a real increase of CPI plus 2%. In 2012/13 the rate increase will be 4.45%.

Having regard for the budget changes proposed in 2012/13, the SRP has been updated for the balance of the plan, with the following years being forecast with a 4.0% rate increase.

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

- **Infrastructure Strategy** – Capital expenditure over the four year period will total \$129m at an average of \$32m including a full provision to renew existing assets. Mornington Peninsula Shire is one of the few Councils to have ‘closed the infrastructure renewal gap’. This means we have created the financial capacity to commit the required level of funds to asset refurbishment on an annual basis to ensure the service potential of our existing assets is not eroded – in simple terms, our assets will not run down and become unserviceable through lack of investment.

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

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

- **Borrowing Strategy** – Borrowings (which include finance leases for the purposes of the accounting regulations) are forecast to decrease from \$37.9 as at 30 June 2012 to \$30.5m over the four year period.

Council has recognised that it is necessary to improve over time our ‘capacity’ for capital works through increased rate income and thus shift our reliance on loan funds to major projects only. In 2012/13, it is proposed to borrow \$1.0m for various capital projects (noting that our overall liability will reduce by \$4.2m); for financial modeling purposes, in 2014/15 and 2015/16 an indicative loan provision of \$6m annually is proposed for Southern Peninsula Aquatic Centre.

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

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

9.3 Key Financial Risk Indicators

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

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

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

The following is forecast for the term of the SRP -

Indicator	Forecast	Budget	Strategic Resource Plan			Trend
	Actual		Projections			
	2011/12	2012/13	2013/14	2014/15	2015/16	+/-
Underlying result	5.5%	4.2%	4.3%	6.6%	6.0%	+
Liquidity	122%	125%	126%	124%	121%	o
Self Financing	21.8%	16.4%	16.1%	19.0%	20.1%	o
Investment Gap	1.6	1.1	1.1	1.7	1.7	+
Renewal Gap	68.8%	71.9%	69.5%	68.8%	68.8%	o
Indebtedness	24.0%	20.4%	16.2%	16.7%	17.2%	+
Debt Servicing ratio	1.5%	1.3%	1.1%	1.0%	1.0%	+
Debt Management ratio	35.7%	32.0%	28.9%	26.2%	24.2%	+
Debt Commitment ratio	6.4%	6.1%	6.0%	5.1%	4.6%	+
Debt Exposure Ratio	9.0%	7.5%	7.7%	7.9%	8.2%	+

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

Notes to indicators

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

The Shire is generating surpluses consistently. The 2014/15 result reflects the expectation of receiving significant capital grants and contributions towards funding a new aquatics centre (SPA)

Liquidity – The trend is consistent for the four years.

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

Self Financing – The trend is improving over the four years

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

Investment Gap – The trend is improving over the four years

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

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

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

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

Indebtedness – The trend is consistent over the four years

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

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

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

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

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

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

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

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

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

9.3 Key Financial Indicators

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

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

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

Indicator	Forecast		Strategic Resource			Trend +/-/0
	Actual 2011/12	Budget 2012/13	Plan 2013/14	Projections 2014/15	2015/16	
Rate revenue per assessment	\$1,210	\$1,278	\$1,318	\$1,378	\$1,431	+
% movement in rate revenue from previous year	10.2%	5.8%	4.1%	4.9%	4.2%	o
Revenue Ratio	63.0%	66.6%	68.2%	67.5%	68.3%	o
Fees and Charges as a % of Total Revenue	15.9%	15.3%	15.5%	15.0%	14.9%	-
Operating Expenditure per Assessment	\$1,758	\$1,777	\$1,792	\$1,854	\$1,920	+
% change in Operating Expenditure per assessment from the previous year	3.5%	-5.6%	3.3%	3.5%	3.6%	o
Capital expenditure per assessment	\$442	\$293	\$251	\$414	\$426	+
Assets per assessment	\$18,906	\$18,863	\$18,848	\$18,994	\$19,134	+
Liabilities per assessment	\$650	\$597	\$538	\$557	\$578	+

Key to Forecast Trend:

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

Notes to indicators

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

The Strategic Resource Plan has been updated the balance of the plan with the following years being forecast with a 4.0% rate increase, whilst the projected growth in new properties will decline slightly.

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

As above, the Strategic Resource Plan has been updated the balance of the plan with the following years being forecast with a 4.0% rate increase

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

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

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

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

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

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

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

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

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

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

This measure is in line with the Borrowing Strategy.

9.4 Non-Financial Resources

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

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

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

Indicator	Forecast	Budget 2012/13	Strategic Resource Plan Projections		
	Actual 2011/12		2013/14	2014/15	2015/16
	\$'000	\$'000	\$'000	\$'000	\$'000
Employee costs	56,946	57,793	60,451	63,232	66,141
Employee numbers	681	667	672	677	682

10. Rating Strategy

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

10.1 Strategy Development

Rates and charges is an important source of revenue, accounting for approximately 63% 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.

Whilst a revaluation does not in itself generate more rates for Council (it simply redistributes the rate burden between ratepayers), it can often cause significant rate increases for some (as their property value increases above the Shire average) and rate reduction for others (as their property value rises at a rate lower than the Shire average). This will happen irrespective of any decision Council makes about rates and charges.

Relative to other Councils, Mornington Peninsula Shire is big. When last measured against other Councils in 2011/12, with 94,643 rateable assessments the Shire was the second largest Council in the State on that measure; with a 2011/12 rates and charges revenue of \$113.378m (net of green waste), the Shire had the 3rd 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 2011/12 budget survey,

- On a 'per assessment' basis MPSC was the sixth lowest of the 73 Councils (that responded) at \$1,205 average rates and charges per assessment.
- Of the five Councils lower than MPSC, three Councils had rates and charges revenue of less than \$8m
- Of the metropolitan and Interface Councils, only Monash (at \$1,122 per assessment) and Whitehorse (at \$1,195 per assessment) were lower than MPSC
- We were by far the lowest Interface Council on a per assessment basis (next lowest was Whittlesea at \$1,432. Highest was Nillimbik at \$2,010).

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.

10.2 Current Year Rate Increase

The 2012/13 operating position requires rate revenue of \$120.347m (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 \$1.696m for the opt-in green waste service, bringing the total rates and charges revenue to \$122.043m.

Council's rate increase for 2012/13 will average 4.45%; being a revaluation year, the rate in the \$ will reduce 7.9%, from 0.0020167 cents to 0.0018565 cents. With very few exceptions, all rateable properties also pay a municipal charge, and this will increase by \$10, from \$150 to \$160. The differential on MP Ag rate properties will also increase by 5%, from 30% to 35%

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	\$ 89,460,423	\$ 13,296,000	\$ 102,756,423	85.4%
Commercial - Improved	\$ 4,967,683	\$ 502,240	\$ 5,469,923	4.6%
Industrial - Improved	\$ 1,326,701	\$ 221,440	\$ 1,548,141	1.3%
Other General Rate properties	\$ 182,427	\$ 27,680	\$ 210,107	0.2%
Farm House (Curtiledge)	\$ 709,783	\$ -	\$ 709,783	0.6%
Rural - Vacant	\$ 274,426	\$ 23,680	\$ 298,106	0.2%
Boatshed	\$ 304,918	\$ 208,960	\$ 513,878	0.4%
	\$ 97,226,361	\$ 14,280,000	\$ 111,506,361	92.7%
Residential - Vacant	\$ 4,664,927	\$ 726,080	\$ 5,391,007	4.5%
Commercial - Vacant	\$ 72,175	\$ 9,280	\$ 81,455	0.1%
Industrial - Vacant	\$ 210,928	\$ 39,520	\$ 250,448	0.2%
MP Ag Rate	\$ 1,835,133	\$ 197,600	\$ 2,032,733	1.7%
Lysaght	\$ 840,000	\$ -	\$ 840,000	0.7%
Naval Base	\$ 37,666	\$ 17,760	\$ 55,426	0.0%
Cult and Rec	\$ 129,958	\$ -	\$ 129,958	0.1%
	\$ 105,017,148	\$ 15,270,240	\$ 120,287,388	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	\$ 105,017,148	\$ 15,270,240	\$ 120,347,388	
Green Waste Charge			\$ 1,695,980	
			\$122,043,368	

10.3 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 2012/13 year. A more detailed analysis of the rates to be raised is contained in Appendix B 'Statutory Disclosures'.

10.3.1 Rate in the Dollar and Municipal Charge

With this being a general revaluation year, the actual rate in the dollar will decrease by 7.9 %, from 0.20167 cents to 0.18565 cents. This has regard for the impacts of the property revaluation and the average Shire increase in the value of property of 12.17%.

It is proposed to increase the differential for MP Ag rate properties by 5%, from 30% to 35% of general rate.

The municipal charge increase by \$10, from \$150 to \$160.

	Proposed 2012/13	Previous year	Variance
General rate in \$	0.0018565	0.0020167	(-) 7.9%
MP Agricultural rate	0.0006498	0.0006050	(+) 7.4%
Cerberus rate	0.009283	0.0010084	(-) 7.9%
Municipal Charge	\$160	\$150	(+) 6.3%

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 2012/13 (\$345k actual in 2011/12) Provision of \$65k has been made for Heritage rate rebates (\$55k actual in 2011/12) .

10.3.2 General Rate

The general rate in the dollar proposed is 0.18565 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

10.3.3 Municipal Charge

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

It is proposed to levy a municipal charge of \$160 for 2012/13, an increase of \$10 per property.

For 2012/13, Council is comfortably within the upper limit set by legislation –

- Total general rates and municipal charge \$120.287m
- 20% legislative limit \$24.060m
- 2012/13 municipal charge levy \$15.270m
- 2012/13 percentage 12.7%

10.3.4 MP Agricultural Rate

In 2011/12, the differential for the MP Ag rate was 30% of general rate, Council proposes to increase this 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 4.1 Prosperous rural economy
- Strategy 4.4.1 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.

Using the criteria for 2011/12, Council has had the opportunity to review the approaches used by Interface Councils using an ‘average valuation’ for eligible farm rate properties in each Council.

Council	Differential rate description	No of Assessments	General Rate in \$	Differential Rate in \$	Rebate	Estimated amount to be raised by rates	Estimated Total CIV Value of Farm Rate Land	Average CIV per farm	Average Rates per farm
Whittlesea (NAV)	Farm Rate	348	0.0593961	0.0534565		\$1,771,386	\$33,136,962	\$95,221	\$5,090
Hume	General Rate (Farm/Urban Farm Rebate)	402	0.0038930	0.0038930	27.00%	\$2,722,501	\$699,332,391	\$1,739,633	\$4,944
Wyndham	Agricultural Land	466	0.0032980	0.0026380		\$1,593,598	\$604,090,000	\$1,296,330	\$3,420
Bass Coast	Farm Land Rate (Rebate)	1,036	0.0029018	0.0029018	20.00%	\$2,993,933	\$1,189,894,000	\$1,148,546	\$2,666
Yarra Ranges	Farm Land	2,004	0.0034110	0.0023880		\$4,855,396	\$2,033,612,400	\$1,014,777	\$2,423
Melton	Rural Developed	567	0.0033435	0.0023404		\$1,358,546	\$580,466,500	\$1,023,750	\$2,396
Cardinia (1)	Agricultural Land 1 - > 40 hectares	911	0.0032480	0.0024360		\$2,167,692	\$889,743,000	\$976,666	\$2,379
Cardinia (2)	Agricultural Land 2 - > 2 ha & < 40 ha	931	0.0032480	0.0030210		\$1,981,139	\$655,857,000	\$704,465	\$2,128
Nillumbik	Farm Land	216	0.0028340	0.0024090	20.00%	\$574,000	\$238,124,000	\$1,102,426	\$2,031
Surf Coast	Farm Rate	936	0.0023115	0.0019648		\$1,783,571	\$907,762,000	\$969,831	\$1,906
Mornington Peninsula	Agricultural Rate	1,286	0.0020167	0.0006050		\$1,786,126	\$2,952,219,000	\$2,295,660	\$1,389

Hume offer a 27% Sustainable Farm Rebate; Bass Coast offer a 20% Rural Land rebate; Nillumbik offer a 15% differential and a 20% Sustainable Farm rebate.

Mornington Peninsula Shire is unique in that only the farm land portion of a rural property is eligible for the differential farm rate; the 'house and curtilage' attracts the general rate.

When adjusting for this fact (and specifically noting that all of the other Councils include the house and curtilage in the farm rate differential), the following comparison is relevant for 2011/12 (average CIV for farm house = \$332,600 and average rates including municipal charge = \$687)

Council	Average Rates per farm	Municipal Charge	Waste Charge	Rates on House and Curtilage	Total Rates and Charges
Whittlesea (NAV)	\$5,090	\$0	\$0	Included	\$5,090
Hume	\$4,944	\$0	\$0	Included	\$4,944
Wyndham	\$3,420	\$37	\$224	Included	\$3,681
Bass Coast	\$2,666	\$0	\$274	Included	\$2,940
Melton	\$2,396	\$113	\$156	Included	\$2,665
Yarra Ranges	\$2,423	\$0	\$183	Included	\$2,606
Cardinia (1)	\$2,379	\$0	\$210	Included	\$2,589
Nillumbik	\$2,031	\$93	\$324	Included	\$2,447
Cardinia (2)	\$2,128	\$0	\$210	Included	\$2,338
Surf Coast	\$1,906	\$159	\$269	Included	\$2,334
Mornington Peninsula	\$1,389	\$150	\$0	\$537	\$2,076

At a differential of 35%, the following would be the result.

Council	Average Rates per farm	Municipal Charge	Waste Charge	Rates on House and Curtilage	Total Rates and Charges
Whittlesea (NAV)	\$5,090	\$0	\$0	Included	\$5,090
Hume	\$4,944	\$0	\$0	Included	\$4,944
Wyndham	\$3,420	\$37	\$224	Included	\$3,681
Bass Coast	\$2,666	\$0	\$274	Included	\$2,940
Melton	\$2,396	\$113	\$156	Included	\$2,665
Yarra Ranges	\$2,423	\$0	\$183	Included	\$2,606
Cardinia (1)	\$2,379	\$0	\$210	Included	\$2,589
Nillumbik	\$2,031	\$93	\$324	Included	\$2,447
Cardinia (2)	\$2,128	\$0	\$210	Included	\$2,338
Surf Coast	\$1,906	\$159	\$269	Included	\$2,334
Mornington Peninsula	\$1,620	\$150	\$0	\$537	\$2,307

As can be seen (and whilst this is based on 2011/12 information), the Shire whilst still the lowest (by some \$27), is now comparable with the lower rating municipalities.

The 2012 General revaluation shows that as a class of ratepayers, valuations for MP Ag rate properties are effectively reducing by 2.8% compared to the Shire average increase of 12.17%. Without any change in differential, MP Ag Rate properties (including house and curtilage) would see a reduction in their rates of \$179k before any proposed increase in rates and charges.

Recognising that an increase in differential to 35% will still see MP Ag rate properties pay marginally less than 2011/12 (after allowing for a '4.45% plus \$10' increase), Council is supportive of an increase in the MP Ag Rate differential to 35% of General Rate.

10.3.5 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;.

Having regard for the fact that the differential was put in place in the last year, no change to the level of differential is recommended at this time.

10.3.6 Land Sustainability Rebate

The purpose of the Land Sustainability rebate is to encourage best practice in land management and the protection and enhancement of the natural environment and biodiversity of the peninsula.

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.

10.3.7 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 2012/13 provision is \$65k.

10.3.8 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 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!

In conjunction with the 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 and hence the amount determined for 2012/2013 is the previous year incremented by 4.45%.

10.4 Other changes to rating structure considered

10.4.1 Possible differential on derelict property

A number of Councils have chosen to impose a differential rate on derelict property.

The City of Frankston has developed its own criteria of assessing a derelict building. They have a very small number of properties across the City, and officers advise that the differential rate (300% of general rate) has made some owners clean up their property, but in cases where the cost

exceeds the premium, it has not led to a total solution.

Importantly, if this was to be a dis-incentive, the level of differential this Shire can actually charge would be low having regard for the constraints of the Local Government Act.

Because the Local Government Act imposes a requirement that the highest rating differential cannot be more than four times the lowest rating differential, on 2011/12 rates the maximum differential we could impose is 20% more than general rate.

Whether the impost of the differential would provide sufficient motivation to actually spend the \$\$ to clean up the property is problematic in any circumstance, but if the additional impost was 20% of rates, it is arguable that it would not be sufficient.

Acknowledging that there are currently various tools at our disposal to address concerns where necessary, at this stage Council does not consider the issue of derelict property warrants a differential rate,

10.4.2 Possible differential on electronic gaming machine venues

Moreland City Council (July 2010) and Darebin City Council (July 2011) have introduced a differential rate on electronic gaming machine land, and it is understood that other Councils (Monash and Manningham) are seeking to introduce a differential rate in 2012/13.

Moreland uses the revenue raised through the differential rates system specifically on problem gambling prevention projects; their level of differential is 200% of general rate. They have found integrity of the use of this money to be extremely important, so that Council is not seen to be simply revenue raising. Moreland advise that they expended the funds in the first year on local research and a social marketing plan, and in year two, are implementing the social marketing plan. They also plan a social connection program for problem gamblers. The rationale is that a higher proportion of the gaming losses are spent on addressing and preventing gambling harm in the local community.

Mornington Peninsula has 17 properties that would be eligible for the differential, noting that two Returned Servicemans League properties with electronic gaming machines are exempt from all rating provisions under the Local Government Act.

On 2011/12 values and rating, those 17 properties would pay an additional \$27k with a 120% differential.

At this time, no change is proposed however Council proposes to review this option when the Shire's Responsible Gaming Strategy is next reviewed.

10.4.3 Possible differential on Commercial and Industrial improved property

In 2010, Council considered but did not proceed with a differential rate for commercial and industrial improved property. The consideration was based largely on the perspective put to Council that 'other Councils have them so we should too'.

Within these arguments, it is generally acknowledged that –

- In comparison to the residential property, commercial or industrial properties will attract a tax deduction, whereas in most cases residential land rates will not.
- Council makes significant investment in economic development, including tourism and general support provided for the business community.
- The cost of servicing the major commercial (and industrial) businesses is in some senses arguably higher due to higher standards of cleansing (more frequent road sweeping, street garbage collection, enhanced 'specific' cleansing such as early morning clean ups), maintenance of road infrastructure (heavy trucks) and the like.

- It could be argued that there is a greater capacity to pay of business generally when compared with general residential properties, in that an improved commercial or industrial property is income producing, whereas residential land generally is not (rental properties excepted).

There are of course offsetting arguments, most notably the range of services provided by Council that are not needed or utilised by commercial or industrial ratepayers.

There is also the need to consider that this Shire does not currently have a waste charge. In other Councils that have a commercial or industrial differential rate, they invariably have a fixed waste charge which is only levied on residential property. The rate differential is one means of ensuring that commercial and industrial properties contribute equitably to total rates and charges income.

Council has considered a range of factors, including the current economic climate on the Mornington Peninsula. The Economic Development Unit has provided information compiled by the Department of Education, Employment and Workplace Relations (DEEWR) on local area unemployment, and the trend (on a quarterly basis from December 2010 to December 2011) was an increase in unemployment for all three reported areas of the Mornington Peninsula.

TABLE 1: NUMBER OF UNEMPLOYED AND UNEMPLOYMENT RATES, STATES/TERRITORIES AND STATISTICAL LOCAL AREAS, DECEMBER QUARTER 2010 TO DECEMBER QUARTER 2011: SMOOTHED SERIES

State Statistical Local Area	Unemployment				Unemployment Rate (%)					Labour Force	
	Dec 2010	Mar 2011	Jun 2011	Sep 2011	Dec 2011	Dec 2010	Mar 2011	Jun 2011	Sep 2011	Dec 2011	Dec 2011
Melbourne (C) - S'bank-D'lands	163	160	144	134	148	1.4	1.4	1.2	1.1	1.2	11,869
Melton (S) - East	1,430	1,416	1,484	1,578	1,679	5.7	5.6	5.9	6.3	6.7	24,990
Melton (S) Bal	1,895	1,909	2,016	2,136	2,296	7.8	7.8	8.2	8.8	9.5	24,266
Monash (C) - South-West	1,796	1,728	1,677	1,766	1,737	7.2	6.9	6.7	7.0	6.9	25,026
Monash (C) - Waverley East	1,658	1,591	1,568	1,670	1,630	4.8	4.6	4.5	4.8	4.7	34,722
Monash (C) - Waverley West	1,625	1,566	1,546	1,638	1,619	4.5	4.3	4.2	4.5	4.4	36,439
Moonee Valley (C) - Essendon	1,300	1,280	1,313	1,378	1,459	3.1	3.0	3.1	3.3	3.4	42,292
Moonee Valley (C) - West	702	671	688	717	757	2.9	2.8	2.9	3.0	3.2	23,861
Moreland (C) - Brunswick	1,716	1,685	1,493	1,411	1,370	5.9	5.7	5.0	4.7	4.5	30,214
Moreland (C) - Coburg	1,599	1,577	1,417	1,352	1,309	5.7	5.5	4.9	4.7	4.5	28,966
Moreland (C) - North	1,964	1,936	1,753	1,686	1,598	8.5	8.2	7.3	7.0	6.6	24,050
Mornington P'sula (S) - East	873	1,008	1,050	1,124	1,122	3.9	4.4	4.5	4.8	4.8	23,321
Mornington P'sula (S) - South	1,275	1,431	1,466	1,567	1,568	5.9	6.5	6.5	7.0	7.0	22,421
Mornington P'sula (S) - West	687	771	794	858	875	2.2	2.5	2.5	2.7	2.8	31,780
Nillumbik (S) - South	284	258	256	258	300	1.5	1.4	1.4	1.4	1.6	19,171

It is Council's considered view that in the current economic times, it would not be prudent or beneficial to further burden commercial or industrial properties with an additional differential on rates at this time.

10.5 General Revaluation of Properties

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

It is important however to understand that a change in valuations in itself has no impact on how much rates the Shire collects.

'Total rates levied' is based on how much rates Council assesses is needed to provide all the services and facilities for the municipality. The general revaluation does not create any more income, but it does redistribute the rate burden between classes of ratepayers and even areas within the Shire.

Even if the Shire did not generate \$1 more in rates, some properties would pay more and some properties would pay less. Revaluations of rateable property since year 2000 have seen increases as follows –

- Year 2000 35%
- Year 2002 36%
- Year 2004 42%
- Year 2006 8%
- Year 2008 15%
- Year 2010 10%

The 2012 revaluation has seen a modest increase in the valuation of property, with an average 12.17% over the last two years.

As is usual however, there will be areas of the Shire where the valuation movement is more (or less) than the Shire average, and this will impact on rates levied. Similarly some classes of property (commercial –vacant land and boatsheds as examples) have increased more than the Shire average, so those property types will generally see an increase in rates higher than the average, irrespective of what decision Council makes on rates and charges. Some classes of property (commercial and industrial improved) have decreased, and they will generally see a decrease in rates paid.

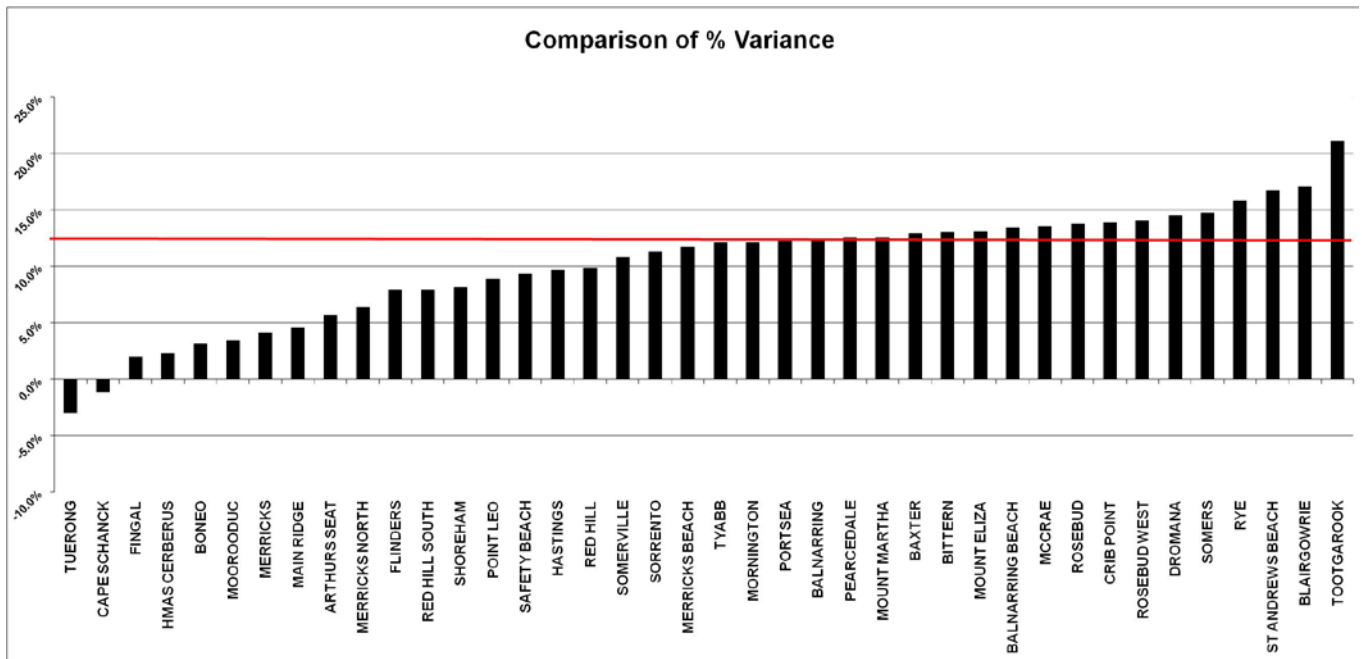
Within the property types, the following movements have occurred

PROPERTY TYPE	2012		2010		Var	
	\$	%	\$	%	\$	\$
Commercial - Vacant	\$ 32,398,000	0.1%	\$ 28,332,900	0.1%	\$ 4,065,100	14.3%
Boatshed	\$ 164,260,000	0.3%	\$ 139,865,000	0.3%	\$ 24,395,000	17.4%
Residential - Vacant	\$ 2,094,012,000	3.6%	\$ 1,807,884,000	3.5%	\$ 286,128,000	15.8%
Residential - Improved	\$ 48,188,782,600	83.4%	\$ 42,226,412,980	82.5%	\$ 5,962,369,620	14.1%
Lysaght	\$ 134,720,000	0.2%	\$ 128,500,000	0.3%	\$ 6,220,000	4.8%
Cult and Rec	\$ 156,120,500	0.3%	\$ 139,168,750	0.3%	\$ 16,951,750	12.2%
Farm House (Curtilage)	\$ 382,335,900	0.7%	\$ 354,619,000	0.7%	\$ 27,716,900	7.8%
Industrial - Improved	\$ 714,642,800	1.2%	\$ 652,110,400	1.3%	\$ 62,532,400	9.6%
Industrial - Vacant	\$ 94,682,500	0.2%	\$ 89,919,280	0.2%	\$ 4,763,220	5.3%
Commercial - Improved	\$ 2,675,872,413	4.6%	\$ 2,438,038,411	4.8%	\$ 237,834,002	9.8%
Other General Rate properties	\$ 98,264,000	0.2%	\$ 94,325,000	0.2%	\$ 3,939,000	4.2%
Naval Base	\$ 40,580,000	0.1%	\$ 39,678,000	0.1%	\$ 902,000	2.3%
MP Ag Rate	\$ 2,824,197,100	4.9%	\$ 2,890,198,000	5.6%	(-) \$ 66,000,900	-2.3%
Rural - Vacant	\$ 147,819,000	0.3%	\$ 152,174,000	0.3%	(-) \$ 4,355,000	-2.9%
	\$57,748,686,813	100.0%	\$51,181,225,721	100.0%	\$6,567,461,092	12.2%

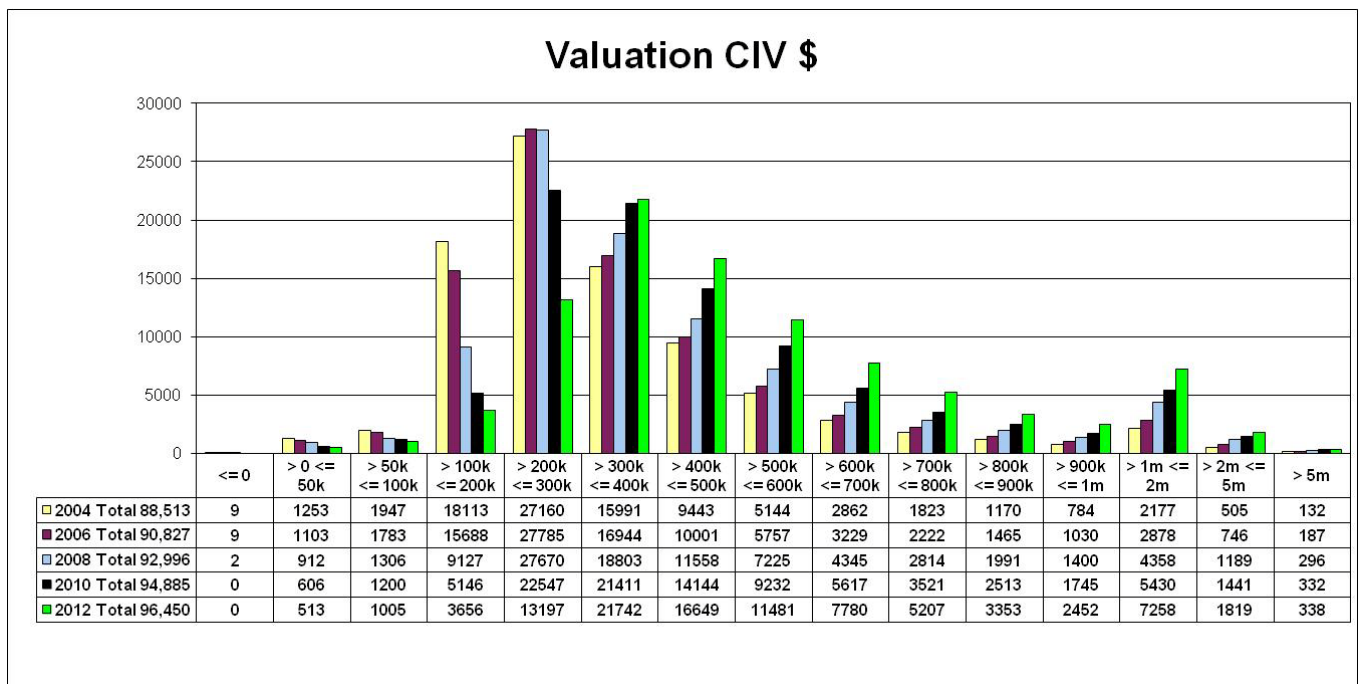
Note 1 Revaluation of the Steel Works is not included but does not impact on rates because they pay a fixed rate (\$840k) under State Legislation. Cult and Recreation properties have also not been revalued at this stage.

Note 2 Only 95,439 properties will pay a Municipal Charge (which is not levied on properties that are rated under legislation other than the Local Government Act i.e. Cultural and Recreational Act properties and the Steel works)

The following graph depicts valuation movements by township. The 'red line' is the Shire average.

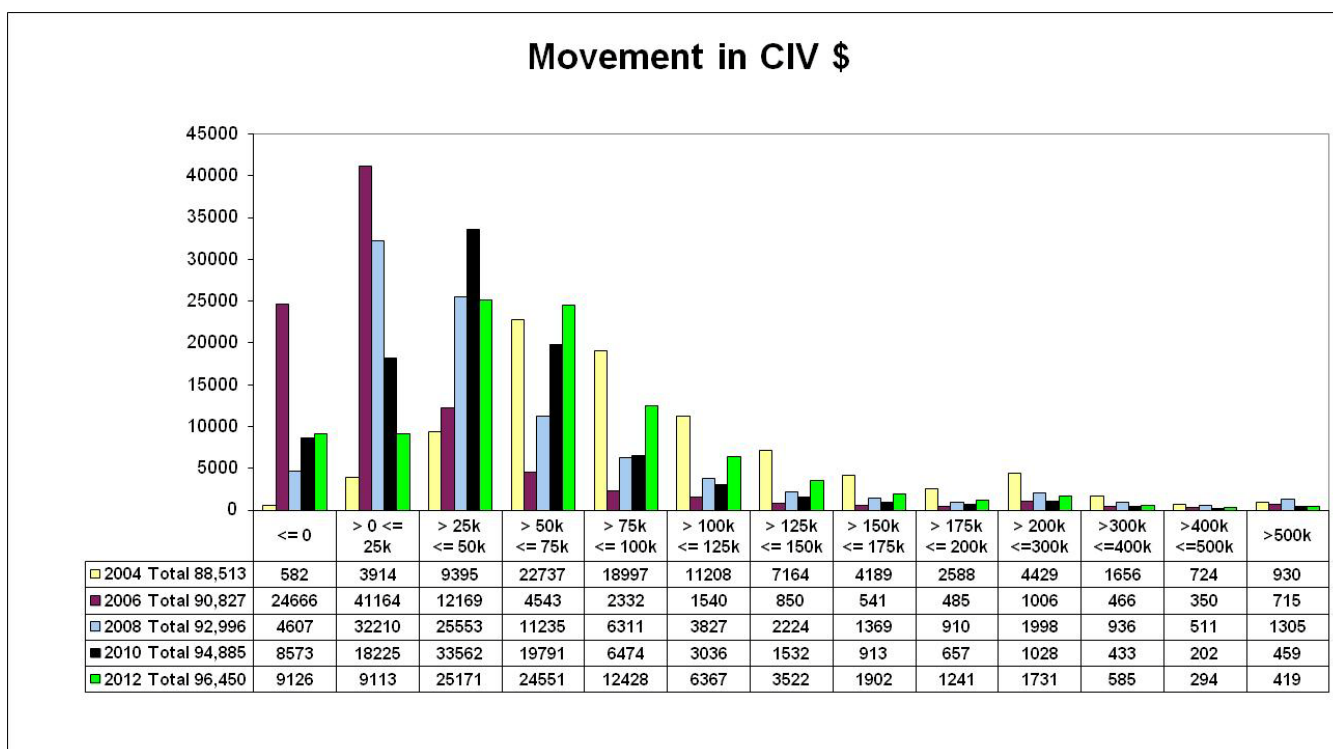


In relation to the number of properties by valuation, the following may assist –

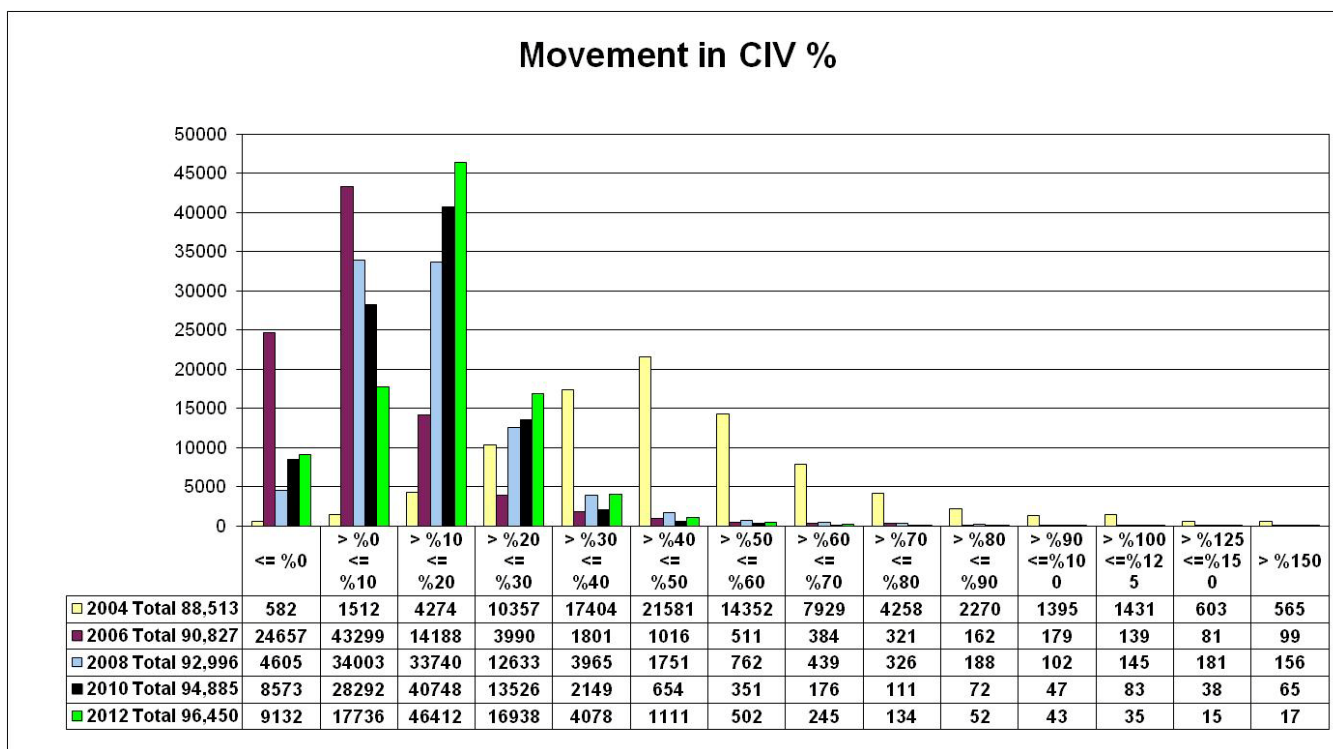


Note - The total number of properties for 2012 is 95,469. The difference is because the graph represents the fact that we maintain a separate valuation for farm houses (977 no.) and farm property. This is a consequence of rating a farm house at general rate, and the balance of the farm property on the MP Ag rate. Other property included but also exempt from the municipal charge is Cultural and Recreation property and Steel Works (both which are rated under other legislation).

In terms of movement in valuations from the 2010 valuation base, the following may assist. Notably, some 9,126 properties have seen no (or negative) movement since the 2010 valuation, and some 34,284 properties have seen a valuation increase of \$50k or less.



Finally, the following graph depicts the percentage movement in valuations between previous valuations.



10.5 Other Matters

Given that 2012/13 is 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). Whilst this may not significantly impact on Shire valuations or rates, it 'encourages' some property owners to object to CIV valuations as well.

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

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

10.6 Impacts

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

NOTE – EVERY PROPERTY WILL ALSO PAY A MUNICIPAL CHARGE OF \$160.

AREA	2012 VALUATION	2010 VALUATION	Variance %	Proposed 2012/13 0.0018565	2011/12 0.0020167	VARIATION IN RATES	
						\$	%
Balcombe Ward							
Ward lowest val. Dwelling	\$262,000	\$209,000	25.4%	\$486	\$421	\$65	15.4%
Mornington	\$483,000	\$430,000	12.3%	\$897	\$867	\$30	3.4%
Mount Martha	\$546,000	\$515,000	6.0%	\$1,014	\$1,039	(\$25)	(2.4%)
Ward highest val. Dwelling	\$6,900,000	\$6,900,000	0.0%	\$12,810	\$13,915	(\$1,105)	(7.9%)
Cerberus Ward							
Ward lowest val. Dwelling	\$177,000	\$152,500	16.1%	\$329	\$308	\$21	6.8%
Balnarring	\$664,000	\$609,000	9.0%	\$1,233	\$1,228	\$5	.4%
Bittern	\$383,000	\$349,000	9.7%	\$711	\$704	\$7	1.0%
Crib Point	\$320,000	\$314,000	1.9%	\$594	\$633	(\$39)	(6.2%)
Hastings	\$311,000	\$259,000	20.1%	\$577	\$522	\$55	10.5%
Moorooduc	\$663,000	\$626,000	5.9%	\$1,231	\$1,262	(\$32)	(2.5%)
Mt Martha	\$642,000	\$528,000	21.6%	\$1,192	\$1,065	\$127	11.9%
Tuerong	\$653,000	\$599,000	9.0%	\$1,212	\$1,208	\$4	.4%
Tyabb	\$658,000	\$584,000	12.7%	\$1,222	\$1,178	\$44	3.7%
Ward highest val. Dwelling	\$4,300,000	\$4,300,000	0.0%	\$7,983	\$8,672	(\$689)	(7.9%)
Kangerong Ward							
Ward lowest val. Dwelling	\$263,000	\$254,000	3.5%	\$488	\$512	(\$24)	(4.7%)
Arthurs Seat	\$554,000	\$570,000	(2.8%)	\$1,029	\$1,150	(\$121)	(10.5%)
Dromana	\$418,000	\$351,000	19.1%	\$776	\$708	\$68	9.6%
Mt Martha	\$820,000	\$760,000	7.9%	\$1,522	\$1,533	(\$10)	(.7%)
Safety Beach	\$486,000	\$389,000	24.9%	\$902	\$784	\$118	15.0%
Ward highest val. Dwelling	\$4,242,000	\$4,020,000	5.5%	\$7,875	\$8,107	(\$232)	(2.9%)
Mornington Ward							
Ward lowest val. Dwelling	\$190,000	\$190,000	-	\$353	\$383	(\$30)	(7.9%)
Mornington	\$458,000	\$373,000	22.8%	\$850	\$752	\$98	13.0%
Ward highest val. Dwelling	\$6,677,000	\$6,700,000	(.3%)	\$12,396	\$13,512	(\$1,116)	(8.3%)
Mt Eliza Ward							
Ward lowest val. Dwelling	\$219,000	\$183,500	19.3%	\$407	\$370	\$37	9.9%
Mount Eliza	\$694,000	\$538,000	29.0%	\$1,288	\$1,085	\$203	18.7%
Ward highest val. Dwelling	\$6,535,000	\$6,557,000	(.3%)	\$12,132	\$13,224	(\$1,091)	(8.3%)
Nepean Ward							
Ward lowest val. Dwelling	\$271,000	\$234,000	15.8%	\$503	\$472	\$31	6.6%
Blargowrie	\$557,000	\$498,000	11.8%	\$1,034	\$1,004	\$30	3.0%
Portsea	\$1,505,000	\$1,449,000	3.9%	\$2,794	\$2,922	(\$128)	(4.4%)
Rye	\$403,000	\$356,000	13.2%	\$748	\$718	\$30	4.2%
Sorrento	\$813,000	\$718,000	13.2%	\$1,509	\$1,448	\$61	4.2%
Ward highest val. Dwelling	\$22,500,000	\$22,500,000	-	\$41,771	\$45,376	(\$3,605)	(7.9%)

AREA	2012 VALUATION	2010 VALUATION	Variance %	Proposed 2012/13 0.0018565	2011/12 0.0020167	VARIATION IN RATES	
						\$	%
Red Hill Ward							
Ward lowest val. Dwelling	\$191,000	\$172,000	11.0%	\$355	\$347	\$8	2.2%
Arthurs Seat	\$883,000	\$834,000	5.9%	\$1,639	\$1,682	(\$43)	(2.5%)
Balnarring	\$488,000	\$386,000	26.4%	\$906	\$778	\$128	16.4%
Balnarring Beach	\$705,000	\$662,000	6.5%	\$1,309	\$1,335	(\$26)	(2.0%)
Bittern	\$574,000	\$519,000	10.6%	\$1,066	\$1,047	\$19	1.8%
Boneo	\$774,000	\$752,000	2.9%	\$1,437	\$1,517	(\$80)	(5.3%)
Cape Schanck	\$574,000	\$541,000	6.1%	\$1,066	\$1,091	(\$25)	(2.3%)
Dromana	\$752,000	\$670,000	12.2%	\$1,396	\$1,351	\$45	3.3%
Fingal	\$638,000	\$597,000	6.9%	\$1,184	\$1,204	(\$20)	(1.6%)
Flinders	\$819,000	\$760,000	7.8%	\$1,520	\$1,533	(\$12)	(.8%)
Main Ridge	\$860,000	\$764,000	12.6%	\$1,597	\$1,541	\$56	3.6%
Merricks	\$843,000	\$726,000	16.1%	\$1,565	\$1,464	\$101	6.9%
Merricks Beach	\$746,000	\$700,000	6.6%	\$1,385	\$1,412	(\$27)	(1.9%)
Merricks North	\$1,003,000	\$870,000	15.3%	\$1,862	\$1,755	\$108	6.1%
Point Leo	\$1,169,000	\$1,071,000	9.2%	\$2,170	\$2,160	\$10	.5%
Red Hill	\$615,000	\$536,000	14.7%	\$1,142	\$1,081	\$61	5.6%
Red Hill South	\$704,000	\$583,000	20.8%	\$1,307	\$1,176	\$131	11.2%
Rye	\$644,000	\$534,000	20.6%	\$1,196	\$1,077	\$119	11.0%
Shoreham	\$784,000	\$718,000	9.2%	\$1,455	\$1,448	\$8	.5%
Somers	\$611,000	\$466,000	31.1%	\$1,134	\$940	\$195	20.7%
St Andrews Beach	\$520,000	\$434,000	19.8%	\$965	\$875	\$90	10.3%
Ward highest val. Dwelling	\$9,324,000	\$8,918,000	4.6%	\$17,310	\$17,985	(\$675)	(3.8%)
Rosebud Ward							
Ward lowest val. Dwelling	\$201,000	\$185,000	8.6%	\$373	\$373	\$0	.0%
Arthurs Seat	\$1,223,000	\$1,224,000	(.1%)	\$2,270	\$2,468	(\$198)	(8.0%)
Dromana	\$739,000	\$674,000	9.6%	\$1,372	\$1,359	\$13	.9%
McCrae	\$524,000	\$474,000	10.5%	\$973	\$956	\$17	1.8%
Rosebud	\$352,000	\$287,000	22.6%	\$653	\$579	\$75	12.9%
Ward highest val. Dwelling	\$3,773,000	\$2,934,000	28.6%	\$7,005	\$5,917	\$1,088	18.4%
Rye Ward							
Ward lowest val. Dwelling	\$214,000	\$186,000	15.1%	\$397	\$375	\$22	5.9%
Rye	\$420,000	\$357,000	17.6%	\$780	\$720	\$60	8.3%
Ward highest val. Dwelling	\$2,890,000	\$2,890,000	-	\$5,365	\$5,828	(\$463)	(7.9%)
Truemans Ward							
Ward lowest val. Dwelling	\$136,000	\$120,000	13.3%	\$252	\$242	\$10	4.3%
Rosebud	\$343,000	\$257,000	33.5%	\$637	\$518	\$118	22.9%
Rosebud West	\$331,000	\$268,000	23.5%	\$615	\$540	\$74	13.7%
Tootgarook	\$369,000	\$310,000	19.0%	\$685	\$625	\$60	9.6%
Ward highest val. Dwelling	\$1,379,000	\$1,304,000	5.8%	\$2,560	\$2,630	(\$70)	(2.6%)

AREA	2012 VALUATION	2010 VALUATION	Variance %	Proposed 2012/13 0.0018565	2011/12 0.0020167	VARIATION IN RATES	
						\$	%
Watson Ward							
Ward lowest val. Dwelling	\$169,000	\$124,500	35.7%	\$314	\$251	\$63	25.0%
Baxter	\$287,000	\$243,000	18.1%	\$533	\$490	\$43	8.7%
Moorooduc	\$671,000	\$614,000	9.3%	\$1,246	\$1,238	\$7	.6%
Pearcedale	\$580,000	\$486,000	19.3%	\$1,077	\$980	\$97	9.9%
Somerville	\$369,000	\$330,000	11.8%	\$685	\$666	\$20	2.9%
Tyabb	\$346,000	\$318,000	8.8%	\$642	\$641	\$1	.2%
Ward highest val. Dwelling	\$1,566,000	\$1,555,000	.7%	\$2,907	\$3,136	(\$229)	(7.3%)

11. Other Strategies

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

11.1 Loan Borrowings

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

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

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

Year	2012/13	2013/14	2014/15	2015/16
Debt servicing Loan interest to operating revenue	1.3%	1.1%	1.0%	1.0%
Debt management Total liabilities to rate revenue	32.0%	28.9%	26.2%	24.2%
Liquidity Current assets to current liabilities	124.7%	126.2%	124.3%	121.3%
Liquidity (adjusted) Current assets to current liabilities	166.6%	171.1%	172.0%	169.6%
Indebtedness Non Current Liabilities to Own Source Revenue	20.4%	16.2%	16.7%	17.2%
Debt commitment Loan interest and principal to rate revenue	6.1%	6.0%	5.1%	4.6%
Debt exposure Total liabilities to realisable assets	7.5%	7.7%	7.9%	8.2%
Aggregate level of loan and financial lease & Unfunded Sup'n liability \$'000	32,542	26,908	28,450	30,486

The following table summarises Council's current loan liability as at 1 July 2012, and projected principal repayments for 2012/13.

Loan No.	Financial Institution	Purpose	Debt Principal 1-Jul-12 \$'000	Principal to be paid 2012/13 \$'000	Debt Principal 30-Jun-13 \$'000
5	NAB	Unfunded Sup'n Liab.	3,257	1,227	2,030
6	NAB	Regional Drainage	609	174	435
7	NAB	Regional Drainage	451	106	345
8	NAB	General	1,554	274	1,280
9	NAB	General	1,662	261	1,401
10	CBA	General	1,651	212	1,439
11	CBA	General	5,785	579	5,206
12	CBA	General	5,631	484	5,147
13	CBA	Unfunded Sup'n Liab.	3,684	292	3,392
14	CBA	General	2,301	169	2,132
15	Bendigo	General	2,538	153	2,385
16	Bendigo	General	2,663	136	2,527
17	NAB	General	2,887	122	2,765
			34,673	4,189	30,484
18	New	General	-	-	1,000
			34,673	4,189	31,484
	Finance Leases	Bins	1,069	479	590
	Unfunded Superannuation		1,590	1,122	468
			37,332	5,790	32,542

After making loan repayments of \$4.189m, Council's loan liability will be \$30.484 as at 30 June 2013. When Finance leases and Unfunded Superannuation liability are included, and after making payments of \$479k and \$1,122k, Council's total liability will be \$32.542m.

Notably, in 2012/13 Council will again repay more than is proposes to borrow, thus reducing its liability as per the Strategic Resource Plan.

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

- \$5.4m is for the Shire's Unfunded Superannuation liability
- \$779k is for (past) regional Drainage projects

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

The following table sets out our **indicative** future borrowings program, and using the forecast financial position of Council as at 30 June 2012 as a basis.

Year	New Borrowings \$'000	Loan Principal Paid \$'000	Loan Interest Paid \$'000	Balance 30 June \$'000
2011/12	Nil	3,917	2,466	34,674
2012/13	1,000	4,189	2,160	31,484
2013/14	Nil	4,651	1,959	26,833
2014/15	6,000 Indicative	4,383	1,903	28,450
2015/16	6,000 Indicative	3,964	2,084	30,486

Proposed borrowings in 2014/15 and 2015/16 are an indicative provision for Southern Peninsula Aquatic Centre. It should be noted that we are basing our planning on a preliminary estimate of cost based on independent advice; project timing is not confirmed, no formal design, quantity survey or detailed estimate of cost based on architect drawings has been completed, and other funding options have not been confirmed. However using a best 'estimate of cost' simply assists in the future financial planning for the Shire.

It should also be noted that Council will confirm on borrowings for 2014/15 and 2015/16 on an annual basis through the budget process for that year.

11.2 Infrastructure

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

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

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

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

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

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

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

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

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

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

Year	Total Capital Program \$'000	Grants and Contrib's \$'000	Borrowings \$'000	Investment Reserves \$'000	Unrestricted Cash & Inv \$'000	Council Operations \$'000
2012/13	27,946	3,273	1,000	Nil	Nil	20,243
2013/14	24,100	4,000	Nil	Nil	Nil	20,100
2014/15	39,800	8,000	6,000	3,000	Nil	22,800
2015/16	41,050	7,250	6,000	3,000	Nil	24,800

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

11.3 Human Resources

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

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

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

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

aware of their obligations under the Shire's Staff Code of Conduct, equal employment opportunity and work health and safety.

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



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Budget Statements

Budgeted Corporate Performance Statement

For the four years ending 30 June 2016

	Adopted Budget 2011/12 \$'000	Forecast 2011/12 \$'000	Budget 2012/13 \$'000	Strategic Resource Plan Projections		
				2013/14 \$'000	2014/15 \$'000	2015/16 \$'000
Income						
Rates	114,483	115,321	122,057	126,416	132,561	138,125
Grants and Subsidies	12,182	12,162	11,895	12,246	12,675	13,118
User Charges	28,348	28,052	28,037	28,667	29,383	30,118
Grants Commission	6,084	6,120	6,253	6,394	6,554	6,717
Interest Income	1,400	1,920	1,700	1,738	1,782	1,826
	162,497	163,576	169,942	175,461	182,954	189,905
Expenses						
Sustainable Environment	15,630	16,135	16,318	16,914	17,585	18,284
Sustainable Infrastructure	58,519	57,940	62,916	65,214	67,802	70,495
Sustainable Communities	34,066	34,288	33,875	35,112	36,506	37,956
Sustainable Organisation	18,185	18,252	18,758	19,443	20,215	21,018
The CEO's Office	4,960	4,889	4,990	5,172	5,378	5,591
Efficiency Savings	(400)	0	(500)	0	0	0
Interest Expense	2,756	2,756	2,347	2,106	1,967	2,094
	133,716	134,261	138,703	143,961	149,453	155,438
Funds available	28,781	29,315	31,239	31,499	33,502	34,468
Capital and priority works and services						
New Borrowings	600	0	1,000	0	6,000	6,000
Debt Servicing Principal	(3,913)	(3,913)	(4,189)	(4,794)	(4,539)	(4,133)
Lease Payments	(445)	(445)	(479)	(515)	(75)	0
Unfunded Superannuation Liability	(530)	(530)	(1,122)	(530)	(530)	0
Priority Projects (Net)	(4,535)	(2,318)	(2,735)	(2,000)	(2,000)	(2,000)
Priority Works (Net)	(5,771)	(3,369)	(3,192)	(3,500)	(3,500)	(3,500)
Capital Expenditure	(36,815)	(30,423)	(27,946)	(24,100)	(39,800)	(41,050)
Capital Grants	4,309	5,188	3,273	2,000	4,500	5,500
Capital Contributions	2,520	3,548	2,285	2,000	3,500	1,750
Special Charge Schemes	615	865	0	0	0	0
Transfers from reserves	1,711	671	0	0	0	0
	(42,256)	(30,727)	(33,105)	(31,439)	(36,444)	(37,433)
Operating Result	(13,474)	(1,412)	(1,866)	60	(2,942)	(2,965)
Non-operating						
Asset Sales	1,945	545	1,325	0	3,000	3,000
Transfer to land acquisition reserve	0	0	0	0	0	0
Projects funded in previous years	484	522	562	0	0	0
Result	(11,045)	(345)	21	60	58	35
Carry-forwards						
Priority Projects	-	-	(1,964)	-	-	-
Priority works	-	-	(2,032)	-	-	-
Capital expenditure	-	-	(11,596)	-	-	-
Income relating to carry-forwards	-	-	1,535	-	-	-
Transfer from reserves	-	-	959	-	-	-
Assets sales	-	-	1,400	0	0	0
	0	0	(11,698)	0	0	0
Transfers from reserves	(1,782)	(742)	(959)	0	0	0
Other non-cash adjustments	4,144	3,747	2,925	330	(1,032)	1,354
Cash surplus/(deficit)	(8,684)	2,660	(9,711)	390	(974)	1,389
Cash at beginning of period	29,955	29,955	32,615	22,904	23,294	22,320
Cash at end of period	21,270	32,615	22,904	23,294	22,320	23,709

Budgeted Standard Statement of Financial Performance (Income Statement)

For the four years ending 30 June 2016

	Adopted			Strategic Resource Plan Projections		
	Budget	Forecast	Budget	2013/14	2014/15	2015/16
	2011/12	2011/12	2012/13	2013/14	2014/15	2015/16
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Revenue from ordinary activities						
Rates and Charges	114,483	115,321	122,057	126,416	132,561	138,125
Statutory Fees and Fines	3,760	3,521	3,692	3,775	3,869	3,966
User Fees	25,185	25,510	24,342	24,890	25,512	26,150
Contributions	2,653	3,713	2,624	2,000	3,500	1,750
Contributed Assets	7,000	7,000	6,500	6,000	5,500	5,000
Grants - Recurrent	18,393	19,303	18,182	18,640	19,228	19,835
Grants - Capital	4,309	5,188	4,437	2,000	4,500	5,500
Interest	1,400	1,920	1,700	1,738	1,782	1,827
Total revenues	177,183	181,477	183,535	185,459	196,452	202,154
Expenses from ordinary activities						
Employee Costs	56,306	56,939	57,793	60,451	63,232	66,141
Materials and Services	80,976	77,578	84,077	83,098	86,007	89,017
Depreciation and Amortisation	21,255	21,255	20,927	21,727	22,527	23,327
Finance Costs	2,756	2,756	2,347	2,106	1,967	2,094
Other Expenses	4,297	4,047	4,498	4,384	4,538	4,697
Asset Revaluations and Adjustments	0	0	0	0	0	0
Total expenses	165,591	162,575	169,641	171,767	178,271	185,276
Net Gain/(Loss) on Sale/Disp Assets	0	4	0	0	0	0
Surplus/(deficit) for the year	11,592	18,906	13,893	13,692	18,182	16,878
Other comprehensive income						
Other						
Total comprehensive income for the year	11,592	18,906	13,893	13,692	18,182	16,878

Budgeted Standard Balance Sheet

For the four years ending 30 June 2016

	Adopted Budget 2012 \$'000	Forecast Actual 2012 \$'000	Budget 2013 \$'000	Strategic Resource Plan Projections		
				2014 \$'000	2015 \$'000	2016 \$'000
Current assets						
Cash assets	21,270	32,615	22,904	23,954	22,980	24,369
Receivables	9,241	9,241	9,711	10,184	10,021	10,181
Inventories	196	196	196	196	196	196
Other	1,099	1,099	1,017	1,079	1,070	1,066
Land held for resale	4,000	2,600	5,150	3,000	3,000	1,000
Total current assets	35,806	45,751	38,978	38,413	37,267	36,812
Non-current assets						
Other financial assets	8	8	8	8	8	8
Receivables	526	526	595	531	537	542
Land and buildings	825,000	825,000	858,033	852,000	859,000	866,000
Plant, furniture and equipment	8,000	8,000	7,395	8,200	8,400	8,600
Infrastructure	918,779	910,172	894,660	906,693	920,320	932,779
Intangibles	1,200	1,200	1,200	1,200	1,200	1,200
Total non-current assets	1,753,513	1,744,906	1,761,891	1,768,632	1,789,465	1,809,129
Total assets	1,789,319	1,790,657	1,800,869	1,807,045	1,826,732	1,845,941
Current liabilities						
Payables	13,099	13,099	13,585	13,474	13,555	13,428
Interest-bearing liabilities	5,326	5,326	6,298	5,143	4,133	4,152
Provisions	10,955	10,955	11,382	11,826	12,287	12,766
Total current liabilities	29,380	29,380	31,265	30,443	29,975	30,346
Non-current liabilities						
Interest-bearing liabilities	32,548	32,548	27,761	22,619	24,486	26,335
Provisions	2,562	2,561	2,662	2,766	2,873	2,985
Total non-current liabilities	35,110	35,109	30,423	25,385	27,359	29,320
Total liabilities	64,490	64,489	61,688	55,828	57,334	59,666
Net assets	1,724,829	1,726,168	1,739,181	1,751,217	1,769,398	1,786,275
Equity						
Accumulated surplus	869,635	871,933	883,528	896,523	914,704	931,581
Asset revaluation reserve	854,694	853,735	855,653	854,694	854,694	854,694
Other reserves	500	500	-	-	-	-
Total equity	1,724,829	1,726,168	1,739,181	1,751,217	1,769,398	1,786,275

Budgeted Standard Cash Flow Statement

For the four years ending 30 June 2016

	Adopted Budget 2011/12 \$'000	Forecast Actual 2011/12 \$'000	Budget 2012/13 \$'000	Strategic Resource Plan Projections		
				2013/14 \$'000	2014/15 \$'000	2015/16 \$'000
Cash flows from operating activities						
<i>(inclusive of GST, wherever applicable)</i>						
Receipts						
General rates	114,483	115,321	122,058	126,416	132,561	138,125
User charges and other	28,945	29,031	28,034	28,665	29,381	30,116
Cash contributions	2,653	3,804	2,624	2,000	3,500	1,750
Government grants	23,302	24,992	22,619	20,649	23,728	25,335
Interest	1,400	1,920	1,700	1,738	1,782	1,827
Net GST refund	4,628	5,228	7,197	(2,590)	(893)	2,318
	175,411	180,296	184,231	176,878	190,059	199,471
Payments						
Employee costs	56,306	56,946	57,793	60,451	63,232	66,141
Materials and contracts	80,977	78,874	90,803	83,098	86,007	89,017
Other expenses	4,897	4,575	4,858	4,384	4,538	4,697
	142,180	140,395	153,454	147,933	153,777	159,855
Net cash inflows / (outflows) from operating activities	33,231	39,900	30,777	28,945	36,282	39,616
Cash flows from investing activities						
Payments for						
Land and buildings	7,466	7,779	7,396	-	-	-
Infrastructure assets	27,513	20,732	30,497	24,100	39,800	41,050
Plant, furniture and equipment	1,837	1,912	1,648	-	-	-
	36,816	30,423	39,541	24,100	39,800	41,050
Proceeds from						
Sale of land and buildings	1,850	450	6,150	3,000	3,000	3,000
Sale of plant, furniture and equipment	95	95	75	50	50	50
	1,945	545	6,225	3,050	3,050	3,050
Net cash inflows / (outflows) from investing activities	(34,871)	(29,878)	(33,316)	(21,050)	(36,750)	(38,000)
Cash flows from financing activities						
Finance Costs	(2,756)	(2,396)	(2,346)	(2,106)	(1,967)	(2,094)
Proceeds from borrowings	600	400	1,000	-	6,000	6,000
Repayment of borrowings	(3,913)	(4,321)	(4,189)	(4,794)	(4,539)	(4,133)
Repayment of finance leases	(445)	(515)	(515)	(75)	-	-
Repayment of Unfunded Superannuation	(530)	(530)	(1,122)	(530)	-	-
Movement in Deposits and Bonds	-	-	-	-	-	-
Net cash inflows / (outflows) from financing activities	(7,044)	(7,362)	(7,171)	(7,505)	(506)	(227)
Net increase / (decrease) in cash held	(8,684)	2,660	(9,711)	390	(974)	1,389
Cash at beginning of year	29,955	29,955	32,615	22,904	23,294	22,320
Cash at end of year	21,270	32,615	22,904	23,294	22,320	23,709

Budget Standard Statement of Capital Works

For the four years ending June 2016

	Adopted			Strategic Resource Plan Projections		
	Budget	Forecast	Budget	2013/14	2014/15	2015/16
	2011/12	2011/12	2012/13	2013/14	2014/15	2015/16
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Capital Works Areas						
Land	50	50	50	50	50	50
Buildings	7,416	6,511	8,573	6,920	19,920	19,420
Infrastructure - Roads	18,034	16,078	18,897	10,430	13,080	14,780
Infrastructure - Drainage	4,842	3,492	5,651	3,100	3,100	3,100
Infrastructure - Other	4,637	2,486	4,617	1,900	1,900	1,900
Plant, Equipment & Other	737	702	554	450	450	450
Library Bookstock	1,100	1,104	1,200	1,250	1,300	1,350
Total Capital Works	36,815	30,423	39,541	24,100	39,800	41,050
Represented by:						
Asset Renewal	19,946	18,043	22,326	15,100	15,500	16,050
New Assets	4,885	3,631	7,018	5,500	20,500	21,000
Asset Expansion / Upgrade	11,983	8,748	10,198	3,500	3,800	4,000
Total Capital Works	36,815	30,423	39,541	24,100	39,800	41,050



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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.

	2012/13	2011/12
	\$	\$
New borrowings (other than refinancing)	1,000,000	Nil
Debt redemption - Loans	4,189,000	3,917,000
Debt redemption - Leases	479,000	445,000
Debt redemption – Unfunded Superannuation	1,122,000	530,000

2. Rates and charges

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

Type of property	2012/13	2011/12
	Cents	Cents
General rate for rateable general properties	0.0018565	0.0020167
General rate for rateable vacant residential properties	0.0022278	0.0024200
General rate for rateable vacant commercial properties	0.0022278	0.0024200
General rate for rateable vacant industrial properties	0.0022278	0.0024200
General rate for rateable MP Ag Rate properties	0.0006498	0.0006050

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

Type of property	2012/13	2011/12
	\$	\$
General land	97,226,361	91,283,137
Vacant residential land	4,664,927	4,683,768
Vacant commercial land	72,175	60,603
Vacant industrial land	210,928	214,093
MP Agricultural Rate land	1,835,133	1,786,126
Cerberus land	37,666	40,009
Steel works	840,000	840,000
Cultural and Recreational Land	129,958	128,494
Supplementary Rates	600,000	600,000
Land Sustainability rebate	(375,000)	(350,000)
Heritage rebate	(65,000)	(50,000)
Valuation Objections	(100,000)	(50,000)

2.3 The estimated total amount to be raised by rates

	2012/13 \$	2011/12 \$
Total rates to be raised	105,077,148	99,186,230

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	2012/13 % change	2011/12 % change
General land	(-) 7.9%	6.8%
Vacant residential land	(-) 7.9%	28.2%
Vacant commercial land	(-) 7.9%	28.2%
Vacant industrial land	(-) 7.9%	28.2%
MP Agricultural Rate land	7.4%	6.8%

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

Type of property	2012/13 No.	2011/12 No.
General land	89,248	88,001
Vacant residential land	4,538	4,906
Vacant commercial land	58	58
Vacant industrial land	247	250
MP Agricultural Rate land	1,235	1,286
Cerberus land (ex gratia payment)	111	111
Steel works (rating agreement)	2	2
Cultural and Recreational Land	28	29
Total number of assessments	95,467	94,643

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	2012/13 CIV	2011/12 CIV
General land	52,371,976,713	45,263,518,308
Vacant residential land	2,094,012,000	1,935,405,000
Vacant commercial land	32,398,000	25,042,300
Vacant industrial land	94,682,500	88,466,000
MP Agricultural Rate land	2,824,197,100	2,952,219,000
Cerberus land	40,580,000	39,678,000
Steel works	134,720,000	128,500,000
Cultural and Recreational Land	156,120,500	140,868,750
Total value	57,748,686,813	50,573,697,758

2.8 The proposed unit charge for each type of charge levied

Type of Charge	2012/13 Charge	2011/12 Charge
Municipal Charge	\$160	\$150
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	2012/13 \$	2011/12 \$
Municipal Charge	15,270,240	14,191,800
Green Waste Charge (optional)	1,695,980	1,105,000
Total	16,966,220	15,296,800

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

Type of Charge	2012/13 \$	2011/12
Rates	104,477,148	98,586,230
Supplementary Rates	600,000	600,000
Municipal Charge	15,270,240	14,191,800
Green Waste Charge (optional)	1,695,980	1,105,000
Total	122,043,368	114,483,030

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	2012/13 Cents	2011/12 Cents
General rate for rateable general properties	0.0018565	0.0020167
General rate for rateable vacant residential properties	0.0022278	0.0024200
General rate for rateable vacant commercial properties	0.0022278	0.0024200
General rate for rateable vacant industrial properties	0.0022278	0.0024200
General rate for rateable MP Ag Rate properties	0.0006498	0.0006050

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 2012/13 year and performance targets and measures in relation to these.

Liveable Peninsula			
Strategic Activity	Performance Measure	How Data is Reported	Performance Target
A sustainable development pattern	Endorse Mornington Peninsula Planning Statement Position Paper	Report to Council	Endorsement by December 2013
Well planned townships	Exhibition of the Housing and Sustainable Settlement Strategy	Report to Council and Public Exhibition	Exhibition by June 2013
Protecting heritage assets	Completion of Stage 5 Heritage Review	Report to Council	Exhibition by 30 June 2013

Enhancing Public Places & Spaces			
Strategic Activity	Performance Measure	How Data is Reported	Performance Target
Managing environmental systems	Adoption of Tootgarook Wetland Management Plan	Report to Council	Adoption by June 2013
Improved path networks	Implementation of Footpath Strategy (Somerville to Hastings Cycle Path refurbishment)	Completed project	Completion by June 2013
Improved road networks	Implementation of Safer Local Roads Program (Pavement Condition Index for local access roads)	Three yearly pavement condition assessment	PCI score of > or = 89
Enhanced open spaces	Implementation of Playground Strategy (Mornington Regional Park Upgrade)	Completed Project	Completion by June 2013

Improving Community Facilities			
Strategic Activity	Performance Measure	How Data is Reported	Performance Target
Improving community buildings	Implementation of Sports Pavilion Strategy (completion of planned capital works)	Monthly Report	Completion by June 2013
Improving community facilities	Implementation of Toilet Strategy (completion of planned capital works)	Monthly Report	Completion by June 2013
Supporting community sporting clubs	Implementation of Sporting Facilities Lighting Program (completion of planned capital works)	Monthly Report	Completion by June 2013

Leading Change on Climate change

Strategic Activity	Performance Measure	How Data is Reported	Performance Target
Sustainable Land Management	Implementation of Land Sustainability Rebate Scheme	Annual Report	Take up of > 700 applications per annum
Flood mitigation and prevention programs	Implementation of Integrated Flood Management & Drainage Strategy (Fisherman's Creek Catchment drainage works)	Completed project	Completed by 30 June 2013
Water Management	Implementation of Integrated Water Management Plan	Monthly Report	Completion by 30 June 2013
Waste Management	Reduced Waste Diversion Rates	Monthly Report	Resource recovery target of 50% by 2014

Enhancing the Coastal Experience

Strategic Activity	Performance Measure	How Data is Reported	Performance Target
Managing our coastline	Adoption of Mornington Harbour Precinct Plan	Report to Council	Adoption by 30 June 2013
Enhancing the coastal experience	Completion of foreshore camping amenity block refurbishments	Monthly Report	Completion by 30 June 2013

Healthy Safe & Connected Communities

Strategic Activity	Performance Measure	How Data is Reported	Performance Target
Fostering a culturally enriched community	Implementation of Arts and Culture Strategy actions	Monthly Report	Completion by 30 June 2013
Optimising Health and Wellbeing for all ages	Implementation of Health & Well Being Plan actions	Monthly Report	Completion by 30 June 2013
Optimising the accessibility and use of community facilities	Adoption of Ten Year Kindergarten Strategy	Report to Council	Adoption of by 30 June 2013
Supporting diverse community events	Roll-out of Shire's 3-year Community & Special Events Program	Report to Council	Completion by 30 June 2013
Supporting an active, connected and informed community	Implementation of Literacy Villages Partnership Project	Report to Council	Completion by 30 June 2013
Making communities safe	Installation of new ticketing machines at boat ramps	Installations complete	Completion by 30 June 2013

Supporting a Sustainable Economy

Strategic Activity	Performance Measure	How Data is Reported	Performance Target
Foster Innovative business community	Completion Marine Industry Precinct Planning	Report to Council	Adoption by 30 June 2013
Marketing the Peninsula as a tourism destination	Promotion & Marketing of Mornington Peninsula to the national conference industry	Annual Health of Tourism Survey	10% increase in business events delegates, expenditure and bookings at Peninsula accommodation and conference venues by June 2013
Coordinated Port Planning	Adoption of Port Strategy Implications Study	Report to Council	Adoption by 30 June 2013

Innovative, Responsive, Value for Money Service Delivery

Strategic Activity	Performance Measure	How Data is Reported	Performance Target
Building a competent and healthy workplace	Number of lost time/injury days	Monthly Report	Ten percent reduction by 30 June 2013
Demonstrating good corporate and democratic operations	Completion of Council Election Process	New Council inducted	November 2012
Engaging with the community	Implementation of new Shire web site	Web site implemented	Implementation by 30 June 2013
Sustainably managing our finances	Victorian Auditor General's assessment of financial sustainability	Victorian Auditor General Report to Parliament	Council Overall Rating = Low Risk

Compliance checklist

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

	Requirement	Act & Regs	Page No.
1.	Standard statements (income statement, balance sheet, cash flows, capital works)	Section 127(2)(a) Regulation 5-7	92-97
2.	Activities and initiatives to be funded in the budget	Section 127(2)(b)	16-30
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)	16-30
4.	Key strategic activities to be undertaken and performance targets and measures for each	Section 127(2)(d)	108
5.	Details of the rates to be declared	Section 158(1)	99-107
6.	Total proposed borrowings	Regulation 8(a)	99
7.	Debt redemption	Regulation 8(b)	99
8.	Rate in the dollar	Regulation 8(c)(i)	99
9.	Estimate of rates by type	Regulation 8(c)(ii)	99
10.	Total amount to be raised by rates	Regulation 8(c)(iii)	100
11.	% change to rate in dollar	Regulation 8(c)(iv)	100
12.	Number of assessments by type of rate and change	Regulation 8(c)(v)	100
13.	Total number of assessments	Regulation 8(c)(vi)	100
14.	Basis of valuation used	Regulation 8(c)(vii)	100
15.	Estimated total value of land by type and change	Regulation 8(c)(viii)	100
16.	Municipal charge	Regulation 8(c)(ix)	101
17.	Unit amount to be levied as service rate or charge	Regulation 8(c)(x)	101
18.	Amount to be raised by service rate or charge and change	Regulation 8(c)(xi)	101
19.	Total amount to be raised from rates and charges	Regulation 8(c)(xii)	101
20.	Any significant changes that may affect the amounts to be raised	Regulation 8(c)(xiii)	101



COMMITTED TO A
SUSTAINABLE
PENINSULA

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 2012/13 year.

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

- New works for 2012/13
- Projects carried forward from the 2011/12 year

Capital Works Program 2012 / 2013 (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	-	5,809,400	5,809,400
Asset Expansion/Upgrade	-	81,000	81,000
New Assets	675,500	779,600	1,455,100
Total Buildings	675,500	6,670,000	7,345,500
Infrastructure - Roads			
Asset Renewal	2,247,100	6,607,450	8,854,550
Asset Expansion/Upgrade	350,000	3,252,550	3,602,550
New Assets	-	825,000	825,000
Total Infrastructure - Roads	2,597,100	10,685,000	13,282,100
Infrastructure - Drains			
Asset Renewal	-	1,345,000	1,345,000
Asset Expansion/Upgrade	-	1,530,000	1,530,000
New Assets	-	625,000	625,000
Total Infrastructure - Drains	-	3,500,000	3,500,000
Infrastructure - Other			
Asset Renewal	60,000	520,000	580,000
Asset Expansion/Upgrade	-	635,000	635,000
New Assets	-	905,000	905,000
Total Infrastructure - Other	60,000	2,060,000	2,120,000
Plant/Equipment/Other			
Asset Renewal	-	448,000	448,000
Asset Expansion/Upgrade	-	-	-
New Assets	-	-	-
Total Plant/Equipment/Other	-	448,000	448,000
Library Collection			
Asset Renewal	-	1,200,000	1,200,000
Asset Expansion/Upgrade	-	-	-
New Assets	-	-	-
Total Library Collection	-	1,200,000	1,200,000
Total Capital Works 2012/13			
Asset Renewal	2,307,100	15,929,850	18,236,950
Asset Expansion/Upgrade	350,000	5,498,550	5,848,550
New Assets	675,500	3,184,600	3,860,100
Total Capital Works 2009/10	3,332,600	24,613,000	27,945,600
Developer Contributions (not project aligned - refer section 7.2.2)	2,225,000	(2,225,000)	-
New Borrowings (not project aligned - refer section 7.2.4)	1,000,000	(1,000,000)	-
Total External Funding	6,557,600	21,388,000	27,945,600

Capital Works Area	Externally Funded	Internally Funded	Project Cost
Works carried forward from 2011/12			
Asset Renewal	1,130,000	2,394,650	3,524,650
Asset Expansion/Upgrade	1,928,600	4,794,800	6,723,400
New Assets	286,700	1,061,000	1,347,700
Total Works carried fwd from 2011/12	3,345,300	8,250,450	11,595,750

Summary			
Asset Renewal	3,437,100	18,324,500	21,761,600
Asset Expansion/Upgrade	2,278,600	10,293,350	12,571,950
New Assets	962,200	4,245,600	5,207,800
Developer Contributions	2,225,000	(2,225,000)	-
New Borrowings	1,000,000	(1,000,000)	-
Total Summary	9,902,900	29,638,450	39,541,350

Sources of Funding	Externally Funded
Grants	
RTR - Hodgins Rd Frankston-Flinders to Boes	700,000
B/Spot - Melbourne Rd (Canterbury Jetty - Ocean Beach)	843,600
B/Spot - Browns Rd (Boneo - Jetty)	399,000
B/Spot - Mariner Parade (WP Hwy to Skinner)	654,500
Somerville Preschool	300,000
Baxter Preschool	300,000
Balcombe Preschool	75,500
	3,272,600
Contributions	
Developer Contributions	2,225,000
Mount Martha Park Viewing Tower	60,000
	2,285,000
Projects Carried Forward from 2011/12	
Mount Martha Park Viewing Tower	122,200
Hastings Boat Ramp Floating Pontoon	134,500
RTR3 Hodgins Road (F'ton/Flinders-Hendersons)	30,000
Sporting Facilities Lighting Program	30,000
Somerville Netball Courts - Upgrade	250,000
Balnarring Sports Clubs - Contribution	300,000
Somerville Needs Strategy - Implementation	100,000
Mornington Transit Precinct	450,000
Pavillion Strategy - Implementation	278,600
Recreation Master Plan - Implementation	650,000
Land Sales	1,000,000
	3,345,300
New Borrowings	1,000,000
Total External Funding	9,902,900

Capital Works Program 2012 / 2013 (program)

Capital Works Area	Externally Funded	Internally Funded	Project Cost
Liveable Peninsula			
Asset Renewal	-	162,500	162,500
Asset Expansion/Upgrade	-	212,500	212,500
New Assets	-	675,000	675,000
Total Land	-	1,050,000	1,050,000
Enhancing Public Places & Spaces			
Asset Renewal	2,247,100	6,419,950	8,667,050
Asset Expansion/Upgrade	350,000	3,090,050	3,440,050
New Assets	-	455,000	455,000
Total Buildings	2,597,100	9,965,000	12,562,100
Improving Community Facilities			
Asset Renewal	60,000	7,299,400	7,359,400
Asset Expansion/Upgrade	-	641,000	641,000
New Assets	675,500	1,424,600	2,100,100
Total Infrastructure - Roads	735,500	9,365,000	10,100,500
Leading Climate Change			
Asset Renewal	-	1,345,000	1,345,000
Asset Expansion/Upgrade	-	1,530,000	1,530,000
New Assets	-	625,000	625,000
Total Infrastructure - Drains	-	3,500,000	3,500,000
Enhancing the Coastal Experience			
Asset Renewal	-	250,000	250,000
Asset Expansion/Upgrade	-	-	-
New Assets	-	5,000	5,000
Total Infrastructure - Other	-	255,000	255,000
Innovative Responsive Value for Money Service			
Asset Renewal	-	453,000	453,000
Asset Expansion/Upgrade	-	25,000	25,000
New Assets	-	-	-
Total Library Collection	-	478,000	478,000
Total Capital Works 2011/12			
Asset Renewal	2,307,100	15,929,850	18,236,950
Asset Expansion/Upgrade	350,000	5,498,550	5,848,550
New Assets	675,500	3,184,600	3,860,100
Total Capital Works 2009/10	3,332,600	24,613,000	27,945,600
Developer Contributions (not project aligned - refer section 7.2.2)	2,225,000	(2,225,000)	-
New Borrowings (not project aligned - refer section 7.2.4)	1,000,000	(1,000,000)	-
Total External Funding	6,557,600	21,388,000	27,945,600

Capital Works Area	Externally Funded	Internally Funded	Project Cost
Works carried forward from 2011/12			
Asset Renewal	1,130,000	2,394,650	3,524,650
Asset Expansion/Upgrade	1,928,600	4,794,800	6,723,400
New Assets	286,700	1,061,000	1,347,700
Total Works carried fwd from 2009/10	3,345,300	8,250,450	11,595,750

Summary			
Asset Renewal	3,437,100	18,324,500	21,761,600
Asset Expansion/Upgrade	2,278,600	10,293,350	12,571,950
New Assets	962,200	4,245,600	5,207,800
Developer Contributions	2,225,000	(2,225,000)	-
New Borrowings	1,000,000	(1,000,000)	-
Total Summary	9,902,900	29,638,450	39,541,350

Sources of Funding	Externally Funded
Grants	
RTR - Hodgins Rd Frankston-Flinders to Boes	700,000
B/Spot - Melbourne Rd (Canterbury Jetty - Ocean Beach)	843,600
B/Spot - Browns Rd (Boneo - Jetty)	399,000
B/Spot - Marinr Parade (WP Hwy to Skinner)	654,500
Somerville Preschool	300,000
Baxter Preschool	300,000
Balcombe Preschool	75,500
	3,272,600
Contributions	
Developer Contributions	2,225,000
Mount Martha Park Viewing Tower	60,000
	2,285,000

Projects Carried Forward from 2011/12

Capital Works 2012 / 2013

Proj No.	Act No.	Project Title	Location	Committed / Conditional	Cost 2012/13 (\$)	Other Funding 2012/13 (\$)	Net Req' From Rates 2012/13 (\$)
<i>Comments</i>							
Liveable Peninsula							
1345	7371	Portsea Strategy - Implementation	Point Nepean Road Portsea	Conditional	200,000	0	200,000
<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	250,000	0	250,000
3286	7672	Neighbourhood Activity Centre Structure Plan - Development	Shire-Wide	Conditional	100,000	0	100,000
<i>Neighbourhood Activity Centre Structure Plan - Development</i>							
Liveable Peninsula Total					1,050,000	0	1,050,000

Proj No.	Act No.	Project Title	Location	Committed / Conditional	Cost 2012/13 (\$)	Other Funding 2012/13 (\$)	Net Req' From Rates 2012/13 (\$)
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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)

2024	7444	Hastings Comm'l Area Parking & Traffic Mgt Strategy - Impl	High Street Hastings	Committed	200,000	0	200,000
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Staged implementation of Hastings Commercial Area Strategy

2746	7551	Mornington North Precinct - Road & Pedestrian Infrastructure Impr.	Racecourse Road Mornington	Committed	600,000	0	600,000
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Council contribution to works. In association with the various significant developments including high density residential, retirement villages, health care facilities and primary school in the precinct of Racecourse Rd & Bungower Rd, Mornington North there is a need to complement developer funded improvements with Council works to ensure benefits and minimal impacts to users of these roads and facilities.

2756	7552	Blackspot Program	Shire-Wide	Committed	300,100	0	300,100
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Council contribution to Blackspot funded projects (subject to successful application).

2948	7670	RTR - Hodgins Rd - Frankston-Flinders to Boes Rd	Hodgins Road Hastings	Committed	700,000	700,000	0
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Frankston-Flinders - Boes - Footpath, K&C and Drainage Resheet

Funding Detail	
Capital Grants	700,000
Total	700,000

Proj No.	Act No.	Project Title	Location	Committed / Conditional	Cost 2012/13 (\$)	Other Funding 2012/13 (\$)	Net Req' From Rates 2012/13 (\$)
350	7062	Signage - Traffic / Parking Areas	Shire-Wide	Committed	10,000	0	10,000

Annual Program

351	7063	Signage - General	Shire-Wide	Committed	20,000	0	20,000
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Annual Program

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

Annual Items			
No.	Description	Location	Cost (\$)
2360	Hyslops Road Intersection Sealing	Hyslops Road Main Ridge	30,000
2362	Graydens and Boes Road Hastings R/bout	Graydens Road Hastings	20,000
2363	Guest Street Parking	Guest Street Tootgarook	20,000
2364	Flinders Preschool Parking	Bass Street Flinders	20,000
2369	Somerville Pedestrian Strategy Implementation	Frankston-Flinders Road Somerville	110,000
2370	Helena Street Mt Martha	Helena Street Mount Martha	50,000
			<u>250,000</u>

Proj No.	Act No.	Project Title	Location	Committed / Conditional	Cost 2012/13 (\$)	Other Funding 2012/13 (\$)	Net Req' From Rates 2012/13 (\$)
361	7050	Footpaths / Shared Paths / Bike Paths / Boardwalks - Rehabilitation	Shire-Wide	Committed	1,400,000	0	1,400,000

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	319,400
1613	Balcombe Estuary Boardwalk Rehabilitation	Mirang Avenue Mount Martha	300,000
1787	Horse Trail Upgrade for Maintenance	Shire-Wide	75,000
2104	Concrete Grinding Program	Shire-Wide	140,000
2105	Somerville to Hastings Cycle Path Rehab	Frankston-Flinders Road Somerville	300,000
2348	Wallaroo Place: Kimbla Court	Kimbla Court Hastings	23,700
2349	Wallaroo Place: Warrego Court	Warrego Court Hastings	33,800
2350	Mirramar: Western Park Rd & Kelburn Court	Western Park Road Somers	17,900
2351	Wooralla Drive Service Road: Near Carpark	Wooralla Drive Mount Eliza	53,600
2352	Torrens Court (Left Side of Court)	Torrens Court Hastings	12,200
2353	Wooralla Drive Service Road to Nepean Hwy	Wooralla Drive Mount Eliza	14,100
2354	Mornington Tyabb Road: Railway Path (North east side of track)	Mornington-Tyabb Road Tyabb	7,100
2355	Mornington Tyabb Road: (Near Gerald Street)	Mornington-Tyabb Road Tyabb	9,800
2356	Vale Street: (Haig Street to Bays Hospital Carpark Entrance)	Vale Street Mornington	13,500
2357	Vale Street: (Haig Street to Bays Hospital Carpark Entrance Stage 2)	Vale Street Mornington	11,000
2358	Eromasa Road (Somerville Crs to Drivers Lane)	Eramosa Road West Somerville	27,300
2359	King Street/Marine Parade	King Street Hastings	41,600
			1,400,000

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 2012/13 (\$)	Other Funding 2012/13 (\$)	Net Req' From Rates 2012/13 (\$)
576	7586	Bus Shelter / School Bus Stop Program	Shire-Wide	Committed	50,000	0	50,000

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

Annual Items

No.	Description	Location	Cost (\$)
1978	Bus Shelter Program - TBD	Shire-Wide	50,000
			50,000

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 service request inspections	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 2012/13 (\$)	Other Funding 2012/13 (\$)	Net Req' From Rates 2012/13 (\$)
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 (\$)
2307	Pt Nepean Rd (Wattle Pl to Bartels St)	Point Nepean Road Blairgowrie	96,900
2115	SCS Baden Powell Place	Baden Powell Drive Mount Eliza	28,275
2116	SCS Dundas St (Toagarra St to Avon Rd)	Dundas Street Rye	290,000
2117	SCS Old Mornington Rd Stage2 (William Rd to Nepean Hwy)	Old Mornington Road Mount Eliza	113,700
2118	SCS Keogh St (Jetty Rd to Kennington Rd)	Keogh Street Rosebud	50,000
2120	Pt Nepean Rd (The Loop to Hughes)	Point Nepean Road Blairgowrie	390,000
2293	Jetty Rd (Pt Nepean Rd to Keogh St)	Jetty Road Rosebud	300,000
2303	SCS Darvall Street (Bona St to Barry St)	Darvall Street Tootgarook	18,500
2304	SCS South Rd (Adams Ave to Lonsdale St)	South Road Rosebud	101,250
2305	SCS O'Donohue St (Westside)	O'Donoghue Street Dromana	5,000
2306	SCS Victoria St (Marine Parade to Seaview Ave)	Victoria Street Safety Beach	22,000
2347	SCS Coburn Ave (Pt Nepean to Wonga Gr)	Coburn Avenue McCrae	44,000
2380	SCS Elizabeth St (Main St to Tanti Ave North Side)	Elizabeth Street Mornington	40,375
			1,500,000

2329	7483	Signage - Directional	Shire-Wide	Conditional	15,000	0	15,000
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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 2012/13 (\$)	Other Funding 2012/13 (\$)	Net Req' From Rates 2012/13 (\$)
2548	7549	Bicycle Strategy	Shire-Wide	Committed	300,000	0	300,000

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.

3195	7659	Urban Road Contributory Scheme Strategy - Implementation	Shire-Wide	Conditional	500,000	0	500,000
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Council contribution to various Special Charge Schemes under the Urban Road Contributory Scheme Strategy.

Annual Items

No.	Description	Location	Cost (\$)
2235	Shanns Av Mt Martha	Shanns Avenue Mount Martha	300,000
2236	Parkmore Road, Rosebud	Parkmore Road Rosebud	200,000
			<u>500,000</u>

3310	7630	Peninsula DriveSafe - High Risk Targets	Shire-Wide	Committed	50,000	0	50,000
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Continuation of TAC funded program

3408	7677	B/Spot Melbourne Rd (Canterbury Jetty Rd - Ocean Beach Rd)	Melbourne Road Sorrento	Committed	888,000	843,600	44,400
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Remove vegetation, install safety barriers, high intensity line marking , CAMs and RRPMS.

Funding Detail	
Capital Grants	843,600
Total	<u>843,600</u>

Proj No.	Act No.	Project Title	Location	Committed / Conditional	Cost 2012/13 (\$)	Other Funding 2012/13 (\$)	Net Req' From Rates 2012/13 (\$)									
3409	7678	B/Spot Browns Rd (Boneo Rd to Jetty Rd)	Browns Road Rosebud	Committed	420,000	399,000	21,000									
<i>Install guard rail, high intensity edge lines, RRPMS and CAMs. Trim and remove trees.</i>																
					<table border="1"> <thead> <tr> <th colspan="3">Funding Detail</th> </tr> </thead> <tbody> <tr> <td>Capital Grants</td> <td></td> <td>399,000</td> </tr> <tr> <td>Total</td> <td></td> <td>399,000</td> </tr> </tbody> </table>			Funding Detail			Capital Grants		399,000	Total		399,000
Funding Detail																
Capital Grants		399,000														
Total		399,000														
3410	7679	B/Spot Marine Pde (WP Hwy to Skinner St)	Marine Parade Hastings	Not Determined	689,000	654,500	34,500									
<i>Shoulder Sealing, install guard rail & RRPMS. Trim & remove trees.</i>																
					<table border="1"> <thead> <tr> <th colspan="3">Funding Detail</th> </tr> </thead> <tbody> <tr> <td>Capital Grants</td> <td></td> <td>654,500</td> </tr> <tr> <td>Total</td> <td></td> <td>654,500</td> </tr> </tbody> </table>			Funding Detail			Capital Grants		654,500	Total		654,500
Funding Detail																
Capital Grants		654,500														
Total		654,500														
3411	7680	Replacement Car Park Lights (Railway Gv/Mclaren Pl, M'ton)	Railway Grove Mornington	Committed	110,000	0	110,000									
3412	7684	Bay Trail - Safety Beach	Marine Drive Safety Beach	Not Determined	80,000	0	80,000									
<i>To complete the final two sections of the Bay Trail between Safety Beach and Dromana (stage 1)</i>																
3413	7685	Disabled Parking in Unsealed Car Parks	Shire-Wide	Not Determined	100,000	0	100,000									
<i>Provision for Disabled Parking Bays in Unsealed Car Parks - various locations</i>																
Enhancing Public Places & Spaces Total					12,562,100	2,647,100	9,915,000									

Proj No.	Act No.	Project Title	Location	Committed / Conditional	Cost 2012/13 (\$)	Other Funding 2012/13 (\$)	Net Req' From Rates 2012/13 (\$)
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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	20,000
1859	Project Management Recreation	Shire-Wide	30,000
2054	Mornington Park Regional PG Upgrade	Esplanade Mornington	200,000
			<u>250,000</u>

954 7263 Long Term - Recreation Master Plans - Implementation **Shire-Wide** **Conditional** **560,000** **0** **560,000**

Continuing program for the implementation of the Recreation Master Plans.

Annual Items

No.	Description	Location	Cost (\$)
1850	John Bulter Reserve	Mount Eliza Way Mount Eliza	50,000
1954	Howard Parker Reserve	Mount Eliza Way Mount Eliza	200,000
1955	Emil Madsen Reserve	Wooralla Drive Mount Eliza	20,000
2068	Bunguyan and Tyabb Central	Frankston-Flinders Road Tyabb	180,000
2395	Long Point Reserve	Long Point Road Cape Schanck	50,000
2397	Police Point Park	Point Nepean Road Portsea	60,000
			<u>560,000</u>

3272 7556 Soccer Strategy - Implementation **Shire-Wide** **Conditional** **50,000** **0** **50,000**

Implementation of Councils Soccer Strategy

Proj No.	Act No.	Project Title	Location	Committed / Conditional	Cost 2012/13 (\$)	Other Funding 2012/13 (\$)	Net Req' From Rates 2012/13 (\$)
3274	7675	Tennis Strategy - Implementation	Shire-Wide	Conditional	50,000	0	50,000

Implementation of Council's Tennis Strategy

3403	7676	Netball Strategy - Implementation	Shire-Wide	Conditional	155,000	0	155,000
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Implementation of Council's Netball Strategy

1998	7401	Major Building Program	Shire-Wide	Committed	6,775,500	1,425,000	5,350,500
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Annual Program - Major refurbishment program for Council buildings

Funding Detail	
Capital Grants	675,000
Property Asset Conv.	750,000
Total	1,425,000

Annual Items			
No.	Description	Location	Cost (\$)
1677	Mt Martha House, Mt Martha	Esplanade Mount Martha	500,000
1678	Watsons Pavilion, Portsea	Back Beach Road Portsea	400,000
1682	Somerville Pre School	Frankston-Flinders Road Somerville	1,250,000
2409	Baxter Pre School	Olstead Drive Baxter	300,000
2410	Balcombe Pre School	Greenfield Way Mount Martha	75,500
2037	Municipal Office (Rosebud) - Airconditioning Replacement	Besgrove Street Rosebud	1,250,000
2263	Sports Pavilion Strategy Implementation	Corporate Corporate	1,750,000
2372	Toilet Strategy Implementation	Shire-Wide	1,200,000
1744	Program Design Cost	Shire-Wide	50,000
			6,775,500

349	7031	Library Books / Materials - Acquisitions	Shire-Wide	Committed	1,200,000	0	1,200,000
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Annual Program - For annual aquisition of bookstocks for the libraries

Proj No.	Act No.	Project Title	Location	Committed / Conditional	Cost 2012/13 (\$)	Other Funding 2012/13 (\$)	Net Req' From Rates 2012/13 (\$)
362	7016	Oval Rehabilitation	Shire-Wide	Committed	100,000	0	100,000

Annual program of oval drainage improvements

Annual Items			
No.	Description	Location	Cost (\$)
2375	Citation Reserve - Oval no.2 (Resurfacing & Minor Drainage Impr.)	Augusta Street Mount Martha	45,000
2398	Myers Reserve, Bittern (Resurfacing & Drainage)	Hendersons Road Bittern	55,000
			100,000

757	7067	Signage - Local Laws on Reserves	Shire-Wide	Committed	10,000	0	10,000
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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.

1056	7272	Hall Improvements - Asset Replacement	Shire-Wide	Committed	50,000	0	50,000
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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

Proj No.	Act No.	Project Title	Location	Committed / Conditional	Cost 2012/13 (\$)	Other Funding 2012/13 (\$)	Net Req' From Rates 2012/13 (\$)
1057	7273	Parks & Reserves (Active) - Asset Replacement	Shire-Wide	Committed	60,000	0	60,000

Comments
 On going project to rectify safety issues
 - 5 year program as identified in safety audit

Annual Items

No.	Description	Location	Cost (\$)
2075	Citation Reserve, Mt Martha (Fencing Oval #2)	Augusta Street Mount Martha	35,000
2076	Myers Reserve, Bittern (Fencing)	Hendersons Road Bittern	25,000
			<u>60,000</u>

1992	7402	Building Improvements - Recreation Facilities	Shire-Wide	Committed	70,000	0	70,000
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Provision for building improvements at Council's recreation facilities

Annual Items

No.	Description	Location	Cost (\$)
2187	PPRC - Water Features	Marine Parade Hastings	10,000
2180	MMPGC - Drainage Program	Forest Drive Mount Martha	20,000
2190	SRCC - Reception Kiosk Refurbishment	Edward Street Somerville	40,000
			<u>70,000</u>

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

Annual Items

No.	Description	Location	Cost (\$)
1059	Mt Martha South, Mt Martha	Esplanade Mount Martha	10,000
2345	Truemans Road Reserve, Rye	Truemans Road Rosebud West	10,000
2346	Red Hill Recreation Reserve	Arthurs Seat Road Red Hill	10,000
2392	Upgrade works BBQ's	Shire-Wide	10,000
			<u>40,000</u>

Proj No.	Act No.	Project Title	Location	Committed / Conditional	Cost 2012/13 (\$)	Other Funding 2012/13 (\$)	Net Req' From Rates 2012/13 (\$)
2302 7464		Plant & Equipment - Replacement (Recreation Facilities)	Marine Parade Hastings	Committed	15,000	0	15,000
<i>Annual Program - Periodic replacement of plant & equipment</i>							
2524 7504		Signage - Township/Corporate	Shire-Wide	Committed	25,000	0	25,000
<i>To replace signage at township entrances and Council buildings</i>							
2889 7554		Skate & BMX Strategy	Shire-Wide	Conditional	215,000	0	215,000
<i>Implementation of the Skate & BMX Strategy.</i>							
Annual Items							
No.	Description	Location	Cost (\$)				
2203	Balnarring Skate Park, Balnarring	Frankston-Flinders Road Balnarring	165,000				
2204	Mt Martha Skate Park (Design)	Tba	50,000				
			215,000				
3294 7655		Somerville Needs Strategy - Implementation	Eramosa Road West Somerville	Conditional	100,000	0	100,000
<i>Implementation of Council's Somerville Needs Strategy</i>							
3305 7657		Former M'ton Sec. College Classrooms - Refurbishment	Wilsons Road Mornington	Committed	150,000	0	150,000
<i>Completion of the refurbishment of the former Mornington Secondary College classrooms</i>							
3311 7673		Sporting Facilities Lighting Program	Shire-Wide	Conditional	150,000	0	150,000
<i>Implementation - Sporting Facilities Lighting Program</i>							

Proj No.	Act No.	Project Title	Location	Committed / Conditional	Cost 2012/13 (\$)	Other Funding 2012/13 (\$)	Net Req' From Rates 2012/13 (\$)
3312 7668		Mount Martha Park Viewing Tower	Bradford Road Mount Martha	Conditional	75,000	60,000	15,000

Reconstruction of the viewing tower in Mount Martha Park

Funding Detail	
Contributions	60,000
Total	60,000

Improving Community Facilities Total

10,100,500 1,485,000 8,615,500

Proj No.	Act No.	Project Title	Location	Committed / Conditional	Cost 2012/13 (\$)	Other Funding 2012/13 (\$)	Net Req' From Rates 2012/13 (\$)
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Leading Change on Climate Change

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

Annual Items			
No.	Description	Location	Cost (\$)
283	Emergency Repairs from Maint. Program Inspections	Shire-Wide	100,000
348	Rehab enhancement following invest of Serv Request	Shire-Wide	100,000
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
2019	Barry Street Rosebud Drainage	Barry Street Rosebud	80,000
			500,000

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 2012/13 (\$)	Other Funding 2012/13 (\$)	Net Req' From Rates 2012/13 (\$)
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	100,000
2154	Murray Anderson Catchment	Point Nepean Road Rosebud	100,000
2155	Fishersmans Creek Catchment	Nepean Highway Mornington	750,000
2159	Kackeraboite Catchment	Nepean Highway Mount Eliza	400,000
2160	McCrae Catchment	Point Nepean Road McCrae	500,000
2162	Mt Martha Catchment	Nepean Highway Mount Martha	200,000
2404	Flood Mitigation of Unsealed Roads	Shire-Wide	50,000
2405	Mt Eliza (Village Flood Mitigation Works)	Old Mornington Road Mount Eliza	400,000
			2,500,000

Leading Change on Climate Change Total

3,500,000 0 3,500,000

Proj No.	Act No.	Project Title	Location	Committed / Conditional	Cost 2012/13 (\$)	Other Funding 2012/13 (\$)	Net Req' From Rates 2012/13 (\$)
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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

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

Enhancing the Coastal Experience Total					255,000	0	255,000
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Proj No.	Act No.	Project Title	Location	Committed / Conditional	Cost 2012/13 (\$)	Other Funding 2012/13 (\$)	Net Req' From Rates 2012/13 (\$)
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Innovative Responsive Value for Money Service Delivery

345 7010		Plant & Equipment - Replacement (Motor Vehicles & Min.Pl)	Council	Committed	203,000	25,000	178,000
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Annual Program
Periodic replacement of plant and equipment.

Funding Detail	
Plant Realisation	25,000
Total	25,000

346 7028		Office Furniture - Replacement	Council	Conditional	10,000	0	10,000
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Annual replacement program

1676 7363		Photocopier - Replacement	Council	Committed	40,000	0	40,000
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Annual replacement program

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

Annual Items

No.	Description	Location	Cost (\$)
2091	Hastings Office Carpet	Marine Parade Hastings	50,000
			<u>50,000</u>

Proj No.	Act No.	Project Title	Location	Committed / Conditional	Cost 2012/13 (\$)	Other Funding 2012/13 (\$)	Net Req' From Rates 2012/13 (\$)
2666	7522	Enterprise Content Management System	Council	Committed	130,000	0	130,000
<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>							
3400	7674	Ticketing System (Foreshore Boat Ramp & Parking Areas)	Shire-Wide	Committed	45,000	0	45,000
<p><i>To replace existing coin only operated ticket machines at 8 locations. Existing machines are at the end of their life and require a new system which meets community needs.</i></p>							
Innovative Responsive Value for Money Service Delivery Total					478,000	25,000	453,000

Proj No.	Act No.	Project Title	Location	Committed / Conditional	Cost 2012/13 (\$)	Other Funding 2012/13 (\$)	Net Req' From Rates 2012/13 (\$)
<i>Comments</i>							

Report Total

27,945,600	4,157,100	23,788,500
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Capital Works Carry-Forwards To 2012-13

No.	Posting A/c	Project Description	Contrib'n (\$)	Budget (\$)	Comments
17032	7032	Acquisitions - M'ton Pen Reg Gallery		36,800	2012 National Works on paper to be held Aug'12
17368	7368	Sorrento Strategy - Boardwalk		227,400	Project not yet complete
17444	7444	Hastings Com Area Parking & TMT Imp		20,000	Project not yet complete
17473	7473	St Mitchell Circuit, M'ton Railway	122,200	122,200	Project delayed due to weather conditions
17486	7486	Southern Peninsula Aquatic Recreation Centre		405,400	Project deferred to 2012/13
17489	7489	Rye Traffic Management Strategy Implementation		382,400	Project expected to be completed by Sept'12
17490	7490	Police Point Park Improvements		60,800	Project not yet complete
17504	7504	Signage Township Corporate		25,000	Project not yet complete
17522	7522	Enterprise Content Management System		68,900	Project not yet complete
17548	7548	Dromana Community Hall Extension		32,500	Project not yet complete
17611	7611	SCS Bayview Ave, Rosebud - Road construction		41,500	Project complete - final payment pending
17613	7613	Hastings Boat Ramp Floating Pontoon	134,500	121,400	Project expected to be completed by Sep'12
17622	7622	R2R 3 Hodgins Road (F'ton/Flinders-Hendersons)	30,000	30,000	Project deferred to 2012/13
17629	7629	Safety Beach CC Path to Lift Access		28,300	Design complete - construction deferred to 2012/13
17641	7641	BSpot Elizabeth Street Herring St		228,300	Project expected to be completed by Oct'12
17643	7643	BSpot High St and Queen St		478,000	Project expected to be completed by Oct'12
17644	7644	BSpot Melbourne Rd and Hughes Road		108,100	Project expected to be completed by Aug'12
17647	7647	Hastings Floating Pontoon RCLIP		49,100	Project expected to be completed by Sep'12
17649	7649	Bus Shelter Schools RCLIP		30,500	Construction nearing completion
17652	7652	Sporting Facilities Lighting Program	30,000	30,000	Project not yet complete
17653	7653	Somerville Netball Courts - Upgrade	250,000	121,400	Project not yet complete
17654	7654	Balnarring Sports Clubs - Contribution	300,000	300,000	Project not yet complete
17655	7655	Somerville Needs Strategy - Implementation	100,000	100,000	Project deferred to 2012/13
17657	7657	Former M'ton Sec.College Classrooms - Refurb.		309,000	Project deferred to 2012/13
17658	7658	Gateway Park Development		46,500	Project not yet complete
17662	7662	B/Spot Bentons Rd Balcombe Dr Mt Martha		197,400	Project not yet complete
17664	7664	B/Spot Melb Rd (Dundas-Canterbury Rd)		675,900	Project not yet complete
17665	7665	B/Spot Shands - (Mton/Flind - Shoreham)		446,300	Project not yet complete
17666	7666	Mornington Transit Precinct	450,000	419,300	Design complete - construction deferred to 2012/13
17667	7667	Sorrento Seawall		526,600	Project deferred to 2012/13
17604	7681	Safety Beach - Buckley's Rest		20,000	Project deferred to 2012/13
17549	7682	Taxi Rank Safety Program		30,700	Project not yet complete

No.	Posting A/c	Project Description	Contrib'n (\$)	Budget (\$)	Comments
17683	7683	Tootgarook Wetlands Bird Hide		18,000	Project deferred to 2012/13
17038		Traffic Mgt Treatments			
	C111	Somers General Store (Raised Ped Crossing)		23,800	Project deferred to 2012/13
	C115	Mt Martha Park & Stride		3,700	Project not yet complete
	C117	Balnarring Primary Sch. (Carpark Design)		4,500	Project not yet complete
	C118	Graf Road (Raised School Crossing)		9,300	Project not yet complete
	C120	Somerville Pedestrian Strategy - Implementation		98,500	Project not yet complete
	C122	Blacks Camp Rd Traffic Calming Treatment		48,200	Project not yet complete
	C124	Fairhills Dr Rye Traffic Calming Treatment		9,500	Project not yet complete
17593		Integrated Flood Management and Drainage			
	D401	The Eyrie McCrae		541,300	Project delayed due to weather conditions
	D406	Nepean Drainage Line		101,200	Project delayed due to weather conditions
	D414	Fishermans Catchment		884,150	Project delayed due to weather conditions
	D416	Ballar Catchment		550,600	Project delayed due to weather conditions
	D417	Nepean Drainage Line		73,300	Project delayed due to weather conditions
17050		Rehab - Walkways/bike paths/footpaths			
	E548	Balnarring Pony Club		21,600	Project not yet complete
	E991	Rye Jetty Repairs		12,400	Project not yet complete
17362		Footpath Strategy - Impl			
	H333	Humphries Rd - FCC (Shared Cost)		361,400	Project not yet complete
	H334	SCS Footpath Old M'ton Rd (Williams Rd - Nep. Hwy)		133,500	Project not yet complete
	H335	SCS Walkers Rd (Millbank Dr to Humphries Rd)		100,200	Project not yet complete
	H341	Kangerong/Mary (Boundary Rd - Pt Nep Rd)		209,400	Project not yet complete
	H346	Back Beach Rd/Pt Nep Rd Foreshore		321,800	Project not yet complete
17496	L310	Mount Eliza East LATM - Final Stage		25,000	Project not yet complete
17660		Pavillion Strategy Implementation			
	P700	Strategy Implementation		81,900	Project not yet complete
	P701	Crib Point Recreation Res/Canteen	12,100	12,100	Design complete - construction deferred to 2012/13
	P702	Dallas Brooks Pk/Beleura Change Rooms	266,500	266,500	Project expected to be completed by Aug'12
17260		Playground developments			
	S107	Rye Foreshore - (Community Build)		60,000	Project expected to commence Sept'12
	S109	Mt Arthur Ave, Rosebud		45,300	Project complete - final payment pending
	S110	Mornington Park Regional Play Ground Upgrade		17,500	Project deferred to 2012/13
17554		Skate & BMX Strategy			
	S500	Balnarring Skate Park, Balnarring		148,700	Project not yet complete
17659		Urban Rd Contibutory Scheme Strategy			

No.	Posting A/c	Project Description	Contrib'n (\$)	Budget (\$)	Comments
	S600	SCS-Cobb Road Mt Eliza		138,800	Project expected to be completed by Aug'12
	S601	SCS-Green Island, Mt Martha		143,300	Project expected to be completed by Aug'12
17263		Implementation of Recreation Master Plans			
	T018	Long Point Reserve		68,100	Project not yet complete
	T025	John Butler Reserve		140,100	Project not yet complete
	T026	Howard Parker Reserve		166,100	Project not yet complete
	T028	Civic Reserve		135,300	Project not yet complete
	T029	Mt Martha House Parade Ground		74,700	Project not yet complete
	T030	Bunguyan Reserve		36,800	Project not yet complete
	T031	Projects Funded From Rec. Land.Cont	650,000	650,000	Project not yet complete
	T032	Sports Lighting Graham Myers Reserve SRV		98,900	Project not yet complete
17465		LT - Coastal Mgt/Master Plan Impl			
	Z000	Safety Beach Shared Footpath		40,600	

			2,345,300	11,595,750
7547	Land Sales		1,000,000	
			3,345,300	11,595,750
		Net		8,250,450



COMMITTED TO A
SUSTAINABLE
PENINSULA

Appendix B

Priority Works Program

Appendix B

Priority Works Program

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

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

The program for 2012/13 is budgeted to be \$3.192m (gross), plus \$2.032m (gross) of projects carried forward from 2011/12. A detailed list of works is attached.

Priority Works 2012 / 2013

Proj No.	Act No.	Project Title	Location	Committed / Conditional	Cost 2012/13 (\$)	Other Funding 2012/13 (\$)	Net Req' From Rates 2012/13 (\$)
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Community Facilities Services and Open Space

763	6030	Implementation of dog leash free areas	Shire-Wide	Committed	15,000	0	15,000
<p><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></p> <p><i>New areas include - Baxter, Tyabb, Hastings, Balnarring Beach, Shoreham & Tootgarook</i></p>							
<b style="color: red;">Community Facilities Services and Open Space Total					15,000	0	15,000

Proj No.	Act No.	Project Title	Location	Committed / Conditional	Cost 2012/13 (\$)	Other Funding 2012/13 (\$)	Net Req' From Rates 2012/13 (\$)
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Comments

Liveable Peninsula

919 6064		Streetscape Works (Minor) - Commercial Centres	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 2012/13 (\$)	Other Funding 2012/13 (\$)	Net Req' From Rates 2012/13 (\$)
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Enhancing Public Places & Spaces

3003 6274		Bungower Rd (Net Gain)	Bungower Road Moorooduc	Committed	48,600	0	48,600
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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.

2904 6273		Arthurs Seat Rd Shared Pathway (Net Gain)	Arthurs Seat Road Red Hill	Committed	9,750	0	9,750
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Implement Offset Plan for restoring and maintaining bushland over 10 year period as per planning permit condition P04/1177.

558 6004		Access All - Disabled Facilities (Road Res. and Carparks)	Shire-Wide	Committed	50,000	0	50,000
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Upgrade of existing facilities Shire wide, (includes provision of kerb laybacks at parking bays, nearby pram crossings as well as ramp accesses).

750 6028		Watson's Creek and Westernport Parks Catchment Program Partner	Baxter-Tooradin Road Baxter	Committed	10,000	0	10,000
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To implement priority actions designated in the 1999 CAP as the responsibility of Council. Works to be carried out on Watson Creek and surrounding locations which contribute to waterflow to Marine National Parks in the Westernport area

1349 6109		Minor Traffic Improvements	Shire-Wide	Committed	50,000	0	50,000
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Provides for minor traffic requests that arise through the year.

1478 6147		Infrastructure - Investigations, Studies, Analysis and Reports	Shire-Wide	Conditional	50,000	0	50,000
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Emergency investigations required to address urgent drainage and traffic issues prior to recommendation of remedial works.

Proj No.	Act No.	Project Title	Location	Committed / Conditional	Cost 2012/13 (\$)	Other Funding 2012/13 (\$)	Net Req' From Rates 2012/13 (\$)
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>							
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	Conditional	30,000	0	30,000
<i>Provision to allow for the investigation and design of potential Special Charge Schemes before they are adopted as a scheme.</i>							
3404	8309	Somerville War Memorial Relocation	Station Street Somerville	Committed	30,000	0	30,000
<i>Relocation of the Somerville War Memorial</i>							
Enhancing Public Places & Spaces Total					328,350	0	328,350

Proj No.	Act No.	Project Title	Location	Committed / Conditional	Cost 2012/13 (\$)	Other Funding 2012/13 (\$)	Net Req' From Rates 2012/13 (\$)
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Improving Community Facilities

944 6065		Sewerage Connection - Council Buildings	Shire-Wide	Conditional	20,000	0	20,000
<i>Progressive connection of sewerage to Council owned buildings at: Balnarring, Rye Tyabb, Sorrento, Portsea, Blairgowrie Commercial areas. South East Water have completed construction of sewer mains in the above areas.</i>							
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 2012/13 (\$)	Other Funding 2012/13 (\$)	Net Req' From Rates 2012/13 (\$)
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.</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 2012/13 (\$)	Other Funding 2012/13 (\$)	Net Req' From Rates 2012/13 (\$)
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 (\$)
2406	Balnarring Civic Court Reserve	Frankston-Flinders Road Balnarring	50,000
2407	Ferrero Reserve Mount Martha	Seppelt Avenue Mount Martha	20,000
2408	Citation Reserve Mount Martha	Helena Street Mount Martha	20,000
			<u>90,000</u>

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

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.*

3281	8302	Library Buildings - Furniture & Fittings Renewal	Shire-Wide	Committed	30,000	0	30,000
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Replacement of outdated shelving & furniture

Annual Items

No.	Description	Location	Cost (\$)
2231	Rosebud Library (Shelving replacement)	Mcdowell Street Rosebud	30,000
			<u>30,000</u>

Proj No.	Act No.	Project Title	Location	Committed / Conditional	Cost 2012/13 (\$)	Other Funding 2012/13 (\$)	Net Req' From Rates 2012/13 (\$)
3316	8306	Long Point Reserve - Connection to Power	Long Point Road Cape Schanck	Conditional	60,000	0	60,000
<i>Long Point Reserve (Rosebud Motorcycle Club) Connection to Power</i>							
3414	8311	Mornington Botanic Rose Gardens	Dunns Road Mornington	Not Determined	40,000	0	40,000
<i>Matching contribution towards the completion of the Education and Visitors Centre</i>							
Improving Community Facilities Total					699,000	0	699,000

Proj No.	Act No.	Project Title	Location	Committed / Conditional	Cost 2012/13 (\$)	Other Funding 2012/13 (\$)	Net Req' From Rates 2012/13 (\$)
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Leading Change on Climate Change

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

<u>Annual Items</u>			
No.	Description	Location	Cost (\$)
1270	To be determined	Shire-Wide	200,000
			200,000

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

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	20,000	0	20,000
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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 2012/13 (\$)	Other Funding 2012/13 (\$)	Net Req' From Rates 2012/13 (\$)
2346	6228	Corporate Water Conservation Program	Shire-Wide	Committed	75,000	0	75,000
<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 (\$)				
2225	Water Sensitive Urban Design Program (WSUD)	Corporate Corporate	75,000				
			75,000				
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					1,080,000	0	1,080,000

Proj No.	Act No.	Project Title	Location	Committed / Conditional	Cost 2012/13 (\$)	Other Funding 2012/13 (\$)	Net Req' From Rates 2012/13 (\$)
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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 - foreshore walks, pedestrian ramps, steps, stairs, picnic tables, fences, etc. Shire wide.

928	6044	Boatramps - Dredging	Shire-Wide	Conditional	50,000	0	50,000
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Continuing program

2304	6275	Long Term - Coastal Management/Master Plan - Implementation	Shire-Wide	Committed	425,000	0	425,000
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Implementation of Councils Coastal Master Plans and Management Plans

Annual Items

No.	Description	Location	Cost (\$)
1263	Implementation of Councils Coastal Management / Master Plans	Shire-Wide	425,000
			425,000

3405	8310	Football Memorial (M'ton) Master Plan - Implementation	Esplanade Mornington	Committed	30,000	0	30,000
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Implementation of the Football Memorial (M'ton) Master Plan

Enhancing the Coastal Experience Total					605,000	0	605,000
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Proj No.	Act No.	Project Title	Location	Committed / Conditional	Cost 2012/13 (\$)	Other Funding 2012/13 (\$)	Net Req' From Rates 2012/13 (\$)
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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	265,000	0	265,000
<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					295,000	0	295,000

Proj No.	Act No.	Project Title	Location	Committed / Conditional	Cost 2012/13 (\$)	Other Funding 2012/13 (\$)	Net Req' From Rates 2012/13 (\$)
<i>Comments</i>							

Report Total

					3,192,350	0	3,192,350
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Priority Works Carry-Forwards To 2012-13

No.	Posting Account	Program Description	Contrib'n (\$)	Budget (\$)	Comments
56277	6277	Martha Cove Fish Ladder	114,600	114,600	Stream planting to be undertaken in autumn 2013
56292	6292	Somerville Pre-School-Relocation		231,400	Project expected to completed by Dec'12
56293	6293	WOL Balcombe Military Heritage Area		10,000	Project not yet complete
56295	6295	Bittern Township Plan-Implementation		23,600	Project deferred to 2012/13
56296	6296	Crib Point Township Plan - Implementation		25,000	Project deferred to 2012/13
56297	6297	Somerville Township - Amentity works		20,000	Project deferred to 2012/13
56298	6298	Baxter Township - Amentity works		20,000	Project deferred to 2012/13
56299	6299	Tyabb Township - Amentity works		20,000	Project deferred to 2012/13
58303	8303	Pavilion Strategy - Priority works		198,300	Project expected to be completed by Aug'12
58304	8304	St Mitchell Circuit Retarding Basin		21,600	Project complete - final payment pending
58308	8308	The Briars Feral Exclusion Fence		7,300	Project not yet complete
56004	F504	Upgrade Disabled Fac. - 610 Espl. Mt Martha		10,000	Project deferred to 2012/13
56107		Building Renovations Misc.			
	K529	HACC Minor Capital Works		32,400	Project deferred to 2012/13
	K530	Briars Homestead Heritage Works		18,000	Project deferred to 2012/13
	K532	Intergrated Graffiti Removal		18,400	Project deferred to 2012/13
56146		Infrastructure Upgrades - Landfills			
	L611	WDC-Improved TM Signage		15,200	Project not yet complete
56112		Risk Mgt Initiatives former Landfil			
	L810	Rosebud West Remediation Feasibility		14,500	Project not yet complete
	L813	Tootgarook Wetland Ecological Study		15,000	Project deferred to 2012/13
	L814	Mt Eliza Rehabilitation Plan		25,000	Project deferred to 2012/13
	L815	Crib Point Rehabilitation Plan		25,000	Project deferred to 2012/13
	L817	Remediation Action Plan R/Bud West		58,100	Project not yet complete
56170		Open Space Strategy - Implmentation			
	T511	Basketball Feasibility Study Southern Peninsula		8,300	Project not yet complete
	T512	Netball Audit		7,700	Project not yet complete
	T513	Tennis Audit		5,200	Project not yet complete
	T514	Woolleys Reserve		7,500	Project not yet complete
56152		Parks & Reserves (Passive) Rehab Program			
	U514	Somerville Avenue of Honour		9,600	Project deferred to 2012/13
	U515	Mornington Avenue of Honour		2,000	Project deferred to 2012/13

No.	Posting Account	Program Description	Contrib'n (\$)	Budget (\$)	Comments
56172	U905	Asbestos Removal Program		200,000	Project deferred to 2012/13
56228		Corporate Water Conservation Program			
	W100	Camp Ground Water Upgrade		35,200	Project not yet complete
	W104	Living Rivers Projects (Melb Water)		312,000	Externally funded project deferred to 2012/13
	W105	Water Sensitive Urban Design Program		75,000	Project deferred to 2012/13
56067		Coastal Reserves Biodiversity Cons.			
	X069	Westernport Ramsar Protection Project		119,200	Externally funded project not yet complete
	X072	Kackeraboite Creek Restoration Project		8,300	Externally funded project not yet complete
	X085	Connecting Kings Creek	34,000	44,400	Externally funded project not yet complete
	X090	Finlayson Reserve		23,900	Project deferred to 2012/13
	X096	Arthurs Seat Urban Fringe Wedge		36,300	Project deferred to 2012/13
56171		IT Systems Upgrades and Development			
	Y070	Technology One CI Upgrade- Stage 1		50,300	Project not yet complete
	Y080	Journal Cycle Management Software		12,200	Project deferred to 2012/13
56275		Long Term Coastal Management Master			
	Z055	Rye Foreshore Project		11,800	Project not yet complete
	Z056	Sorrento Foreshore Project		26,900	Project not yet complete
	Z058	Mornington Coastal Foreshore Project		12,200	Project not yet complete
	Z061	Hastings Coastal Foreshore		6,000	Project not yet complete
	Z062	Coastal Risk Mitigation		47,000	Project deferred to 2012/13
	Z063	Rosebud Coastal Foreshore Project		40,000	Project deferred to 2012/13
	Z064	Flinders Coastal Foreshore Project		8,000	Project not yet complete

			148,600	2,032,400	
56262	6262	Land Sales	400,000		Land Sale not yet complete
			548,600	2,032,400	
			Net	1,483,800	



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 \$2.735m (gross) in 2012/13, plus carryover projects from 2011/12 \$1.964m (gross). A detailed project list and a list of carryover projects is attached.

Priority Projects 2012 / 2013

Proj No.	Act No.	Project Title	Location	Cost 2012/13 (\$)	Other Funding 2012/13 (\$)	Net Req' From Rates 2012/13 (\$)
3029 8688		Road Safety Program	Shire-Wide	50,000	0	50,000
<i>Ongoing program. Road Safety Program</i>						
3081 8714		Disability Action Plan	Shire-Wide	15,000	0	15,000
<i>This allocation supports the implementation of the Disability Action Plan priorities.</i>						
3085 8715		Community Network of welfare services	Shire-Wide	4,000	0	4,000
<i>This project allows Council participation in a community network of welfare services, community agencies and other Government departments that operate for the purpose of sharing information, advocacy around local issues, coordinating service response, community development and professional development.</i>						
3187 8760		Visitor Information Centre's staffing contribution	Shire-Wide	50,000	0	50,000
<i>Ongoing program. This continues the program of funding to assist community bodies with staffing costs in Sorrento and Mornington Visitor Information Centres (specifically over weekends).</i>						
3308 8809		Promotion and Marketing of MP to the national conference industry	Council	50,000	0	50,000
<i>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.</i>						
<i>The project is subject to matching tourism industry contribution.</i>						

Proj No.	Act No.	Project Title	Location	Cost 2012/13 (\$)	Other Funding 2012/13 (\$)	Net Req' From Rates 2012/13 (\$)
3318	8867	Ten Year Kindergarten Strategy	Shire-Wide	30,000	0	30,000
<p><i>Comments</i></p> <p>There have been significant changes in the way kindergarten services are delivered in Victoria and these changes will continue until 2016 A number of pieces of work are in place that look at kindergartens but there is no Shire-wide strategy in place to link the individual parts and pull them together into a clear direction for the future that covers all of the following:</p> <ul style="list-style-type: none"> - Population growth projections at the township level - Scoping and design work around existing infrastructure - Refurbishment requirements - Legislative requirements and their anticipated impacts - Use of space agreements - Central registration <p>Without a ten year strategy Council is not in a strong position to apply for State grants as they arise or to communicate clearly with the sector as to the future plans and commitments with regards to Capital works, refurbishments, minor upgrades etc.</p>						
3319	8868	Rosebud West Community Hub	Shire-Wide	20,000	0	20,000
<p>Seeding funding to assist in the establishment of the Rosebud West Community Hub.</p>						
3322	8835	Arts & Culture Strategy Implementation Project	Shire-Wide	20,000	0	20,000
<p>Ongoing program. Implementation of the Arts and Culture Strategy including establishment of the Arts and Culture Advisory Panel and the holding of community forums across the municipality.</p>						

Proj No.	Act No.	Project Title	Location	Cost 2012/13 (\$)	Other Funding 2012/13 (\$)	Net Req' From Rates 2012/13 (\$)
3323	8778	Literacy Villages Priority Project	Shire-Wide	50,000	0	50,000
<p><i>Ongoing program. Following from the 2011/12 project, funding is sought to support 2011/12 rollout of the Literacy Villages Partnership Project across the Shire. The project, which commenced in 2010, 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. Funding is sought to support the initiatives of the 6 local Literacy Villages to be established in the Shire (\$6k per Village = \$36k) and enable implementation of the "Library on Legs" Outreach program to build literacy awareness amongst all preschools, playgroups and community houses across the Shire (this element of the project is estimated to cost a minimum of \$28k).</i></p>						
3325	8785	Local History Digitisation Priority Project	Shire-Wide	25,000	0	25,000
<p><i>Ongoing program. Year 2 of a 3 year project to accelerate the digitisation of significant and at risk-historical records held within local history museums across the Shire.</i></p>						
3326	8869	Indigenous Artefacts Assessment Project	Shire-Wide	15,000	0	15,000
<p><i>To conduct an assessment and develop a strategy to provide options for the future assessment, cataloguing, conservation and exhibition of a major collection of indigenous artefacts collected from across the Southern Peninsula by a Portsea family over some generations.</i></p> <p><i>A local family are seeking to donate this rare collection to the Shire so that it can be conserved and held in perpetuity. The collection is currently being registered with AAV, following this it is proposed to temporarily house the collection at the Regional Gallery pending an assessment and development of a conservation/exhibition strategy. Funding is required to meet the costs of special purpose shelving/housing and the labour costs of conducting an assessment and development of the strategy.</i></p>						
3327	8847	Peninsula Planning Statement	Shire-Wide	30,000	0	30,000
<p><i>The Peninsula Planning Statement is a major policy document that aims to control and shape future development pressures on the Peninsula, and requires update.</i></p>						

Proj No.	Act No.	Project Title	Location	Cost 2012/13 (\$)	Other Funding 2012/13 (\$)	Net Req' From Rates 2012/13 (\$)
3328	8603	Housing and Sustainable Settlement Strategy	Shire-Wide	50,000	0	50,000
<p><i>Ongoing program. This project aims to integrate planning for future housing supply with provision for local employment generating activities, the provision of open space etc, while also having regard to key township and neighbourhood character issues.</i></p> <p><i>While the HSSS has commenced, this stage is primarily aimed at obtaining further advice on employment /economic development options relevant to each township and a method for assessing capacity for change without loss of character anticipating the future introduction of the new residential zones.</i></p> <p><i>This work would also assess the value of site coverage/ site permeability as a measure of neighbourhood character and as a possible control.</i></p>						
3329	8795	Rosebud Heart Precinct Plan	Point Nepean Road Rosebud	50,000	0	50,000
<p><i>Ongoing program. This project has been previously deferred and budget used to fund the development of the Urban Design Framework (the Daryl Jackson project). Following on from the UDF it is necessary to develop a more detailed plan/proposal for the central precinct to guide future development.</i></p>						
3330	8848	Port Strategy Implications Study	Shire-Wide	50,000	0	50,000
<p><i>This project has been previously deferred (pending appointment of the new Hastings Port Development Corporation) and the previous budget directed to Cemetery Estate investigations (as a specific area within the Port Area requiring consideration).</i></p> <p><i>This (expanded) project aims to consider the strategic implications of the emerging Port and Transport Strategy for the Peninsula (and particularly the adjacent townships) with a view to effective engagement with the Corporation and State government on issues including infrastructure provision, management and planning responsibilities within the Port Related Uses Zone, the implications for the port plan of current coastal vulnerability studies etc.</i></p>						
3331	6930	Stream Watch Water Watch program	Shire-Wide	30,000	0	30,000
<p><i>Ongoing program. Council works in partnership with Melbourne Water to deliver this ongoing environmental education program</i></p>						

Proj No.	Act No.	Project Title	Location	Cost 2012/13 (\$)	Other Funding 2012/13 (\$)	Net Req' From Rates 2012/13 (\$)
3333	8788	Heritage Review	Shire-Wide	70,000	0	70,000
<p><i>Ongoing program. This is part of a 5 stage project with the intention of completely updating and refining the Shire's heritage studies. Stage 1 (Mount Eliza, Mornington) has been completed and Stage 2 (Dromana, Rosebud and Rye) has been commenced. This project will enable the completion of the Stage 2 works and the update of the local Cultural Heritage Places policy.</i></p>						
3334	8849	Tootgarook Wetland Management Plan	Elizabeth Avenue Rosebud West	50,000	0	50,000
<p><i>The Tootgarook wetland has come under increased attention due to recent development pressures and recognition of its environmental values.</i></p> <p><i>This project would draw together existing and emerging information, provide for targeted investigations and the development of a draft Management Plan, in conjunction with other relevant agencies and stakeholders.</i></p>						
3335	8850	Boating Capacity and Facilities Review.	Shire-Wide	60,000	0	60,000
<p><i>The State government's Boating Coastal Action Plan is due to be reviewed in 2012/13 and it is important for Council to have an up to date assessment of existing boating facilities, projected boating demands (of all kinds), potential boating locations and realistic capacities (including the demands of maritime industries) to ensure effective input to the Boating CAP review and ongoing coastal planning.</i></p>						
3336	8851	Mornington Harbour Precinct Plan	Esplanade Mornington	40,000	0	40,000
<p><i>Council's submission in relation to the Mornington Harbour proposal emphasised the need for a revised approach to planning for this area which included greater consideration of other stakeholders, the limited capacity of the area and the need to focus on net community benefit.</i></p> <p><i>Given the work that has been previous undertaken in this area, there is an opportunity to consolidate an alternative plan for this area, with a cross over between urban design, landscape architecture and coastal planning. The outcome of the Minister's review of the EES and decisions regarding the planning scheme amendment will shape this project</i></p>						

Proj No.	Act No.	Project Title	Location	Cost 2012/13 (\$)	Other Funding 2012/13 (\$)	Net Req' From Rates 2012/13 (\$)
3337	8852	Coastal Geotechnical Risk Assessment.	Shire-Wide	40,000	0	40,000
<i>Council has invested significantly in erosion and land slip vulnerability modelling as well as the detailed investigation of specific locations. This project aims to consolidate this work and identify areas of greatest risk and highest priority for further investigation. The project should also identify the range of management options and provide decision making guidelines relevant to different situations.</i>						
3340	8836	Triple A Housing Policy	Shire-Wide	25,000	0	25,000
<i>Ongoing program. Supports the Shire's Triple A Housing Policy and suite of secondary policies (Triple A, Social and Affordable Housing Rooming House, Caravan Park, Homelessness policies) and their implementation which aims to promote better housing outcomes and choices for people on the Peninsula especially households that are disadvantaged or vulnerable.</i>						
3341	8837	Responsible Gaming Committee	Shire-Wide	5,000	0	5,000
<i>Ongoing program. Maintains and supports the Responsible Gaming Committee; provides funding for information and forums on council's policy and changes that impact on community, enables council response to new gaming applications</i>						
3342	8838	Health and Well Being Plan	Shire-Wide	30,000	0	30,000
<i>Ongoing program. To implement the Health and Well Being Plan in line with requirements of State Health Act</i>						
3344	8782	Reconciliation Action Plan	Shire-Wide	30,000	0	30,000
<i>Ongoing program. The Reconciliation Action Plan brings together a range of existing and draft policies on indigenous issues, provide an opportunity for concrete examples of shire commitment and take on a holistic coordinated approach to indigenous affairs for the shire</i>						

Proj No.	Act No.	Project Title	Location	Cost 2012/13 (\$)	Other Funding 2012/13 (\$)	Net Req' From Rates 2012/13 (\$)
3347	8783	Food Access Plan	Shire-Wide	22,000	0	22,000
<i>Ongoing program. Implementation of the Food Access Plan and related activities including supporting the Food Access network . Includes a healthy food basket survey, development of community garden guidelines checklist for Council and community</i>						
3348	8870	Human rights arts and film festival	Shire-Wide	8,000	0	8,000
<i>Partnership with Human Rights and Arts Film Festival to host relevant films on the Peneinsula in support of human rights and promotion and coverage of the Peneinsula in Mlebourne at the general Human rights arts and film festival</i>						
3349	8784	Neighbour Day	Shire-Wide	8,000	0	8,000
<i>Neighbour Day occurs in March each year and provides an opportunity for a major community activity in Rosebud West. It is hosted by Community Renewal community and working group</i>						
3351	8871	Sustainable Communities Planning Framework - Social Planning Pr	Shire-Wide	15,000	0	15,000
<i>Supports social planning objectives to review community needs, social impacts of relevant sites using an updated Sustainable Communities Planning Framework</i>						
3352	8790	Music Instrument and Bursary Program Priority Project	Shire-Wide	20,000	0	20,000
<i>YA program with the Peninsula Music Society and the Mornington Peninsula Music Network to provide bursary programs and improve access to music tuition for gifted Peninsula students and enhance access to music in all forms for the Mornington Peninsula community.</i>						

Proj No.	Act No.	Project Title	Location	Cost 2012/13 (\$)	Other Funding 2012/13 (\$)	Net Req' From Rates 2012/13 (\$)
3353	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. Although marketing of ArtsStream was limited due to short timelines, arts and cultural groups enthusiastically responded to the scheme with over 40 applications received.</i>						
3354	8872	Arts and Culture Facilities Audit Priority Project	Shire-Wide	40,000	0	40,000
<i>To conduct an audit of the capacity of existing Shire community facilities to provide a wide range of arts and cultural programs and events. The audit will particularly focus on not only the physical accessibility of existings facilities on an area by area basis but the capacity of those facilities to provide a wide form or arts making activities.</i>						
<i>It is expected that the audit will make reccomendations as to those facilities with potential for redevelopment and identify new facilities required to provide equitable access to arts and cultural programs and events across the municipality.</i>						
3358	8856	Biodiversity surveys	Shire-Wide	50,000	0	50,000
<i>Surveys of fauna in selected bushland reserves for five years</i>						
3360	8653	Friends Group Training and Support	Shire-Wide	25,000	0	25,000
<i>Ongoing program. Training programs for Friends group members</i>						
3363	8857	Contract Documents Review - Bushland Services	Shire-Wide	35,000	0	35,000
<i>Review of baseline data in preparation for tendering of the Bushland Services contract.</i>						

Proj No.	Act No.	Project Title	Location	Cost 2012/13 (\$)	Other Funding 2012/13 (\$)	Net Req' From Rates 2012/13 (\$)
3364	8873	Roadside Equestrian and Mountain Bike Trails map and brochure	Shire-Wide	5,000	0	5,000
<i>Design and print brochure with detailed map of equestrian and mountain biking trails identified in Equestrian Strategy project</i>						
3365	8853	Best Bites	Shire-Wide	15,000	0	15,000
<i>Consolidation and ongoing development and implementation of the Best Bites Food Guide.</i>						
3371	8858	Tidy Town Awards -Gala Presentation	Council	20,000	0	20,000
<i>Mornington has won the Tidy Town award for 2011. The winner is required to host a gala dinner for the following year.</i>						
3372	8742	Peninsula Wide Sustainability Community Engagement	Corporate Corporate	25,000	0	25,000
<i>This project will provide opportunities for residents throughout the Shire to engage in climate change issues through Sustainability Street workshops, Transition Towns events and through supporting community driven sustainability initiatives. The Sustainability Street program in particular has shown to be a highly successful way for the Shire to engage with the wider community on sustainability issues.</i>						
3374	8860	Mayoral Sustainability Awards	Corporate Corporate	5,000	0	5,000
<i>The Mayoral Sustainability Awards have been an annual program recognising the great sustainability achievements of local primary schools.</i>						
3375	8861	Carbon offset for Council vehicle fleet	Corporate Corporate	20,000	0	20,000
<i>A project focusing on locally sourced carbon credits to offset 50% of the Shire's vehicle fleet.</i>						

Proj No.	Act No.	Project Title	Location	Cost 2012/13 (\$)	Other Funding 2012/13 (\$)	Net Req' From Rates 2012/13 (\$)
3376	8862	Bulk energy tender for community groups	Corporate Corporate	10,000	0	10,000
<i>A project to facilitate a bulk electricity and gas tender on behalf of user groups of Shire-owned facilities such as sports clubs</i>						
3377	8854	Marine Industry Precinct Planning	Corporate Corporate	60,000	0	60,000
<i>Development of a high level strategic paper assessing options for marine industry activities to be best located on the Mornington Peninsula.</i>						
3378	8787	Contract Document development - Waste Contracts	Corporate Corporate	50,000	0	50,000
<i>Ongoing program. The development of the new waste contracts for the kerbside collection services.</i>						
3380	8863	Prioritising Climate Change Adaption	Corporate Corporate	45,000	0	45,000
<i>The next step of the Climate Adaptation Plan is to identify our future priorities and feed them into the Corporate Planning process</i>						
3388	8768	Positive Ageing Strategy	Shire-Wide	40,000	0	40,000
<i>Ongoing program. Progressive implementation of the Positive Ageing Strategy.</i>						
3389	8812	Ward Discretionary Fund - Balcombe	Council	10,000	0	10,000
<i>Ward Discretionary Fund - Balcombe</i>						
3390	8813	Ward Discretionary Fund - Cerberus	Council	10,000	0	10,000
<i>Ward Discretionary Fund - Cerberus</i>						

Proj No.	Act No.	Project Title	Location	Cost 2012/13 (\$)	Other Funding 2012/13 (\$)	Net Req' From Rates 2012/13 (\$)
3391 8814		Ward Discretionary Fund - Kangerong	Council	10,000	0	10,000
<i>Ward Discretionary Fund - Kangerong</i>						
3392 8815		Ward Discretionary Fund - Mornington	Council	10,000	0	10,000
<i>Ward Discretionary Fund - Mornington</i>						
3393 8816		Ward Discretionary Fund - Mount Eliza	Council	10,000	0	10,000
<i>Ward Discretionary Fund - Mount Eliza</i>						
3394 8822		Ward Discretionary Fund - Nepean	Council	10,000	0	10,000
<i>Ward Discretionary Fund - Nepean</i>						
3395 8817		Ward Discretionary Fund - Red Hill	Council	10,000	0	10,000
<i>Ward Discretionary Fund - Red Hill</i>						
3396 8821		Ward Discretionary Fund - Rosebud	Council	10,000	0	10,000
<i>Ward Discretionary Fund - Rosebud</i>						
3397 8818		Ward Discretionary Fund - Rye	Council	10,000	0	10,000
<i>Ward Discretionary Fund - Rye</i>						
3398 8819		Ward Discretionary Fund - Truemans	Council	10,000	0	10,000
<i>Ward Discretionary Fund - Rye</i>						

Proj No.	Act No.	Project Title	Location	Cost 2012/13 (\$)	Other Funding 2012/13 (\$)	Net Req' From Rates 2012/13 (\$)
3399 8820		Ward Discretionary Fund - Watson	Council	10,000	0	10,000
<i>Ward Discretionary Fund - Watson</i>						
3401 8864		Street Lighting Upgrade - Investigation	Shire-Wide	30,000	0	30,000
<i>Investigation / business case to replace approximately 10,000 old, inefficient 80 watt mercury vapour lights with modern, energy efficient 2x 14 watt T5 lights</i>						
3402 8855		Establishment of the Mornington Peninsula Regional Tourism Board	Council	25,000	0	25,000
<i>A joint funding arrangement between MPSC; Frankston Council and Tourism Victoria for the new high level, strategic board that will guide future tourism directions in the Frankston-MP region.</i>						
3406 8865		Park Lighting Pilot Project (LED Lighting - Hastings Foreshore Res)	Marine Parade Hastings	25,000	0	25,000
<i>Pilot project to install LED lighting at the Hastings Foreshore Reserve</i>						
3407 6915		Mens Shed	Council	20,000	0	20,000
<i>To facilitate a needs analysis for Mens Sheds</i>						
930 6502		Community Partnerships program	Shire-Wide	65,000	0	65,000
<i>Ongoing program. The Shire encourages non-profit community groups to apply for funding for new, innovative and creative community projects.</i>						
<i>Priority is given to projects which focus on strengthening local involvement and providing a more caring and supportive Peninsula community.</i>						

Proj No.	Act No.	Project Title	Location	Cost 2012/13 (\$)	Other Funding 2012/13 (\$)	Net Req' From Rates 2012/13 (\$)
1078 6581		Community and Special Events	Shire-Wide	180,000	0	180,000
<p><i>Ongoing program. The Shire supports an wide range of major and minor events undertaken in the Shire. This project funds the following:</i></p> <p><i>Winter Music Festival \$35k</i> <i>Community Education & Training \$30k</i> <i>100th ANZAC Centenary \$30k</i> <i>Smarty Grants \$15k</i> <i>Seniors Week \$5k</i> <i>Volunteer Week \$10k</i> <i>Sustainability Expo \$15k</i> <i>NAIDOC Week \$5k</i> <i>Festival of Arts & Ideas \$10k</i> <i>Arthur's Seat Bay 2 Bay 2012 \$25k</i></p>						
1688 8646		Provision for matching funding for grant applications	Shire-Wide	200,000	0	200,000
<p><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></p> <p><i>This allocation allows Council to respond to successful grant applications without sacrificing other budget items.</i></p>						
1905 6727		Aerial Photography 2013	Shire-Wide	70,000	0	70,000
<p><i>Two yearly update of aerial photography for the Shire</i></p>						
1953 6736		Conduct of Careers Expo	Council	30,000	0	30,000
<p><i>Ongoing program. Conduct of the annual Careers Expo</i></p>						
2544 6779		Flinders Village Landscape Masterplan	Cook Street Flinders	30,000	0	30,000
<p><i>To progress the design component of the Flinders Streetscape Plan.</i></p>						

Proj No.	Act No.	Project Title	Location	Cost 2012/13 (\$)	Other Funding 2012/13 (\$)	Net Req' From Rates 2012/13 (\$)
2892	6931	Contract Document Review - Sustainable Infrastructure Mtce	Council	75,000	0	75,000
<i>Comments</i>						
<i>Ongoing program. Contract document review of SIMS contracts using external consultant.</i>						
3301	8807	Council Elections and Compulsory Voting Enforcement	Shire-Wide	433,000	0	433,000
<i>Provision for the Council Election and Compulsory Voting Enforcement.</i>						
Report Total				2,735,000	0	2,735,000

Priority Projects Carry-Forwards To 2012-13

Posting A/c	Project Description	Contrib'n (\$)	Budget (\$)	Comments
	Sustainable Environment			
6483	Hasting Activity Centre Structure Plan		22,200	Project deferred to 2012/13
6496	Business Development Plan for Mornington		11,000	Project deferred to 2012/13
6717	Mornington Coastal Management Plan incl Mton Park		15,400	Project not yet complete
6718	Green Wedge Action Plan		19,500	Project deferred to 2012/13
6901	Crib Point Investigation Area Study		2,500	Project not yet complete
6923	Red Hill Character Assessment and Design		41,000	Project deferred to 2012/13
6926	Parking Precinct Plans		39,900	Project deferred to 2012/13
6927	Port Phillip Urban Design Framework		34,750	Project deferred to 2012/13
8603	Local Housing and Settlement Strategy		32,250	Project deferred to 2012/13
8606	Character Assessment and Design Guide		50,000	Project deferred to 2012/13
8649	Parking Precinct Plan Mornington Township		36,750	Project deferred to 2012/13
8669	Spatial Employment Strategy		40,000	Project deferred to 2012/13
8670	Mount Eliza Town Centre Plan		30,000	Project deferred to 2012/13
8671	Somerville Town Centre Plan		2,050	Project not yet complete
8674	Biodiversity Action Plan Modelling		22,000	Project not yet complete
8675	Stony Point Coastal Management/Framework		10,000	Project deferred to 2012/13
8676	Hastings Port Land Use and Transport Strategy		15,000	Project deferred to 2012/13
8678	Township Design Guideline Brochures		14,900	Project deferred to 2012/13
8680	Green Wedge Management Plan consultation		20,000	Project deferred to 2012/13
8681	3D Visualisation computer model update		17,750	Project deferred to 2012/13
8706	Land Management Overlay Implementation		15,000	Project deferred to 2012/13
8724	Public Recreation Space Strategy		70,000	Project deferred to 2012/13
8726	Dromana Activity Centre Structure Plan		50,000	Project deferred to 2012/13
8728	Review of Coastal Management Plans Safety Beach		15,000	Project deferred to 2012/13
8786	Rosebud Design Strategy		3,350	Project not yet complete
8789	Biodiversity Action Plan		65,000	Project deferred to 2012/13
8793	Land Subject to Inundations Overlay		15,000	Project deferred to 2012/13
8795	Heart of Rosebud Precinct Plan		45,000	Project deferred to 2012/13
8810	WOL Bushfire Planning Provision		10,000	Externally funded project
8767	Review Ticket Machines		13,400	Project not yet complete
8761	M/ton Peninsula Branded Produce		50,000	Project not yet complete
8737	Signage Policy Review		6,000	Project not yet complete

Posting A/c	Project Description	Contrib'n (\$)	Budget (\$)	Comments
8846	WOL Maritime Industry Feasibility Study		18,000	Externally funded project
	Sustainable Infrastructure			
8831	WOL Community Transport Network		36,800	Externally funded project
8832	WOL Get Me To Class		42,300	Externally funded project
8843	SLR PCI Digital Video Capture		59,200	Project not yet complete
8829	Local Landcare Facilitators Initiatives		19,550	Project not yet complete
8701	Bittern Traffic Management Strategy		22,950	Project not yet complete
8731	Local Coastal Vulnerability Assessment		10,000	Project not yet complete
8787	Legal Advice-Waste Contract Development		10,000	Project not yet complete
8735	Bunyip Food Belt - Feasibility Study		10,000	Project deferred to 2012/13
	Sustainable Communities			
8805	Youth Services Repl. Public Internet assess computers		25,000	Project deferred to 2012/13
8751	WOL Rosebud West Family Access Project		261,700	Externally funded project
8769	Peninsula for Parents Publication		10,000	Project deferred to 2012/13
8770	Mapping Early Yrs Service System		2,850	Project not yet complete
8771	Indigenous Playgroups		1,500	Project not yet complete
8772	Conduct Conference for Early Yrs Project		3,600	Project not yet complete
8811	WOL Universal Access Planning		34,000	Externally funded project
8759	WOL Equipment Pilot (HACC)		15,000	Externally funded project
8768	Implementation Positive Ageing Strategy		34,200	Project not yet complete
8700	Equestrian Strategy		10,000	Project not yet complete
8842	Olympic Park Master Plan		20,000	Project deferred to 2012/13
6581	Community Events		13,000	Project not yet complete
8621	Contribution - Colchester Rd Pool		35,000	Payment expected early 2012/13
8630	Contribution - Establishment Balnarring Pony Club CoM		33,600	Project not yet complete
8777	Arts & Culture Strat Project		12,550	Project not yet complete
8778	Literacy Villages Project		12,000	Project not yet complete
6911	Somerville Community Needs Assessment		9,000	Project not yet complete
6938	Community Arts-Metro Access Project		9,800	Project not yet complete
8757	Iron Bar Project		4,100	Project not yet complete
8764	Mobility Maps		30,000	Project deferred to 2012/13
8783	Food Access Plan		7,300	Project not yet complete
8785	Music & Social Change Workshops		20,000	Project deferred to 2012/13
8824	WOL Koorie Women Taking Charge		9,950	Externally funded project

Posting A/c	Project Description	Contrib'n (\$)	Budget (\$)	Comments
8825	WOL Koories in the Kitchen		13,700	Externally funded project
8826	WOL Faces in Our Mob		9,650	Externally funded project
8830	WOL Community Safety Fund		7,000	Externally funded project
8845	WOL History of Rosebud West		9,300	Externally funded project
8762	Police Point Houses		10,000	Project deferred to 2012/13
Sustainable Organisation				
8828	Smart Phone App		30,000	Project deferred to 2012/13
The CEO's Office				
8802	Develop New Web Site MPS		60,000	Project deferred to 2012/13
8742	Community Engagement Policy & Guide		21,000	Project not yet complete
8796	Community Engagement Guidelines		27,000	Project not yet complete
8798	Impl Performance Manager Software		12,400	Project not yet complete
8799	Ranelagh Conservation Man Plan Impl		18,000	Project deferred to 2012/13
8808	Shire Strategic Plan		25,000	Project deferred to 2012/13
8812	Ward Discretionary Fund - Balcombe		775	Balance carried forward as per policy
8813	Ward Discretionary Fund - Cerberus		16,069	Balance carried forward as per policy
8814	Ward Discretionary Fund - Kangerong		4,612	Balance carried forward as per policy
8815	Ward Discretionary Fund - Mornington		3,000	Balance carried forward as per policy
8816	Ward Discretionary Fund - Mt Eliza		2,144	Balance carried forward as per policy
8817	Ward Discretionary Fund - Red Hill		183	Balance carried forward as per policy
8818	Ward Discretionary Fund - Rye		8,000	Balance carried forward as per policy
8819	Ward Discretionary Fund - Truemans		5,402	Balance carried forward as per policy
8821	Ward Discretionary Fund - Rosebud		1,489	Balance carried forward as per policy
8822	Ward Discretionary Fund - Nepean		1,650	Balance carried forward as per policy
		-	1,964,024	



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		Variance to		
		Budget 2011/12 \$'000	Forecast 2011/12 \$'000	Budget 2012/13 \$'000	Budget 2011/12 \$'000	Forecast 2011/12 \$'000
Recurrent						
Unit Budgets		(89,820)	(89,937)	(95,290)	(5,471)	(5,353)
Interest (Net)		(1,261)	(741)	(585)	676	156
Depreciation		(21,255)	(21,255)	(20,927)	328	328
		(112,336)	(111,933)	(116,803)	(4,467)	(4,869)
Funded by						
Rates		113,378	113,874	120,361	6,983	6,487
Grants Commission		6,084	6,120	6,253	169	133
Efficiency Savings		400	0	500	100	500
		119,862	119,994	127,114	7,253	7,120
Recurrent Surplus/(Deficit)		7,526	8,061	10,312	2,786	2,251
Non-Recurrent						
Priority Works (Net)		(5,631)	(3,311)	(5,076)	555	(1,765)
Priority Projects (Net)		(4,535)	(2,319)	(4,699)	(164)	(2,380)
Capital Income		7,444	9,601	6,944	(499)	(2,657)
Reserve Transfers		(211)	(130)	(87)	124	43
Profit/(Loss) on Sale of Assets		0	4	0	0	(4)
Asset Revaluations and Adjustments		0	0	0	0	0
New Subdivisions		7,000	7,000	6,500	(500)	(500)
Operating surplus (deficit)		11,592	18,906	13,893	2,302	(5,012)

The overall surplus on recurrent operations is budgeted to be a surplus of \$10.312m or a favourable variance of \$2.786m to last year's budget and \$2.251m to forecast.

In total, the Units are budgeted to cost of \$95.290m or an increase to last year's budget of \$5.471m and \$5.353m to forecast. This will cover both the on-going costs for the year and also planned service expansions and enhancements.

Unit Budgets (in total) (\$5.471m increase to budget and \$5.353m increase to forecast)

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

- **Strategic Planning (+) \$82k.** Primarily due to the usual employee cost increases associated with the Award and EBA increases. In addition, an increase in capacity to utilise the Heritage Advisor has been provided for, offset in part by a reduction in external professional services.

- **Statutory Planning (+) \$243k.** As would be expected with a large staff establishment, the major impact is the usual employee cost increases associated with the Award and EBA increases. The transfer of planning certificate and title search services in the 2011/12 financial year to other entities has also contributed to the increased net cost. An increase in staff training budget has been provided to ensure that (particularly our younger) planners develop and retain their professional competencies. External professional services and legal costs have been retained at the same level as 2011/12.
- **EPACS (+) \$375k.** Whilst there is the usual year on year increases associated with a large staff establishment, a new trainee Building Inspector position has also been included. In addition, an increase in legal fees and expenses in planning enforcement has been included, taking into account the number and complexity of cases. Grants and subsidies have reduced taking into account the Emergency Management (Fire) Co-ordinator position only being funded by the DPCD for 6months.
- **Economic Development (+) \$103k.** Award and EBA salary increases and additional staffing costs for Tourism staff working on weekends has been included. An increase in funding for economic development sponsored major events has also been included. In addition, rental of a portable building at the Dromana Tourist Information Centre has been budgeted for.
- **Infrastructure Strategy (+) \$141k.** A plan to facilitate the smooth transition of resources to accommodate the retirement of a key team member in the asset management team at a critical time of SIMS2 implementation has been included. An increase in external professional services to support projects such as Peninsula Link and traffic modeling has also been included.
- **Infrastructure Maintenance (+) \$2.432m.** The major impact is the annual contract adjustments and provisions for growth within the major service contracts. To further enhance service standards, \$200k has been included for Town Based Seasonal Clean-Keepers Pilot Program and \$44k for Fauna Based Protection.
- **Infrastructure Project Management (+) \$105k.** Normal operating costs and the increased provision for professional support to assist in dealing with subdivision applications and improving processing times.
- **Renewable Resources (+) \$1.036m.** The increase is primarily due to annual contract increments and volumes relating to waste contracts. In addition, increased costs for street lighting and in particular, an allowance of \$500k has been allowed for the expected impacts of the carbon tax.
- **Child Youth and Family Care (+) \$238k.** A small increase to two existing administrative support positions for Maternal and Child Health and Immunisation positions has been included, as well as the usual employee cost increases associated with the Award and EBA increases.. Additional resourcing (via overtime) for Youth Services to manage the expanding 'out of business hours' requirements of the program and an additional car for the L2P program has also been included. Programs within the Best Start program which have received funding in previous years have been recognized within the budget; whilst this looks like a cost to Council, the funds were received in a previous year (a trend which is becoming more regular with Federal and State Governments).. The closure of the Annie Sage Child Care Centre has had a positive impact on the budget.
- **Aged and Disabled Care (-) \$6k.** The budget includes Award and EBA increments and some increase in grant funding whilst maintaining Council contribution at \$4m, which is consistent with 2011/12. In regards to external funding, Council continues to advocate for changes to the current funding formula, in the context of an ageing (and much older than average) population.
- **Recreation and Leisure (-) \$182k.** The commercial tenancy of the Pelican Pantry Café has contributed to the favourable variance to last year's budget. In addition, improved income relating to Foreshore Camping has been included, offset in part by increases in various activities associated with Foreshore Camping. Much of the increase in sport and leisure relates

to Award and EBA increments and changes in income. Other normal operational cost increases have also been budgeted for.

- **Libraries (+) \$219k.** Primarily relate to the on-going costs of running a large library operation (staffing/ internal IT costs etc) and a small increase in resourcing for the Cultural Planner.
- **Director Sustainable Communities (+) \$143k.** Normal Award and EBA increments and a small increase in FTE. In addition, a number of programs a funded over more than one year and are budgeted for accordingly.
- **Governance and Corporate Support (+) \$45k.** Primarily due to normal operational increases. In addition, Ward Discretionary Funds (previously budgeted within this budget area) have been reallocated to Priority Projects.
- **Property and Valuations (+) \$109k.** The usual employee cost increases, increases in legal and external professional services and a reduction in the sale of valuation data have contributed to the result. Increases in property rental income and income from the sale of bathing boxes has also increased, offsetting part of the increase. The property recharge (notional rental cost allocated to Council property for Competitive Neutrality) has contributed unfavourably \$38k – this however does not impact on the Shire bottom line.
- **Information Services (+) \$62k.** Increases in maintenance and support costs have been included. The inclusion of an additional full time IT Help Desk Officer position has also been included to ensure we manage the growth in IT support requirements.
- **Finance (+) \$96k.** 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 (+) \$36k.** Increase primarily due to the usual employee cost increases.
- **Team Support and Development (+) \$120K.** Primarily due to increases in the paid parental leave program (maternity leave) and rehabilitation employee costs (whilst not directly within this budget area, workcover premiums have reduced as part of the management of employee rehabilitation, to some extent offsetting this budget area within TS and D).

**Income Statement (Net Cost)
2012/13**

Unit	Adopted Budget 2011/12 \$'000	Forecast 2011/12 \$'000	Budget 2012/13 \$'000	Variance to Budget 2011/12 \$'000	Variance to Forecast 2011/12 \$'000
Recurrent					
Strategic Planning	(1,611)	(1,588)	(1,693)	(82)	(105)
Statutory Planning	(3,710)	(3,918)	(3,953)	(243)	(35)
EPACS	(4,874)	(4,838)	(5,249)	(375)	(411)
Economic Development	(1,480)	(1,655)	(1,583)	(103)	72
Director Sustainable Environment	(439)	(439)	(448)	(9)	(9)
Infrastructure Strategy	(1,859)	(1,886)	(2,000)	(141)	(113)
Infrastructure Maintenance	(35,859)	(35,510)	(38,291)	(2,432)	(2,781)
Infrastructure Project Management	(1,053)	(1,053)	(1,158)	(105)	(105)
Renewable Resources	(10,782)	(10,720)	(11,818)	(1,036)	(1,098)
Director Sustainable Infrastructure	(502)	(502)	(531)	(29)	(29)
Child Youth and Family Care	(5,114)	(5,341)	(5,353)	(238)	(12)
Aged and Disability Services	(4,029)	(4,028)	(4,023)	6	6
Recreation and Leisure	(4,322)	(4,512)	(4,140)	182	372
Libraries Arts and Culture	(4,762)	(4,752)	(4,981)	(219)	(229)
Director Sustainable Communities	(1,159)	(1,168)	(1,302)	(143)	(134)
Governance and Corporate Support	(4,502)	(4,387)	(4,547)	(45)	(161)
Property and Valuation	4,852	4,898	4,742	(109)	(155)
Information Services	(2,253)	(2,253)	(2,315)	(62)	(62)
Finance	(2,134)	(2,126)	(2,230)	(96)	(104)
Director Sustainable Organisation	(472)	(455)	(502)	(30)	(46)
Communications	(1,048)	(940)	(1,084)	(36)	(144)
Team Support and Development	(1,141)	(1,206)	(1,262)	(120)	(56)
Corporate Planning & Projects	(1,016)	(1,006)	(1,012)	4	(6)
Internal Audit	(0)	(0)	(0)	(0)	(0)
The CEO's Office	(550)	(550)	(559)	(10)	(10)
Unit Budgets	(89,820)	(89,937)	(95,290)	(5,471)	(5,353)
Rates	113,378	113,874	120,361	6,983	6,487
Grants Commission	6,084	6,120	6,253	169	133
Depreciation	(21,255)	(21,255)	(20,927)	328	328
Efficiency Savings	400	0	500	100	500
Interest (Net)	(1,261)	(741)	(585)	676	156
Recurrent Surplus / (Deficit)	7,526	8,061	10,312	2,786	2,251
Non-Recurrent					
Capital Grants	4,309	5,188	4,437	128	(751)
Special Charge Schemes	615	865	0	(615)	(865)
Contributions	2,520	3,548	2,507	(13)	(1,040)
Profit/(Loss) on Sale of Assets	0	4	0	0	(4)
Priority Projects (Net)	(4,535)	(2,319)	(4,699)	(164)	(2,380)
Priority Works (Net)	(5,631)	(3,311)	(5,076)	555	(1,765)
Non-Recurrent Surplus / (Deficit)	(2,723)	3,975	(2,831)	(108)	(6,806)
Surplus / (Deficit) before Adjustments	4,803	12,036	7,481	2,678	(4,555)
New Subdivisions	7,000	7,000	6,500	(500)	(500)
Transfers From / To Reserves (Net)	(211)	(130)	(87)	124	43
Surplus / (Deficit)	11,592	18,906	13,893	2,302	(5,013)

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

STRATEGIC PLANNING

Activities

Strategic Planning involves thinking about the future in ways which are both critical (to address current and emerging problems) and creative (to build opportunities). The **Strategic Planning Unit** seeks to engage with the community and to provide Council with the best possible advice on strategic land use planning matters, within the context of Council's overarching goal of moving towards a Sustainable Peninsula.

The **Strategic Planning Unit** is involved in six major activities:

- Land use strategy and policy development – relating to areas including Housing and Settlement strategy, Activity Centre planning, Green Wedge Management, Port Area planning and the connections between these issues, including the role of infrastructure and transport networks which influence the development pattern on the Peninsula. This activity also includes analysis of policy proposals from other agencies and 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.
- Local area projects, including town centre plans, township plans, design frameworks and streetscape plans.
- Heritage planning & urban design, including issues relating to neighborhood character and town centre identity.
- Coastal planning, including the development and review of Coastal Management Plans for specific areas of the coast.
- Natural systems planning, including the development of a Biodiversity Action Plan for the Shire and coordination with the Regional Catchment Strategy.
- Planning Scheme review, maintenance and upgrading, as a major element of policy implementation.

Budget

Net Cost by Team	Adopted		Variance to		Variance to
	Budget	Forecast	Budget	Budget	Forecast
	2011/12	2011/12	2012/13	2011/12	2011/12
	\$'000	\$'000	\$'000	\$'000	\$'000
Strategic Planning	(1,611)	(1,588)	(1,693)	(82)	(105)
Operating Surplus / (Deficit)	(1,611)	(1,588)	(1,693)	(82)	(105)

Net Cost by Classification	Adopted			Variance to	Variance to
	Budget	Forecast	Budget	Budget	Forecast
	2011/12	2011/12	2012/13	2011/12	2011/12
	\$'000	\$'000	\$'000	\$'000	\$'000
Revenue					
Statutory Fees and Fines	33	24	33	0	10
User Fees	10	41	0	(10)	(41)
Grants - Recurrent	10	10	10	0	0
Total Revenue	53	75	43	(10)	(31)
Expenses					
Employee Costs	1,176	1,189	1,231	(54)	(42)
Materials and Services	340	311	352	(12)	(41)
Other Expenses	5	18	9	(5)	8
Internal Expenses	143	146	144	(1)	2
Total Expenses	1,664	1,663	1,736	(72)	(73)
Operating Surplus / (Deficit)	(1,611)	(1,588)	(1,693)	(82)	(105)

Financial Impact

The net cost of \$1.693m is an increase of \$82k to last year's budget and \$105k to forecast, due primarily to the normal award and EBA increases. In addition, an increase in capacity to utilise the Heritage Advisor (from \$40k to \$60k) has been included, offset in part by a reduction in external professional services.

Resources Impact

FTE	Perm't	Casual	O/time	Agency Labour	Other	W/covers	Total Costs	
	(\$ '000)	(\$ '000)	(\$ '000)	(\$ '000)	(\$ '000)	(\$ '000)	(\$ '000)	
	12.00	1,187	11	12	0	0	20	1,231
FTE 2011/12	11.80							
FTE 2012/13				12.00				
								var (+)0.20

The staff establishment has increased by 0.2 FTE, however there is no change to the Unit bottom line. The Team Leader Scheme and Systems Review - Strategic Planning position has increased from 0.8 FTE to 1.0 FTE, offset by a reduction to agreed extra hours (which were previously budgeted for).

Key Deliverables

Many of the projects to be delivered in 2012/13 commenced in the 2011/12 financial year reflecting the relatively long preparation, consultation and review processes involved in plan development and the need to co-ordinate efforts with other groups and State government agencies. Much of the coming year will be focused on:

- Completion of the Housing and Sustainable Settlement Strategy. The intention of the project is to include a co-ordinated review of housing with other key factors which affect the sustainability and liveability of settlements, including access to employment, the availability of transport services, neighbourhood character, the availability of open space and recreation areas 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.
- Post Exhibition review of the draft Rosebud Structure Plan and Urban Design Framework to help guide the town's development as the principal commercial centre for the southern Peninsula.
- 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.
- Exhibition of amendments to assist in the implementation of adopted township plans for Tyabb and Crib Point.
- Completion of the Port Phillip Urban Design Framework and Western Port Character Study and Design Guidelines, including a character study and development guidelines for the Red Hill township.
- Ongoing advocacy linked with the foreshadowed preparation of a new Mornington Peninsula planning statement by the State Government and a review of the Green Wedge Zone.
- Development of the Mornington Peninsula Planning Statement (including community engagement process)
- A review of the potential impact of port area development in order to support future advocacy by the Shire on behalf of local communities.
- Completion of the Rosebud Foreshore Coastal Management Plan to ensure proper future management of this key coastal activity node and the surrounding recreation and conservation areas.
- Completion of the Mornington Foreshore Coastal Management Plan, incorporating the findings of the Schnapper Point Framework Plan and work undertaken in the assessment of the Mornington Boat Harbour proposal.
- Completion of the Hastings South Coastal Management Plan, including the extensive areas of public land adjacent to the Western Port Marina.

How will 2012/13 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, Port of Hastings (and related infrastructure) development, the review of 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.
- An expected increase in the level of resources necessary to support Foreshore Advisory Groups, given the increase (by three) in the number of Advisory Groups.
- 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.
- A reduction in the number of planning permit referrals, given the reduced level of planning permit applications, however this is unlikely to be significant in terms of workload (as referrals are highly variable in the level of input required).
- 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.
- Withdrawal of the Heritage Grants program in favour of a direct program of assistance to heritage property owners (supported by external funding)

New Initiatives

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

- Peninsula Planning Statement \$30k
- Housing and Affordable Settlement Strategy \$50k
- Port Strategy Implications Study \$50k
- Tootgarook Wetland Management Plan \$50k
- Boating Capacity Facilities Study \$60k
- Mornington Harbour Precinct Plan \$40k

- Coastal Geotechnical Risk Assessments \$40k

A number of ongoing projects have also been included –

- Flinders Village Landscape Masterplan \$30k
- Rosebud Heart Precinct Plan \$50k
- Heritage Review \$70k
- Stream Watch Water Watch Program \$30k

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	Protected coastal and rural landscapes.
	1.4	New development based on good design, safe environments and ecologically sustainable development.
	1.5	Recognised and protected heritage.
Goal 2 Enhancing Public Places & Spaces	2.2	Sustainable natural systems.
Goal 4 Leading Change on Climate Change	4.1	Sustainable resource use
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
	2011/12	2011/12	2012/13	2011/12	2011/12
	\$'000	\$'000	\$'000	\$'000	\$'000
Statutory Planning	(3,710)	(3,918)	(3,953)	(243)	(35)
Operating Surplus / (Deficit)	(3,710)	(3,918)	(3,953)	(243)	(35)

Net Cost by Classification	Adopted		Variance to		Variance to
	Budget	Forecast	Budget	Budget	Forecast
	2011/12	2011/12	2012/13	2011/12	2011/12
	\$'000	\$'000	\$'000	\$'000	\$'000
Revenue					
Statutory Fees and Fines	1,373	1,166	1,290	(83)	124
User Fees	307	337	290	(17)	(47)
Contributions	0	3	0	0	(3)
Total Revenue	1,680	1,506	1,580	(100)	74
Expenses					
Employee Costs	3,686	3,690	3,793	(107)	(104)
Materials and Services	1,137	1,166	1,121	16	45
Other Expenses	15	17	38	(23)	(21)
Internal Expenses	552	552	581	(29)	(29)
Total Expenses	5,390	5,424	5,533	(143)	(109)
Operating Surplus / (Deficit)	(3,710)	(3,918)	(3,953)	(243)	(35)

Financial Impact

The net cost for Statutory Planning Unit is \$3.953m which is an increase of \$243k on last year's budget and an increase of \$35k to forecast.

The cessation of the planning certificate and title search services in the 2011/12 financial year has contributed to the increased net cost involved in providing the Council's Statutory Planning service. In addition, an increase in staff training budget has been provided to ensure that planners develop and retain their professional competencies. This additional budget will complement the corporate training run by the Shire.

Normal operational increases, and Award and EBA increases have also 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)
44.80	3,675	18	35	0	0	65	3,793

FTE 2011/12	44.80	FTE 2012/13	44.80	var	(+)0.00
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The staff establishment remains unchanged.

With the number of applications received expected to mirror the number received in 2011/12 (which is lower than previous years), we will review each position as it becomes available to ascertain whether a 'like for like' resource is required.

As indicated above, some resource will be directed to Strategic Planning activities, whilst still budgeted in this area.

Key Deliverables

- Receipt of some 2,300 planning applications, which is a similar amount to 2011/12
- Sixty-five (65%) of planning applications to be decided within the statutory time period

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

- The number of new planning applications received by Council appears to be declining compared to other financial years and consequently, the Statutory Planning Unit will continue to monitor carefully our statistics;
- 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/MAV STEPS program with a view to reduce the time (measured in days) taken to decide a planning application whilst maintaining good 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.
- The Unit will formally launch SPEAR (an online planning application tool) for the submission of subdivision applications only. Council expects to receive up to 800 planning applications in this financial year via SPEAR. Use of this program will reduce the amount of paper (hard copy) received by Council in relation to subdivision applications (only) and the time involved in referring such applications. An additional resource (part-time initially, expected to grow to full-time) will be required to provide administration support to the program, as it does not integrate with Council's existing software however this FTE requirement can be accommodated within our existing structure.

- 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; and,
- The Co-ordinator Integrated Planning’s workload will be specifically dedicated to strategic planning projects at least until mid next financial year (2012/13), but will continue to work in the Statutory Planning Unit in a mentoring and coaching capacity.
- Budget provisions for Legal costs and External Professional support are the same as 2011/12.
- Council no longer provides the Planning Certificate service; this responsibility has been transferred to Department of Planning and Community Development, as it can be provided cheaper and faster than Council.
- Council has also ceased to provide the Title search service, as this information can be sourced cheaper and faster from Land Victoria.

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 Protected coastal and rural landscapes
	1.4 New development based on good design, safe environments and ecologically sustainable development
	1.5 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 fire risk in association with the CFA and its many local brigades to protect the community against loss of life or property. Through the adoption and implementation of the Shire's Fire Prevention Plan, participation in the Integrated Fire Management Planning with all related agencies, programs are designed and undertaken to reduce the risk of fire in the community and help facilitate a community resilient to emergencies.

The Shire has a statutory role in accordance with the *Emergency Management Act 1986* to provide resources for emergency prevention, preparedness, response and recovery. To 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 reunite lost animals with their owners or seek 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 (with three more being proposed and assessed for suitability) Supervised Children's Crossings in the Shire and more than 100 permanent and relieving staff engaged in this important 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 when using Buildings and Places of Public Entertainment. This team also plays a role in the Shire's emergency management functions.

Since the introduction of the privatised system for the issue of building permits in Victoria the majority of building permits are now issued by private building surveyors. The Statutory Building team provide as a service, advice and inspections across a broad range of issues including –

- Attendance during emergencies to assess the degree of structural damage to buildings following major impact
- Essential services in buildings for fire protection, alarms and exits.
- Swimming pool safety barriers
- Identifying areas of land subject to flooding and bushfire.
- Providing property owners with 'Report and Consent' consideration
- Property information
- Event occupancy permits
- Place of Public Entertainment Permits

Budget

Net Cost by Team	Adopted		Budget	Variance to	
	Budget	Forecast		Budget	Forecast
	2011/12	2011/12	2012/13	2011/12	2011/12
	\$'000	\$'000	\$'000	\$'000	\$'000
EPACS Admin	(1,110)	(1,110)	(1,149)	(39)	(38)
Environmental Health	(448)	(453)	(468)	(19)	(14)
Planning Enforcement	(563)	(696)	(645)	(82)	51
Shire Rangers	(909)	(851)	(1,003)	(94)	(152)
School Crossings	(960)	(960)	(1,009)	(49)	(49)
Fire Prevention	(149)	(134)	(150)	(2)	(16)
Animal Shelter Mornington	(278)	(274)	(289)	(11)	(15)
Building Survey - Statutory	(93)	(18)	(169)	(76)	(151)
EPACS Special Projects	(163)	(159)	(159)	3	(0)
Manager EPACS	(202)	(182)	(208)	(6)	(26)
Operating Surplus / (Deficit)	(4,874)	(4,838)	(5,249)	(375)	(411)

Net Cost by Classification	Adopted		Budget 2012/13 \$'000	Variance to	
	Budget	Forecast		Budget	Forecast
	2011/12	2011/12		2011/12	2011/12
	\$'000	\$'000		\$'000	\$'000
Revenue					
Statutory Fees and Fines	2,019	1,998	2,029	9	31
User Fees	740	947	753	13	(194)
Grants - Recurrent	334	350	286	(48)	(64)
Total Revenue	3,093	3,294	3,067	(26)	(227)
Expenses					
Employee Costs	6,080	6,068	6,368	(288)	(300)
Materials and Services	621	808	672	(51)	136
Other Expenses	83	71	69	14	1
Internal Expenses	1,183	1,186	1,207	(24)	(21)
Total Expenses	7,967	8,132	8,316	(349)	(184)
Operating Surplus / (Deficit)	(4,874)	(4,838)	(5,249)	(375)	(411)

Financial Impact

The net cost of \$5.249m is an increase of \$375k to last year's budget and \$411k to forecast.

Major variations include:

- **EPACS Admin** – normal Award and EBA increments.
- **Planning Enforcement** – increase in legal fees and expenses taking into account the amount and complexity of cases that arise in enforcing planning matters. In addition, a reduction in infringement income following greater emphasis being placed on negotiating outcomes. Casual salaries to cope with peaks has also been included.
- **Shire Rangers** –. employee cost increases due to the normal Award and EBA increments and outcomes of a process review.
- **Fire Prevention** – funding for the Emergency Management (Fire) Co-ordinator is for 6 months only.
- **School crossings** –.increase in employee costs due to normal Award and EBA increments. In addition, a minor reduction in grant funding based on the actual grant received in 2011/12.
- **Animal Shelter** –.increase in normal salaries taking into account a Community Animal Shelter Officer position 0.6FTE, offset by a reduction in casual salaries.
- **Building Survey – Statutory** – a new trainee Building Inspector position has been included to assist with workload.

Resources Impact

FTE	Perm't (\$ '000)	Casual (\$ '000)	O/time (\$ '000)	Agency Labour (\$ '000)	Other (\$ '000)	W/cover (\$ '000)	Total Costs (\$ '000)	
	74.08	5,774	365	75	10	0	143	6,368
FTE 2011/12	72.48							
FTE 2012/13	74.08							
				var	(+)1.60			

The staff establishment has increased by 1.6 FTE. Within 2011/12, a Community Animal Shelter Officer position has been included at 0.6FTE, offset by a reduction in casual salaries.

A trainee Building Inspector (1.0 FTE) has been included, having regard for the growth in workload through POPE approvals (notwithstanding the new processes), siting dispensations and building notices.

Key Deliverables

- The Administration team takes around 40,000 phone calls per annum, and this is not expected to change.
- Fire Prevention services undertake 4,000 inspections and issue 2,500 notices and 150 infringements per annum.
- Ranger Services undertake 10,000 service requests per annum with approximately 250 matters that involve court proceedings.
- Animal Control sees around 1,500 dogs and 600 cats impounded annually.
- Approximately 6,000 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 1,400 food premises; during the past five years, the number of food premises has increased by approximately 10% per year and this is expected to continue.
- 700 temporary food permits are issued per year and is increasing each year by approximately 10%.
- The number of waste water management permits is expected to decrease from 310 to 280 as more of the Mornington Peninsula is sewered and reflective of the reduction in building activity of 10%.
- Statutory Building record 3,500 building permits issued by private building surveyors each year, and a reduction of approximately 5% is expected.
- 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 2012/13 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 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.
- Requests for Ranger Services are not expected to change but may be impacted by the current review of the Shire's Local Law.
- The workload in Planning Enforcement seems to be involving a greater requirement for legal advice and representation.

- Environmental Health is expecting a continuation of a 10% increase in registered food premises to be managed and inspected.
- Statutory Building will be concentrating on improving processes to resolving compliance matters as quickly as possible.
- The State Government is expected to make some changes to legislation relating to events and this is expected to impact on Statutory Building and Environmental Health. The number of events requiring assessment by the Statutory Building and Environment Health Teams is expected to be around 250.

New Initiatives

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

- Best Bites \$15k

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	4.1 Sustainable resource use.
Goal 6 Healthy, Safe and Connected Communities	6.2 Optimal health and wellbeing for all ages and abilities. 6.5 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 maintenance of a sustainable Mornington Peninsula economy is the key focus of the EDU. In a sense the EDU nurtures and grows local business rather than trying to attract industry from elsewhere.

The achievement of this goal is facilitated through two broad, core functional areas:

Business Development – Has the primary role of identifying, facilitating and nurturing appropriate and sustainable economic development opportunities. The team provides advice and assistance on business expansion and establishment, training and mentoring opportunities, preliminary planning advice, monitoring of economic trends, publication of a quarterly newsletter for the business community, and facilitation of business and industry networking opportunities.

The team works proactively to increase the capacity of the region to underpin business viability and ultimately competitiveness, through mentoring, networking, having a commitment to business excellence through an awards program; and support for major projects, e.g. water recycling, telecommunications and transport opportunities.

Tourism - Mornington Peninsula Tourism's aim is to promote the Mornington Peninsula region as a year round, world class holiday destination to all regions within Victoria, Australia and internationally. The team works closely with over 400 member operators from a diverse range of tourism enterprises on the Peninsula. Further, the unit assists the nine Local Tourism Associations [LTA's] to achieve common group goals whereby visitors experience a great time whilst visiting the region.

The year will see the interim implementation of the Mornington Peninsula Regional Tourism Board, to better align with Tourism Victoria's new strategic directions and hopefully to facilitate more local tourism product development & investment. This new regional board will hopefully nurture synergies and opportunities within the Frankston area, as Frankston develops into a Central Activity Centre.

Budget

Next Cost by Section	Adopted		Variance to		Variance to
	Budget	Forecast	Budget	Budget	Forecast
	2011/12	2011/12	2012/13	2011/12	2011/12
	\$'000	\$'000	\$'000	\$'000	\$'000
Business Development	(472)	(499)	(490)	(18)	9
Tourism General	(694)	(686)	(753)	(60)	(67)
Tourism Projects	0	(159)	0	0	159
Manager Economic Development	(315)	(311)	(340)	(26)	(30)
Operating Surplus / (Deficit)	(1,480)	(1,655)	(1,583)	(103)	72

Net Cost by Classification	Adopted		Variance to		Variance to
	Budget	Forecast	Budget	Budget	Forecast
	2011/12	2011/12	2012/13	2011/12	2011/12
	\$'000	\$'000	\$'000	\$'000	\$'000
Revenue					
User Fees	650	702	697	47	(4)
Contributions	0	8	0	0	(8)
Grants - Recurrent	175	253	195	20	(58)
Internal Income	0	1	0	0	(1)
Total Revenue	825	964	892	67	(72)
Expenses					
Employee Costs	1,081	1,083	1,135	(54)	(53)
Materials and Services	1,005	1,296	1,121	(116)	175
Other Expenses	19	40	20	(1)	20
Internal Expenses	200	201	199	1	2
Total Expenses	2,305	2,619	2,476	(170)	144
Operating Surplus / (Deficit)	(1,480)	(1,655)	(1,583)	(103)	72

Financial Impact

The net cost of \$1.583m is an increase of \$103k to last year's budget and a decrease of \$72k to forecast.

Major variations include:

- **Business Development** – normal Award and EBA increments.
- **Tourism** – Award and EBA salary increases and additional staffing costs for staff working on weekends. The rental of a portable to assist with accommodation at the Dromana Tourist Information Centre has also been included.
- **Tourism, Projects** – operates at no cost to council.
- **Manager Economic Development** – costs to cover major event funding for 4-5 events, including Jayco Herald Sun Tour, Peninsula Short Film Festival, Australian Veteran Masters Golf Championship and the Mornington Peninsula 54 Hole Golf Tournament. Offset by a small increase in grant funding.

Resources Impact

FTE	Perm't (\$ '000)	Casual (\$ '000)	O/time (\$ '000)	Agency Labour (\$ '000)	Other (\$ '000)	W/cover (\$ '000)	Total Costs (\$ '000)
12.10	1,076	15	24	0	1	20	1,135

FTE 2011/12	12.10	FTE 2012/13	12.10	var	(+)0.00
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The staff establishment is unchanged from the previous year.

Key Deliverables

- Continued implementation of the 2009-2014 Economic Sustainability Strategy
- Ongoing support for the 5 commercial centres' Special Charge Schemes
- Undertaking the renewal of Mt Eliza and Rosebud's Special Charge Schemes
- Undertaking of the biennial Business Survey

- 40 Liquor Licensed Footpath Trading Permits administered
- 350 Footpath Trading permits issued and administered
- Development and publication 125,000 Official Visitor Guides
- Raising \$500k of tourism industry cooperative marketing funds
- Support the Mornington Peninsula Regional Tourism Board restructuring
- Undertaking of 10 Excellence in Tourism Industry Workshops
- Support for 4 emerging iconic events that showcase the Mornington Peninsula's attractions
- Continued representation on the Melbourne South East group of Councils and utilities for regional economic development opportunities
- Undertake the 2012 Careers Expo in Mornington
- Ongoing support for the Marine Sector Alliance in its advocacy and policy development work.

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

- Within the Tourism area, supporting the restructuring of the Mornington Peninsula Regional Tourism Board will be an important initiative.
- 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.
- The de-commissioning of the Mornington Peninsula Business Centre at Hastings is expected to be finalized in 2012/13.

New Initiatives

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

- Contribution to the interim Mornington Peninsula Regional Tourism Board \$25k
- Marine Industry Precinct Planning \$60k

A number of ongoing projects have also been included –

- Conduct of Careers Expo \$30k
- Visitor Information Centre's Staffing contribution \$50k
- Promotion and Marketing of Mornington Peninsula to the national conference industry \$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	Resilient economy
	7.2	Increased investment
	7.3	Prosperous rural economy
	7.4	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		Budget 2012/13 \$'000	Variance to	
	Budget	Forecast		Budget	Forecast
	2011/12	2011/12		2011/12	2011/12
Director Sustainable Environment	(439)	(439)	(448)	(9)	(9)
Operating Surplus / (Deficit)	(439)	(439)	(448)	(9)	(9)

Net Cost by Classification	Adopted		Budget 2012/13 \$'000	Variance to	
	Budget	Forecast		Budget	Forecast
	2011/12	2011/12		2011/12	2011/12

Revenue

Total Revenue	0	0	0	0	0
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Expenses

Employee Costs	346	346	348	(2)	(2)
Materials and Services	10	10	14	(4)	(4)
Other Expenses	26	26	27	(1)	(1)
Internal Expenses	58	58	59	(2)	(2)

Total Expenses	439	439	448	(9)	(9)
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Operating Surplus / (Deficit)	(439)	(439)	(448)	(9)	(9)
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Financial Impact

The net cost of \$448k is an increase of \$9k to last year's budget and \$9k to forecast, with the normal Award and EBA increases contributing to the increase.

Resources Impact

FTE	Perm't (\$ '000)	Casual (\$ '000)	O/time (\$ '000)	Agency Labour (\$ '000)	Other (\$ '000)	W/cover (\$ '000)	Total Costs (\$ '000)
	2.00	342	0	0	0	0	6
							348

FTE 2011/12	2.00	FTE 2012/13	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 2012/13 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 to showcase the Mornington Peninsula to visitors in a non-peak period, thus increasing visitation and investment.
- The establishment of the Mornington Peninsula Regional Tourism Board will be an important tourism 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	Protected coastal and rural landscapes.
	1.4	New development based on good design, safe environments and ecologically sustainable development.
	1.5	Recognised and protected heritage.
Goal 2 Enhancing Public Places & Spaces	2.2	Sustainable natural systems.
Goal 4 Leading Change on Climate Change	4.1	Sustainable resource use.
Goal 6 Healthy, Safe and Connected Communities	6.2	Optimal health and wellbeing for all ages and abilities.
	6.5	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	Resilient economy.
	7.2	Increased investment.
	7.3	Prosperous rural economy.
	7.4	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 by Council or others. These include monitoring and development of the Capital Works Program, planning for all forms of transport including public transport, infrastructure policy development and coordinating external funding programs for infrastructure and services.

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

Assets include, for example:

- 1,650 kilometres of roads
- 550 km of footpaths
- 1,200 km of drainage pipes with 47,000 pits
- 1,700 hectares of open space parks
- over 580 buildings

Traffic and Road Safety Team is responsible for the management of traffic and operation of Mornington Peninsula Shire controlled roadways (local roads). The traffic engineers and Road Safety Officers work closely with the community to address concerns regarding road related infrastructure with a focus on road safety and developing a safer road environment.

Special Charge Scheme team is involved with the implementation of Council's Infrastructure projects using the Special Charge provisions of the Local Government Act. The issue of owner liability (properties abutting the proposed works) and community benefit from the works and extent to which the community or Council should contribute towards the construction of a particular road, footpaths, drains or car parks.

Budget

Net Cost by Team	Adopted		Budget 2012/13 \$'000	Variance to	
	Budget	Forecast		Budget	Forecast
	2011/12 \$'000	2011/12 \$'000		2011/12 \$'000	2011/12 \$'000
Asset Management	(728)	(764)	(825)	(96)	(60)
Infrastructure Planning and Policy	(226)	(236)	(220)	6	16
Traffic Mgt and Customer Service	(433)	(381)	(456)	(22)	(75)
Road Safety	(119)	(119)	(127)	(8)	(8)
Infra Strategy Special Projects	(152)	(152)	(155)	(4)	(4)
Transport Connections	0	(37)	(8)	(8)	29
Manager Infrastructure Strategy	(200)	(198)	(209)	(9)	(11)
Operating Surplus / (Deficit)	(1,859)	(1,886)	(2,000)	(141)	(113)

Net Cost by Classification	Adopted			Variance to	
	Budget	Forecast	Budget	Budget	Forecast
	2011/12	2011/12	2012/13	2011/12	2011/12
	\$'000	\$'000	\$'000	\$'000	\$'000
Revenue					
Statutory Fees and Fines	1	1	1	0	0
Grants - Recurrent	88	88	88	0	0
Total Revenue	88	88	88	(0)	(0)
Expenses					
Employee Costs	1,451	1,443	1,521	(71)	(79)
Materials and Services	183	200	235	(51)	(35)
Other Expenses	10	9	14	(4)	(5)
Internal Expenses	302	323	317	(15)	6
Total Expenses	1,947	1,975	2,088	(141)	(113)
Operating Surplus / (Deficit)	(1,859)	(1,886)	(2,000)	(141)	(113)

Financial Impact

The net cost of \$2m is an increase of \$141k to last year's budget and \$113k to forecast.

Major variances include:

- **Asset Management** – a staff management plan to facilitate the smooth transition of resources to accommodate the retirement of a key team member in the team at a critical time of SIMS2 implementation.
- **Infrastructure Planning and Policy** – increase in external professional services to support projects such as planning for Peninsula Link and traffic modeling.
- **Traffic Management and Customer Service** – the normal Award and EBA increments.
- **Transport Connections Project** – the budget takes into account that the program is a fully funded program.

Resources Impact

FTE	Perm't (\$ '000)	Casual (\$ '000)	O/time (\$ '000)	Agency Labour (\$ '000)	Other (\$ '000)	W/cover (\$ '000)	Total Costs (\$ '000)
18.10	1,443	48	0	0	0	31	1,521
FTE 2011/12	18.10						
FTE 2012/13			18.10				
				var	(+)0.00		

The staff establishment remains unchanged.

Key Deliverables

- Planning and monitoring of the Capital Works program
- Development of the Asset Management Plans
- Revision of the Road Management Plan
- Development of submissions for VicRoads Blackspot and Roads to Recovery funding
- Bicycle Strategy Implementation
- Assessment of Development Applications (traffic issues)
- Development and implementation of Road Safety initiatives

- Development of Public Toilet Strategy
- Development of Commercial Car Park Construction Strategy
- Implementation of the Footpath Construction Strategy
- Implementation of the Urban Road Contributory Scheme Strategy
- Advocacy and progression of Public Transport enhancements
- Processing of 2000 Merit requests and 500 items of correspondence for traffic management issues

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

- We will achieve 'Core Maturity' as part of the MAV Asset Management STEP program
- Traffic investigations will include the Peninsula Link Freeway in operation
- The Toilet Strategy refurbishment program will commence its rollout
- 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 introduction 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.
- Staff transition planning within Special Charge Scheme area.

New Initiatives

No new Priority Projects have been allocated to this Unit.

The following ongoing project has been included –

- Road Safety Program \$50k

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, as well as planning for the provision of new infrastructure assets.

The operations of this Unit link directly to strategies relevant to the appropriate planning and provision of infrastructure assets, including -

Goal	Key Outcomes	
Goal 2 Enhancing Public Places and Spaces	2.1	Planning, developing and maintaining community 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 our 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, including annual program of road resealing and rehabilitation (renewal) for preservation of the existing sealed road and car park network. Emergency management involving Municipal Emergency Resource Officer (MERO) role also forms part of the SLR activities.

Cleansing - Routine and programmed cleansing services involving street sweeping, street litter bin collection, public toilet cleaning, BBQ cleaning, beach cleaning, loose litter collection and underground stormwater drain and pit cleaning.

Furniture and Signs - Routine and programmed maintenance of furniture and signs along roadsides, in parks, on foreshores, within commercial areas and includes fences, litter bins, seats, bollards, line marking, corporate signage and non standard street lighting.

Parks and Roadsides - Maintenance of active and passive open spaces, including foreshores and roadsides, through routine and programmed grass cutting, weed control, vegetation (tree and shrub) management, garden bed maintenance, power line clearance (for declared areas) and storm damage clean up.

Buildings - Provision of routine and programmed maintenance of over 800 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
	2011/12	2011/12	2012/13	2011/12	2011/12
	\$'000	\$'000	\$'000	\$'000	\$'000
Contract Auditing	(129)	(124)	(127)	2	(3)
Customer Support/Business Support	(285)	(302)	(300)	(15)	2
Road Maintenance Administration	(151)	(143)	(153)	(2)	(10)
Roads - SIMS	(6,195)	(6,195)	(6,948)	(753)	(753)
Cleansing Services Administration	(119)	(118)	(118)	1	0
Cleansing - SIMS	(6,298)	(6,298)	(6,827)	(529)	(529)
Parks and Roadsides Administration	(185)	(185)	(209)	(24)	(24)
Parks and Roadsides - SIMS	(9,936)	(9,880)	(10,491)	(555)	(611)
Furniture and Signs - SIMS	(3,179)	(3,157)	(3,347)	(168)	(190)
Natural Systems Administration	(454)	(469)	(489)	(35)	(20)
Warrigine Park	(213)	(220)	(224)	(11)	(4)
Natural Systems Services	(2,455)	(2,455)	(2,577)	(121)	(121)
The Briars	(574)	(591)	(601)	(27)	(10)
Shire Nursery	(176)	(176)	(185)	(10)	(10)
Building Administration	(526)	(507)	(615)	(89)	(107)
Buildings - SIMS	(4,112)	(3,914)	(4,131)	(18)	(217)
Building Costs	(388)	(382)	(449)	(61)	(67)
Fleet and Plant Management	(75)	(75)	(77)	(2)	(2)
Manager Infrastructure Maintenance	(410)	(319)	(425)	(16)	(106)
Operating Surplus / (Deficit)	(35,859)	(35,510)	(38,291)	(2,432)	(2,781)

Net Cost by Classification	Adopted		Variance to		Variance to
	Budget	Forecast	Budget	Budget	Forecast
	2011/12	2011/12	2012/13	2011/12	2011/12
	\$'000	\$'000	\$'000	\$'000	\$'000
Revenue					
User Fees	172	191	227	55	37
Grants - Recurrent	114	114	119	5	5
Internal Income	507	507	525	17	17
Total Revenue	793	812	871	(78)	(59)
Expenses					
Employee Costs	2,087	2,094	2,196	(109)	(102)
Materials and Services	33,818	33,478	36,079	(2,261)	(2,601)
Other Expenses	120	123	246	(125)	(123)
Internal Expenses	627	627	641	(14)	(14)
Total Expenses	36,652	36,322	39,162	(2,510)	(2,840)
Operating Surplus / (Deficit)	(35,859)	(35,510)	(38,291)	(2,432)	(2,781)

Financial Impact

The net overall cost for Infrastructure Maintenance of \$38.291m has increased by \$2.432m to last year's budget and by \$2.781m to forecast.

Major variations include:

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

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

- Allowance for annual adjustment for the effects of contract indexation as per contract requirements
- Allowance for growth as new or additional assets are added to the service delivery scope
- Allowance for new initiatives / service enhancements.

Across the service procurement contracts, the collective increase in budget from 2011/12 for these factors is \$2,159k.

The following is a more detailed explanation of these factors:

1. Allowance for annual adjustment for the effects of contract indexation:

An allowance has been made for contract adjustments, based on movements in the Australian Bureau of Statistics (ABS) Indices. The estimated increases for contract adjustments based on the previous 12 months ABS data are 3% for the SIMS Contracts – Buildings, Cleansing, Furniture & Signs and Park & Roadsides. 2.5% has been applied to the Bushland Reserves contracts.

For SLR, the contract adjustment allowance is 7%. 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 3%, the other key index for SLR is the Petroleum and Coal (Bitumen) Indices. Based on the movement in this index since July 2011 an overall allowance of 7% has been made in the budget for the annual contract adjustment, noting that in the past this index has been very volatile.

2. Allowance for growth for new or additional assets:

An allowance has also been made in each service contract for growth 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: additional building footprints for West Rosebud Community Centre, Somerville Preschool (relocation), Dallas Brooks Junior Football Pavilion (renewal and extension) and minor buildings (such as sheds and shelters).
- b. Cleansing: new stormwater culverts, pipes, pits and additional street sweeping due to new roads or car parks with kerb & channel (created through Council projects or new development) and litter bins (e.g. through new streetscape works).
- c. Parks & Roadsides: new or additional open space areas, landscaped areas and garden beds created through developer works and Council capital projects (e.g. streetscape works, car park construction). Included in growth is an allowance for extra activities associated with the sports field upgrade program which can now include the ongoing maintenance of pumps, pipes, pits, monitoring and electrical systems, etc. installed as part of the water conservation initiatives.
- d. Furniture & Signs: various signage, street lights and furniture created as part of developer works and Council capital projects (e.g. streetscape works, local area road safety schemes, playgrounds and open space improvements).
- e. SLR: 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 2012/13 operational budget are the following new initiatives or service delivery enhancements.

- Town Based Seasonal Clean-Keepers Pilot Program \$200k – Each of the Shire's high profile precincts will be serviced by a high profile town based cleansing team to ensure these areas are kept clear of litter and a high level of general cleanliness is maintained in these areas during the peak tourist season.
- Fauna Based Protection \$44k – Habitat improvements for a range of native fauna will be provided, through specific on ground works, in a range of bushland reserves

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

Service	Contract Adjustment	Growth	New Initiative / Service Enhancement
Natural Systems (Bushland Reserves)	\$77k (2.5%)	0	\$44k
SLR	\$665k (7%)	\$50k	0
SIMS Furniture & Signs	\$98k (3%)	\$80k	0
SIMS Buildings	\$118k (3%)	\$60k	0
SIMS Parks & Roadsides	\$315k (3%)	\$170k	0
SIMS Cleansing	\$199k (3%)	\$83k	\$200k

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

The operational budget for The Briars and Warrigine Park has increased by \$37k from the 2011/12 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	2,134	0	4	6	0	51	2,196

FTE 2011/12	23.40	FTE 2012/13	23.40	var	(+)0.00
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The staff establishment remains unchanged.

Key Deliverables

- Via our Service Partners, management of 69,000 Service requests
- Achievement of all service standards and asset maintenance outcomes as required under the service procurement contracts for SIMS, 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 2012/13 be different from the previous year?

- During 2012/13, the SIMS contracts for Buildings, Cleansing, Furniture & Signs and Parks & Roadsides will transition into new maintenance contracts under SIMS2. The current SIMS contracts end on the 31 March 2013 and new SIMS2 contract commence on 1 April 2013. In August 2012, following a SIMS2 tendering process, Council is scheduled to appoint the successful SIMS2 contractors (service providers). Following this formal appointment, a 7 month transition period from SIMS to SIMS2 will be in place allowing for a smooth, integrated and thorough process to be undertaken ensuring SIMS2 is fully operational at commencement of new maintenance contracts.
- On the 1 July 2013, following a tender process in 2012/13, a 3 year contract/s for delivery of feral animal control services in Bushland Reserves will commence. In the past annual contracts for the procurement of feral animal control services has been the practice. Having longer term contracts in place will allow for enhanced delivery of feral animal control programs.

New Initiatives

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

- Biodiversity surveys \$50k
- Contract Document Review – Bushland Services \$35k

A number of ongoing projects have also been included –

- Contract Document Review – Sustainable Infrastructure Maintenance \$75k
- Friends Group Training and Support \$25k

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 Enhancing Public Places and Spaces	2.1 Planning, developing and maintaining community 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 Sustainable resource use
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
	Budget	Forecast	Budget	Budget	Forecast
	2011/12	2011/12	2012/13	2011/12	2011/12
	\$'000	\$'000	\$'000	\$'000	\$'000
Construction	(327)	(303)	(370)	(43)	(67)
Design	(341)	(340)	(375)	(34)	(34)
Subdivisions and Services	(303)	(325)	(321)	(19)	4
Infrastructure Project Management	(82)	(84)	(91)	(9)	(7)
Operating Surplus / (Deficit)	(1,053)	(1,053)	(1,158)	(105)	(105)

Net Cost by Classification	Adopted		Variance to		Variance to
	Budget	Forecast	Budget	Budget	Forecast
	2011/12	2011/12	2012/13	2011/12	2011/12
	\$'000	\$'000	\$'000	\$'000	\$'000
Revenue					
Statutory Fees and Fines	202	212	207	5	(5)
User Fees	408	499	419	10	(80)
Total Revenue	610	711	625	(15)	85
Expenses					
Employee Costs	1,336	1,407	1,393	(57)	15
Materials and Services	(93)	(74)	(72)	(21)	(2)
Other Expenses	8	8	12	(4)	(4)
Internal Expenses	413	423	450	(37)	(28)
Total Expenses	1,663	1,764	1,783	(120)	(19)
Operating Surplus / (Deficit)	(1,053)	(1,053)	(1,158)	(105)	(105)

Financial Impact

The net cost of \$1.158m is an increase of \$105k to last year's budget and \$105k to forecast.

Major variations include:

- **Construction** – Award and EBA annual increments and an increase in subscription costs for 'Dial before you Dig'.
- **Design** – Annual Award and EBA increments.
- **Subdivisions and Services** - additional funding has been provided for professional support to assist in dealing with subdivision applications and improving processing times.

Resources Impact

FTE	Perm't (\$ '000)	Casual (\$ '000)	O/time (\$ '000)	Agency Labour (\$ '000)	Other (\$ '000)	W/cover (\$ '000)	Total Costs (\$ '000)
27.00	1,349	0	0	0	0	43	1,393

FTE 2011/12	27.00	FTE 2012/13	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 2012/13 be different from the previous year?

- The nature of subdivision developments continues to change with 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

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

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	1.4 New development based on good design, safe environments and ecologically sustainable development.
Goal 2 Enhancing Public Places and Spaces	2.1 Planning, developing and maintaining community assets.
Goal 3 Improving Community Facilities	3.1 Planning, developing and maintaining community facilities.
Goal 4 Leading Change on Climate Change	4.1 Sustainable resource use.

RENEWABLE RESOURCES

Activities

There are a number of emerging strategic matters confronting the Shire in the medium to long term in the areas of waste, energy, water and climate change. These issues must be adequately resourced to ensure all appropriate strategic investigation and integrated planning is in place for the timely and smooth delivery of sustainable outcomes for the community. The Shire's facilities and services need to be ready for a carbon and water constrained future and we are making good progress. The next focus is to work with the community on specific programs that show how the community can act on climate change.

The Renewable Resources Team is involved with the following key activities:

- Planning and implementing climate change programs to assist Council and residents to reduce their carbon impact.
- Community engagement to assist residents to prepare and adapt to climate change
- Minimizing waste generation and improving resource recovery in the most cost effective way, as well as addressing environmental issues and developing a long term plan for waste management
- Planning and implementing effective energy management programs that reduce the Shire's greenhouse gas emissions.
- Planning and implementing effective water programs that focus on reducing potable water use and improving water quality.

Budget

Next Cost by Section	Adopted		Budget 2012/13 \$'000	Variance to	
	Budget	Forecast		Budget	Forecast
	2011/12 \$'000	2011/12 \$'000		2011/12 \$'000	2011/12 \$'000
Waste Administration	(4,707)	(4,702)	(3,127)	1,580	1,575
Waste Collection	(9,146)	(8,944)	(10,725)	(1,579)	(1,781)
Waste Disposal	5,052	4,869	4,252	(800)	(617)
Green Waste Opt In Service	42	75	159	117	84
Energy Policy and Strategy	(1,420)	(1,401)	(1,729)	(309)	(328)
Water Policy and Strategy	(141)	(150)	(142)	(1)	8
Manager Renewable Resources	(462)	(468)	(505)	(43)	(38)
Operating Surplus / (Deficit)	(10,782)	(10,720)	(11,818)	(1,036)	(1,098)

Net Cost by Classification	Adopted			Variance to	
	Budget	Forecast	Budget	Budget	Forecast
	2011/12	2011/12	2012/13	2011/12	2011/12
	\$'000	\$'000	\$'000	\$'000	\$'000
Revenue					
Rates and Charges	1,105	1,447	1,696	591	249
User Fees	8,317	7,698	8,327	10	629
Internal Income	7,898	7,898	7,806	(92)	(92)
Accumulated Surplus	71	71	87	16	16
Total Revenue	17,391	17,114	17,916	(525)	(801)
Expenses					
Employee Costs	1,254	1,216	1,323	(69)	(106)
Materials and Services	17,972	17,663	19,579	(1,607)	(1,916)
Finance Costs	96	96	62	34	34
Other Expenses	4	5	6	(1)	(1)
Internal Expenses	8,847	8,854	8,765	82	90
Total Expenses	28,173	27,834	29,733	(1,560)	(1,899)
Operating Surplus / (Deficit)	(10,782)	(10,720)	(11,818)	(1,036)	(1,098)

Financial Impact

The net cost of \$11.818m is an increase of \$1.036m to last year's budget and \$1.098m to forecast.

Major variations include:

- **Waste Administration** – reduction in the notional value of the costs of waste vouchers (the offsetting income is in the Waste Disposal Section).
- **Waste Collection** – annual contract adjustments and changes in volumes. Increase in the notional value of the collection of kerbside wastes (the offsetting income is in the Waste Disposal Section).
- **Waste Disposal** – annual contract adjustments and changes in volumes. Increased costs associated with Devil Bend tipping and the landfill levy based on revised volumes. A small reduction in tipping income has also been budgeted for. Increase in the notional income of the disposal of kerbside waste collected and reduction in income from waste vouchers used.
- **Green Waste Opt In Service** – based on revised volumes and provision for growth during the year.
- **Energy Policy and Strategy** – increases in street lighting costs and the inclusion of increases associated with the carbon tax.

Resources Impact

FTE	Perm't	Casual	O/time	Agency Labour	Other	W/cover	Total Costs	
	(\$ '000)	(\$ '000)	(\$ '000)	(\$ '000)	(\$ '000)	(\$ '000)	(\$ '000)	
	14.78	1,266	13	7	0	0	37	1,323

FTE 2011/12	14.78	FTE 2012/13	14.78	var	(+)0.00
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The staff establishment remains unchanged.

Key Deliverables

Climate Change

- Community engagement in Climate Change issues will continue through:
 - Publication of updates and articles on the Shire's web site, in 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
 - Eco Living Challenge
 - Sustainability Street
- Climate Change Adaptation will be further developed to identify climate change adaptation responses
- Working partnership with State Government the Shire is participating in a coastal vulnerability assessment of the area including the whole of Western Port (from Cape Schanck to Bass Coast Shire). The study is expected to take some 12 months to complete.
- The Shire is part of an Adaptation Pathways project auspiced by the Association of Bayside Municipalities. This study will identify adaptation options for coastal councils on Port Phillip given the prediction of sea level rise in the period to 2100.

Water Management

- Continued exploration of the potential for recycled water use as part of the The Bunyip Food Belt
- Continued advocacy on ground water management policy and strategies with State Government.
- Continued advocacy and involvement in water resource management through representation including South East Water's Integrated Water Management Strategy, the Backlog Sewerage Program and Melbourne Water's Living Rivers project (Balcombe Estuary and Kings Creek).

Energy Management

- Review and update the Greenhouse Action Plan.
- Preparation of a business case for the installation of energy efficient T5 fluorescent streetlights subject to the requirements of relevant State and Federal programs.
- Continuation of energy efficiency improvements to Shire buildings

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), including development of a new materials recovery centre at Rye.
 - provision of a green waste receipt and mulching service at the landfill and transfer stations.
 - hard and green waste collection voucher service – 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 development of alternative waste treatment facilities to be located on or close to the Peninsula in 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 in group purchasing schemes that promote energy and water saving.

New Initiatives

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

- Tidy Towns Awards Presentation \$20k
- Sustainability Community Engagement \$25k
- Continuation of Carbon offset for Council vehicles \$20k
- Bulk Energy tender for community groups \$10k
- Prioritising Climate Change Adaption \$45k
- Street Lighting upgrade Investigation - development of business case \$30k

A number of ongoing projects have also been included –

- Contracts Documents review – Kerbside Collection Waste Contracts \$50k
- Mayoral Sustainability Awards \$5k

Proposed changes to fees and charges

Waste fees and charges will be increased to cover the increased State Government Landfill Levy, and higher 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.

The fee structure has been changed to incorporate a differential fee for non-residents and commercial operators due to the following reasons.

- the additional demand on Council resources as a result of the closure of the Frankston transfer station; and
- Council's wish to restrict the number of persons using the transfer stations from outside the Shire given that it is close to full capacity and in fact may reach full capacity during the peak periods; and
- the fact that Shire residents effectively subsidise the operation of the transfer stations by paying rates, whereas external residents are not ratepayers; and
- to ensure that the transfer stations remain accessible to those members of the community for whom they are primarily intended, and it not intended to explicitly restrict access by non-residents and commercial operators.

The following changes have been made to the fee structure.

Green Waste	Resident	\$30 per m3 (increase from \$27.50)
	Non Resident	\$50 per m3 (increase from \$27.50)
	Commercial	\$35 per m3 (increase from \$27.50)
	Boot load - Resident	\$7.50 (no change)
	Boot load – Non Resident	\$12.00 (from \$7.50)
	Boot load – Commercial	\$8.00 (from \$7.50)
	Bag - Resident	\$4.00 (no change)
	Bag – Non Resident	\$5.00 (from \$4.00)
	Bag – Commercial	\$4.50 (from \$4.00)
Hard Waste	Resident	\$70 per m3 (increase from \$65.00)
	Non Resident	\$100 per m3 (increase from \$65.00)
	Commercial	\$85 per m3 (increase from \$65.00)
	Boot load - Resident	\$17.00 (from \$16.00)
	Boot load – Non Resident	\$25.00 (from \$16.00)
	Boot load – Commercial	\$20.00 (from \$16.00)
	Bag - Resident	\$5.00 (no change)
	Bag – Non Resident	\$7.00 (from \$5.00)
	Bag – Commercial	\$6.00 (from \$5.00)

Commercial waste disposal fees for material received at the Shire's landfill will increase from \$160 per tonne to \$185 per tonne.

Three waste vouchers will be provided to households. Residents will now be able to use their vouchers to dispose of televisions, mattresses and fridges if they wish to do so. 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 Opt-in Green Waste bins can be retained at \$130, having regard for the level of take up.

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 Sustainable resource use.
Goal 6 Healthy, Safe and Connected Communities	6.4 An active connected and informed community.
Goal 7 Supporting a Sustainable Economy	7.2 Increased investment
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		Variance to		Variance to	
	Budget	Forecast	Budget	Budget	Forecast	Forecast
	2011/12	2011/12	2012/13	2011/12	2011/12	2011/12
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Director Sustainable Infrastructure	(502)	(502)	(531)	(29)	(29)	
Operating Surplus / (Deficit)	(502)	(502)	(531)	(29)	(29)	

Net Cost by Classification	Adopted		Variance to		Variance to	
	Budget	Forecast	Budget	Budget	Forecast	Forecast
	2011/12	2011/12	2012/13	2011/12	2011/12	2011/12
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000

Revenue

Total Revenue	0	0	0	0	0
Expenses					
Employee Costs	390	390	421	(31)	(31)
Materials and Services	19	19	16	3	3
Other Expenses	31	30	35	(4)	(5)
Internal Expenses	62	63	59	3	4
Total Expenses	502	502	531	(29)	(29)
Operating Surplus / (Deficit)	(502)	(502)	(531)	(29)	(29)

Financial Impact

The net cost of \$531k is an increase of \$29k to last year's budget and \$29k 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	Casual	O/time	Agency Labour	Other	W/covers	Total Costs	
	(\$ '000)	(\$ '000)	(\$ '000)	(\$ '000)	(\$ '000)	(\$ '000)	(\$ '000)	
	3.00	414	0	0	0	0	7	421

FTE 2011/12	3.00	FTE 2012/13	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 2012/13 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 Enhancing Public Places and Spaces	2.1 Planning, developing and maintaining community 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 Sustainable resource use
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 across the Peninsula
- **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
	2011/12	2011/12	2012/13	2011/12	2011/12
	\$'000	\$'000	\$'000	\$'000	\$'000
Maternal & Child Health	(1,330)	(1,361)	(1,513)	(183)	(152)
M&CH Enhanced Outreach Services	(46)	96	(8)	37	(105)
Immunisation	(134)	(175)	(145)	(11)	30
Family Day Care	(15)	(108)	(34)	(18)	75
Child Care	(263)	(461)	(49)	214	412
After School Hours Program	(119)	(119)	(125)	(6)	(6)
Youth Strategic Plan and Supp Admin	(1,048)	(1,048)	(1,127)	(79)	(79)
Youth Strategic Planning	(229)	(229)	(240)	(12)	(12)
Youth Support	(34)	(49)	(43)	(9)	6
Youth Programs	(19)	(19)	(48)	(29)	(29)
Best Start	(218)	(218)	(327)	(109)	(109)
Manager Child Youth and Family Care	(1,661)	(1,651)	(1,694)	(33)	(43)
Operating Surplus / (Deficit)	(5,114)	(5,341)	(5,353)	(238)	(12)

Net Cost by Classification	Adopted		Variance to		Variance to
	Budget	Forecast	Budget	Budget	Forecast
	2011/12	2011/12	2012/13	2011/12	2011/12
	\$'000	\$'000	\$'000	\$'000	\$'000
Revenue					
User Fees	631	547	544	(87)	(3)
Contributions	15	20	2	(13)	(18)
Grants - Recurrent	3,020	2,854	2,610	(410)	(244)
Internal Income	0	0	0	0	(0)
Total Revenue	3,666	3,421	3,156	510	265
Expenses					
Employee Costs	5,057	5,209	5,016	40	193
Materials and Services	966	955	621	83	72
Other Expenses	1,702	1,522	1,822	143	(37)
Internal Expenses	1,055	1,075	1,050	6	26
Total Expenses	8,780	8,762	8,508	271	253
Operating Surplus / (Deficit)	(5,114)	(5,341)	(5,353)	(238)	(12)

Financial Impact

The net cost of \$5.353m is an increase of \$238k to last year's budget and \$12k to forecast.

Major variations include:

- **Maternal and Child Health** – increase in employee costs due to changes in EBA and an increase in admin support. An increase in property rental charges taking into account new premises at the Rosebud Community Hub. A small increase in grant funding has been included.
- **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** – due to the closure of the Annie Sage Child Care Centre. Property recharges and some utilities have been budgeted for.
- **Youth Strategic Plan and Support Admin** - additional overtime to manage the expanding 'out of business hours' requirements of the program.
- **Youth Support** - the inclusion of an additional vehicle for the L2P program.
- **Best Start** – taking into account a number of programs that have received funding in previous years.
- **Manager Child Youth and Family Care** - increases grants to a range of community organisations.

Resources Impact

FTE	Perm't (\$ '000)	Casual (\$ '000)	O/time (\$ '000)	Agency Labour (\$ '000)	Other (\$ '000)	W/cover (\$ '000)	Total Costs (\$ '000)
46.62	4,538	320	42	0	0	116	5,016

FTE 2011/12	55.98	FTE 2012/13	46.62	var	(-)9.36
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The staff establishment has decreased by 9.36 FTE.

A reduction of 9.95 FTE relates to the closure of the Annie Sage Childcare Centre during 2011/12. The remaining 0.2 FTE relates to a 1.0 FTE vacant Family Day Care Worker position being replaced with a 0.8 FTE position.

There are two position bids (both self funded) that have been included. The two positions increase existing admin support and customer service for Maternal and Child Health and Immunisation positions by 0.4 FTE and 0.40 FTE, up to 1 FTE each.

There is also a request for additional overtime budget for Youth Services (\$35k) to manage the expanding 'out of business hours' requirements of the program-

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

Communities That Care

- Provision of a proactive, community initiated, evidence based platform to address youth issues. The focus over recent years has been to address the concern of attitudes to alcohol and in providing positive affirmation to support prosocial behaviours. Each of the six Local Area Groups target the risk and protective factors in their area with programs that they feel will be most effective for their population.

Community Support and Development

- Completion and occupation of stage 2 of the redevelopment and expansion of "The Community Hub" adjacent to Eastbourne Primary School incorporating and expanded Preschool, Community House services, new Maternal & Child Health facility as well as a range of other visiting programs.

Family Day Care

- Provision of over 350,000 hours of care to more than 900 children.

Best Start Program

- Expansion of a range of services to families and very young children and better linking of these services. The Best Start program has introduced more than 12 new projects to better support more than 7,500 infants and children under the age of 6 and living on the Mornington Peninsula. These projects include the Family Access Project, Early Start to Kinder and Preschool Support.

How will 2012/13 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 addition, the expanded Best Start program will see a range of new initiatives established for families and young people across the Peninsula.

This year will also see the opening and operation of Stage 2 of the new Early Learning and Community Hub facility at West Rosebud

New Initiatives

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

- Ten Year Kindergarten Strategy \$30k
- Rosebud West Community Hub – Seed Funding \$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	6.2 Optimal health and wellbeing for all ages and abilities 6.3 Accessible, valued and well utilised community resource 6.4 An active connected and informed community 6.5 A safe and supportive community

AGED AND DISABILITY SERVICES

Activities

The **Aged and Disability Services** Unit provides the Home and Community Care (HACC) Program, which aims to enable older people and people with disabilities to remain living as independently as possible in their own home/s and communities. Services are particularly focussed on empowering individuals to maintain and improve their functional capacity, utilising HACC Active Service Model and Positive Ageing principles.

Services provided by Council include:

- **Information, Assessment & Referral** - All recipients of HACC services participate in a “living at home’ assessment prior to commencement of services and periodically as their circumstances and care requirements change
- **General Home Care** - aims to support the resident's independence by undertaking domestic tasks that the resident can no longer perform themselves
- **Personal Care** - assists clients with their personal and hygiene needs
- **Respite Care** - is available to carers of older people and people of any age with a disability, including young children with a physical, intellectual or sensory disability
- **Delivered Meals** – provides and delivers a nutritious meal to residents who are unable to provide for their own personal dietary needs
- **Home Maintenance** - aims to assist people in maintaining a safe and secure home environment by undertaking minor repairs to the resident's home, furniture or equipment
- **Access and Mobility** (Community Transport and Activity Program) – a range of transport opportunities are offered within the Shire, including Dial A Bus and Outings/Excursions 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 18 Seniors clubs, including 6 from culturally and linguistically diverse backgrounds.

Budget

Net Cost by Section	Adopted		Variance to		Variance to
	Budget	Forecast	Budget	Budget	Forecast
	2011/12	2011/12	2012/13	2011/12	2011/12
	\$'000	\$'000	\$'000	\$'000	\$'000
H.A.C.C. Administration	(583)	(523)	(609)	(26)	(86)
H.A.C.C. Unit Assessment	(637)	(637)	(562)	76	76
Home Care General	(598)	(903)	(527)	71	376
Home Care Specific	(79)	(79)	(99)	(20)	(20)
Brokerage Program	2	2	1	(1)	(1)
Home Maintenance	(136)	(136)	(139)	(2)	(2)
Senior Citizens	(350)	(349)	(363)	(13)	(14)
Access and Mobility	(296)	(176)	(296)	1	(119)
Delivered Meals	(431)	(421)	(483)	(52)	(62)
Manager Aged and Disability Service	(921)	(806)	(946)	(25)	(140)
Operating Surplus / (Deficit)	(4,029)	(4,028)	(4,023)	6	6

Net Cost by Classification	Adopted		Variance to		Variance to
	Budget	Forecast	Budget	Budget	Forecast
	2011/12	2011/12	2012/13	2011/12	2011/12
	\$'000	\$'000	\$'000	\$'000	\$'000
Revenue					
User Fees	1,432	1,457	1,607	175	150
Grants - Recurrent	6,867	6,967	7,071	205	105
Total Revenue	8,299	8,424	8,679	(380)	(255)
Expenses					
Employee Costs	9,356	9,546	9,589	(234)	(44)
Materials and Services	1,372	1,318	1,469	(97)	(151)
Other Expenses	276	265	292	(17)	(28)
Internal Expenses	1,324	1,324	1,351	(27)	(27)
Total Expenses	12,328	12,452	12,702	(374)	(250)
Operating Surplus / (Deficit)	(4,029)	(4,028)	(4,023)	6	6

Financial Impact

The net cost of \$4.023m is a decrease of \$6k to last year's budget and \$6k to forecast due to this year's approach of capping Council contribution. As a strategy to cover external funding shortfalls, advocacy continues to State/Commonwealth Governments for adequate HACC indexation rates, service system resourcing and growth funds to cover actual cost of service delivery as well as increased need for HACC services from an ageing population.

Major variances to overall budget include:

- Additional \$161k revenue from HACC fee increases
- Increased recurrent grant of \$205k due to full year effect of 2010/11 HACC growth funding and estimated 3.14% HACC Unit Price Indexation
- Increased employee costs of \$219k 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 (estimated) from 2011/12 and HACC indexation at 3.14% (estimated) has been included and this partially offsets service cost increases. Growth funds for 2012/13 will be advised by Department of Health during the 12/13 financial year and, once known, will be included at mid year budget review and used to meet anticipated service demand increases during 2012/13.

Program variances include:

- HACC Administration – Increase of \$26k to budget due to increases in employee cost associated with the Enterprise Agreement (EBA).
- Brokerage Home Care - This service operates at no cost to Council
- HACC Unit Assessment – decrease of \$76k due to an increase in grant funding.
- Home Care General – Decrease of \$71k due to Council contribution containment strategy.
- Home Care Specific – Increase of \$20k due to EBA related labour cost increases.
- Home Maintenance – Increase of \$2k to due to EBA related labour cost increases
- Access & Mobility (Community Transport & Activity Programs) – Increases in costs offset by an increase in grant funding.
- Delivered Meals – Increase of \$52k due to increased costs of meal production/delivery and Enterprise Agreement related labour cost increases.
- Senior Citizens – Increase of \$13k is primarily due to an increase in grants and subsidies paid.
- Manager Aged and Disability Services – Increase of \$25k to budget due to increases in employee costs associated with the Enterprise Agreement and a small increase in training.

Resources Impact

FTE	Perm't (\$ '000)	Casual (\$ '000)	O/time (\$ '000)	Agency Labour (\$ '000)	Other (\$ '000)	W/cover (\$ '000)	Total Costs (\$ '000)	
	135.11	7,991	474	336	18	326	445	9,589
FTE 2011/12	134.46							
FTE 2012/13				135.11				
				var	(+)0.65			

The 0.65 FTE increase in staffing relates to Access and Mobility, where during 2011/12 Council received additional HACC growth funding for expansion of the 'Dial a Bus' service.

Key Deliverables

- 153,000 hours of general home care (6,000 hours at full cost recovery)
- 14,000 hours of specific home care (for families of children with disabilities)
- 93,000 delivered meals (9,000 at full cost recovery)
- 2,700 in home assessments completed
- 4,300 hours of home maintenance/modifications
- 8,500 community transport passenger trips
- 7,800 hours of activity programs

How will 2012/13 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 our employee costs. Without additional funding, it will not be possible for 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 2012/13, our estimated HACC (State/Commonwealth) grant = \$7.355m, an increase of 490k (made up of \$270k for a full year effect from the previous year's estimated growth funding and \$220k as indexation. This does not include a budget for 2012/13 growth funding which is not yet known.

Cost increases to HACC services (including Enterprise Agreement related costs and recharges) = \$924k. For Council to accommodate this funding shortfall would require a 10.2% increase in Council contribution from the previous year.

The 2012/13 budget proposes a Council contribution = \$4.023m; we are planning a concerted strategy to advocate for changes to the funding shortfall.

Proposed changes to fees and charges

In line with employee related cost increases, 4% fee increases across the range of services will be applied from 1 July 2012 with the exception of delivered meals which will be increased by 6% in line with anticipated food cost increases. These increases are based on actual increases in service delivery costs, whilst having regard for impact on clients and adherence to HACC fees policy.

New Initiatives

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

- Positive Aging Strategy \$40k

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	6.2 Optimal health and wellbeing for all ages and abilities 6.3 Accessible, valued and well utilised community resource 6.4 An active connected and informed community 6.5 A safe and supportive community

RECREATION AND LEISURE

Activities

The **Recreation and Leisure Unit** seeks to inspire community involvement and enjoyment in and arrangement of relevant activities and programs. The Unit's key aims are to develop, deliver and facilitate leisure opportunities and experiences for the community and promote health and wellbeing. This is achieved by:

- Increasing awareness and access to facilities and services.
- Establishing collaborative links with relevant stakeholders.
- Keeping abreast of industry trends and developments and integrating into our work.
- Practices and forward planning.
- Aspiring to provide excellent and innovative solutions/outcomes.
- Providing support to community development and education.
- Providing leadership in the way we advocate for and on behalf of our communities.

Key Functional Areas include:

- **Sport and Leisure**
 - Mt Martha Public Golf Course
 - Pelican Park Recreation Centre
 - David Collings Mornington Leisure Centre
 - Somerville Recreation & Community Centre
 - Crib Point Public Pool
 - Bittern Stadium
 - Hastings Community Hub
- **Recreation Community Partnerships**
 - Community Halls
 - Sorrento, Rye & Rosebud Foreshore Camping
 - Active Sporting Reserves
- **Recreation Planning**
 - Leisure Planning
 - Open Space
 - Playgrounds
- **Community and Special Events**
 - Managed Events, include: Australia Day, Parenting Expo
 - Peninsula Community Theatre
- **Pelican Pantry**
 - Hospitality, Retail facilities (Note: Council has endorsed a commercial framework for the operation of this venue and the provision of training initiatives.

Budget

Net Cost by Team	Adopted		Budget 2012/13 \$'000	Variance to	
	Budget	Forecast		Budget	Forecast
	2011/12	2011/12		2011/12	2011/12
	\$'000	\$'000		\$'000	\$'000
Leisure Planning	(114)	(170)	(140)	(25)	30
Events and Festivals	(753)	(732)	(768)	(15)	(36)
Peninsula Community Theatre	(167)	(143)	(150)	17	(7)
Pelican Pantry	(258)	(319)	0	258	319
Recreation Facility Development	(425)	(371)	(427)	(2)	(56)
Community Halls	(849)	(852)	(880)	(32)	(28)
Community Reserves	(16)	(17)	(21)	(5)	(4)
Foreshore Camping	716	738	806	90	69
Mt Martha Golf Course	(112)	(218)	(181)	(69)	37
Bittern Stadium	(71)	(68)	(55)	16	14
Hastings Leisure Centre	(115)	(140)	(163)	(48)	(23)
Mornington Leisure Centre	(435)	(447)	(485)	(50)	(39)
Somerville Leisure Centre	(356)	(381)	(388)	(32)	(7)
Crib Point Pool	(198)	(174)	(186)	12	(12)
Pelican Park	(718)	(765)	(677)	40	87
Active Peninsula	(58)	(58)	0	58	58
Manager Recreation and Leisure	(394)	(395)	(425)	(32)	(31)
Operating Surplus / (Deficit)	(4,322)	(4,512)	(4,140)	182	372

Net Cost by Classification	Adopted		Budget 2012/13 \$'000	Variance to	
	Budget	Forecast		Budget	Forecast
	2011/12	2011/12		2011/12	2011/12
	\$'000	\$'000		\$'000	\$'000
Revenue					
User Fees	6,895	6,803	6,476	(419)	(327)
Contributions	0	0	0	0	(0)
Grants - Recurrent	95	95	53	(43)	(42)
Internal Income	55	61	21	(34)	(40)
Total Revenue	7,045	6,959	6,549	496	410
Expenses					
Employee Costs	5,736	5,864	5,301	436	563
Materials and Services	3,048	3,050	2,918	129	132
Other Expenses	342	325	342	0	(16)
Internal Expenses	2,241	2,232	2,129	112	103
Total Expenses	11,367	11,471	10,690	678	782
Operating Surplus / (Deficit)	(4,322)	(4,512)	(4,140)	182	372

Financial Impact

The net cost of \$4.140m is a decrease of \$182k to last year's budget and \$372k to forecast.

Major variations include:

- **Leisure Planning** – due to the reallocation of 0.5FTE from Recreation Facility Development during 2011/12.
- **Events and Festivals** – primarily increased infrastructure and contractual costs.
- **Peninsula Community Theatre** – increase in income.
- **Pelican Pantry** - due to a change in the operations of Pelican Pantry by virtue of leasing of the facility to a third party.
- **Community Halls** – normal operational increases.
- **Foreshore Camping** – increases various activities have been included fully funded from additional income – including additional cleaning, waste and security. In addition, an increase in casual salaries to manage the throughput of business and improved customer communication and interaction.
- **Mt Martha Golf Course** - primarily due to a reduction in green fee income and kiosk income. Normal Award and EBA increments have also contributed to the increase.
- **Mornington Leisure Centre** – increased employee costs due to the normal Award and EBA and the reallocation of some casual salaries from Pelican Park.
- **Pelican Park Recreation Centre** – utility increases and increases in normal operational expenses. In addition, Award and EBA increase given the large number of permanent part time staff and casual staff (approximately 120). Income for the property lease for the Pelican Pantry Café has also been included.
- **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.
- **Active Peninsula** – the program is now complete.
- **Manager Recreation and Leisure** – Increases are primarily related to charges from the external service provider (Transpacific Industries) or the transportation and maintenance of the Shire's Soundshell which is used by a large range of community groups for events and festivals.

Resources Impact

FTE	Perm't (\$ '000)	Casual (\$ '000)	O/time (\$ '000)	Agency Labour (\$ '000)	Other (\$ '000)	W/cover (\$ '000)	Total Costs (\$ '000)
58.70	4,844	319	20	0	0	118	5,301

FTE 2011/12	67.70	FTE 2012/13	58.70	var	(-)9.00
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The staff establishment has decreased by 9.0 FTE due to a change in the operations of Pelican Pantry.

Casual Foreshore Camping resource has been included on the basis that it is fully funded through additional camping income.

Key Deliverables

Sport & Leisure

- Over 400 weekly program opportunities for the Community to become more physical active and healthy.
- Attendance at Leisure Facilities = 475,000 attendances.

Foreshore Camping

- Provision and management of 980 camping sites in three foreshore precincts (Rosebud, Rye & Sorrento).

Community Halls

- Management/support 27 Community Halls and 47 Active Sport Reserves.

Community & Special Events

- Direct project management of Australia Day, Pet 'n Pony Expo and Bay2Bay Family Cycling Event.
- Support of a range of community priority projects / events.
- Development of Peninsula Community Theatre Marketing Plan.

Recreation Planning

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

How will 2012/13 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 (events and festivals) as well as improvements in service standards (Foreshore Camping community partnerships).

Events and Festivals:

- New assessment guidelines have been developed based on risk. A Category 1 Events, Wedding and Filming Kit have been developed and trials were conducted with community groups last year. It is anticipated that 60% of all events will now be assessed and approved by the Events Team within 14 days. The development has commenced on a Category 2 Event and Market Kit (for more complex and significant events) Both new initiatives will require a transference of responsibility and resources from Environment Protection and Property to the Community and Special Events team

Foreshore Camping:

- Further improvements will continue to be made to the foreshore camping precincts including amenity blocks and the Foreshore Team will continue to have a key role in these upgrades. The Foreshore Team will also continue to work at expanding the off peak camping bookings following substantial increases in the 2011/12 financial year.

Pavilion Strategy:

- Council has provided funds for sporting club facilities to be upgraded to meet the changing standards and this will see an immediate improvement to sporting facilities that will have their needs addressed as a high priority under the pavilion strategy. Recreation staff will have a significant role with this strategy in managing the transition and in identifying club needs.

New Initiatives

Within Priority Projects, the following project has been included –

- Print roadside equestrian and mountain bike trails map and brochure \$5k

The following ongoing project has also been included –

- Community and Special Events \$180k

Proposed changes to fees and charges

Increases in Fees & Charges (where applicable) have generally increased by CPI. In some instances such as the Mt Martha Public Golf Course and Foreshore Camping, reviews of the fee structure occurs on a bi-ennial 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	6.2 Optimal health and wellbeing for all ages and abilities 6.3 Accessible, valued and well utilised community resource 6.4 An active connected and informed community 6.5 A safe and supportive community

LIBRARIES, ARTS AND CULTURE

Activities

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

Our Library 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 build creativity. The **Mornington Peninsula Regional Gallery** offers a dynamic program of nationally significant exhibitions of contemporary and historical art by Australia's leading artists, together with highly acclaimed exhibitions that focus on the Mornington Peninsula's rich cultural life.

Local History Services are focused upon increasing community access to, and preservation of the documented cultural heritage of the Mornington Peninsula.

Budget

Next Cost by Section	Adopted		Budget	Variance to	
	Budget	Forecast		Budget	Forecast
	2011/12	2011/12	2012/13	2011/12	2011/12
	\$'000	\$'000	\$'000	\$'000	\$'000
Arts and Culture Coordination	(61)	(67)	(110)	(48)	(42)
Local History Program	(77)	(77)	(81)	(4)	(4)
Libraries Administration	(201)	(307)	(209)	(8)	98
Collection Management	2	0	0	(2)	0
Home Library	(46)	(44)	(46)	(0)	(2)
Rosebud Library	(1,050)	(1,014)	(1,093)	(43)	(80)
Mornington Library	(1,130)	(1,120)	(1,162)	(32)	(42)
Hastings Library	(773)	(741)	(796)	(23)	(55)
Somerville Library	(281)	(248)	(283)	(1)	(34)
Mobile Library	(277)	(267)	(286)	(9)	(19)
M.P. Regional Gallery	(866)	(866)	(914)	(48)	(48)
Operating Surplus / (Deficit)	(4,762)	(4,752)	(4,981)	(219)	(229)

Net Cost by Classification	Adopted		Budget 2012/13 \$'000	Variance to	
	Budget	Forecast		Budget	Forecast
	2011/12	2011/12		2011/12	2011/12
	\$'000	\$'000		\$'000	\$'000
Revenue					
User Fees	336	386	316	(20)	(70)
Grants - Recurrent	955	949	963	8	14
Internal Income	0	0	0	(0)	0
Total Revenue	1,291	1,335	1,278	13	57
Expenses					
Employee Costs	3,631	3,580	3,836	(205)	(256)
Materials and Services	1,007	1,098	998	9	100
Other Expenses	80	75	76	5	(1)
Internal Expenses	1,334	1,334	1,349	(15)	(15)
Total Expenses	6,053	6,087	6,259	(207)	(172)
Operating Surplus / (Deficit)	(4,762)	(4,752)	(4,981)	(219)	(229)

Financial Impact

The net cost of \$4.981m is an increase of \$219k to last year's budget and \$229k to forecast.

Major variations include:

- **Arts and Culture Co-ordination** – Cultural Planner position increased to a full time position, offset by a reduction in priority projects.
- **Libraries Administration** – increases in printing and stationary have been offset by savings in freight and courier costs. Fixtures and fittings previously budgeted in operating have reallocated to capital works. 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.

Resources Impact

FTE	Perm't (\$ '000)	Casual (\$ '000)	O/time (\$ '000)	Agency Labour (\$ '000)	Other (\$ '000)	W/covers (\$ '000)	Total Costs (\$ '000)
45.63	3,169	492	78	21	0	77	3,836

FTE 2011/12	45.13	FTE 2012/13	45.63	var	(+)0.50
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The staff establishment has increased by 0.5 FTE.

A position bid for 0.5 FTE to extend the Cultural Planner position to a full time position has been included. It should be noted that Council has previously funded the 0.5 FTE within Priority Projects, which has been reduced to offset.

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 – 45,000
- Regional Gallery exhibitions – 32

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

Implementation of the revised Arts and Culture Strategy will emphasize increased community participation, establishment of an effective consultative network of Peninsula arts organisations and co-ordination of community arts and local place-making projects.

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

- Implementation of the Arts and Culture Strategy will commence featuring establishment of an Arts and Culture Advisory Panel and a Shire e-Team to guide this process
- Literacy programs through our library will continue to accelerate with the second stage rollout of Ready Set Read and the National Year of Reading
- The Library Futures Strategy aimed at addressing the challenges facing libraries and access to information in the digital age will be finalised in consultation with Council
- Our Library's Get Net Smart programs will be refocused to include a one-on-one "Making IT Click" program to assist the community in resolving difficulties in dealing with internet and Office software
- Our Library's yourtutor service which provides online homework assistance to students of all ages, will expand it's reach across the community
- Planning will commence for the 3rd Festival of Arts and Ideas to be held in October 2013 featuring an increasing breadth of programs and locations
- Our Library will continue planning for the introduction of Radio Frequency Identification systems with the aim of raising the standard of customer service and increasing the efficiency of library front desk operations
- Development of the MPRG's new website will enable greater interactivity and 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

New Initiatives

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

- Indigenous Artifacts Assessment Project \$15k
- Arts and Culture Facilities Audit \$35k

A number of ongoing projects have also been included –

- Literacy Villages \$50K
- Local History Digitisation project \$25k
- Music Instrument and Bursary Program \$20k
- Community Grant Scheme - ArtsStream \$35k
- Arts and Culture Strategy Implementation Project \$20k

Proposed changes to fees and charges

Based on a marginal decline in income at most service points in 2010/11, it is estimated that income from fees and charges will fall by around \$14.5k in 2012/13. Improvements in communications with 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 marginally negatively affect income.

Strategic Plan Impact

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

- Learn and enjoy;
- Raise personal literacy and employability;
- Be informed through the pursuit of reading and access to high-quality information and technology services; and
- Take the opportunity for interaction and engagement with other members of our community.

The development of an effective strategic approach to the arts and cultural planning combined with continuation of high-quality exhibitions and community programs at the regional gallery will ensure residents have enhanced access to cultural experiences.

The operations of the Libraries, Arts & Culture Unit link directly to the Strategic Plan as follows –

Goal	Key Outcomes
Goal 3 Improving Community Facilities	3.1 Planning, developing and maintaining community facilities
Goal 6 Healthy, Safe and Connected Communities	6.1 A creative, culturally enriched community 6.4 An active connected and informed 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 actively works with and for communities to:

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

It has identified six key work areas:

Aboriginal Culture, Support and Development

Promoting access to services for indigenous people, facilitating social support networks and cultural awareness

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. This includes Community renewal Rosebud West

Disability Awareness and Social inclusion

Increasing access to community inclusion for people with disabilities

Health and Well Being

Planning and implementing actions that facilitate optimal health and well being outcomes

Housing Rights and Social Justice

Advocating and facilitating policy and planning for more affordable appropriate and secure housing

Social Research, Policy & Planning

Participatory action research, local action plans, community needs assessments, demographic s etc. to support policy development and planning.

The team undertakes a range of activities, some changing over time, according to community needs and issues and relevant funding available from a variety of internal and external funding sources.

Budget

Net Cost by Team	Adopted		Budget 2012/13 \$'000	Variance to	
	Budget	Forecast		Budget	Forecast
	2011/12	2011/12		2011/12	2011/12
	\$'000	\$'000		\$'000	\$'000
Volunteer Program	0	(61)	(95)	(95)	(34)
Social Planning	(310)	(242)	(248)	62	(6)
Aboriginal Projects	(102)	(160)	(73)	29	87
Community Access Planner	0	(37)	(99)	(99)	(62)
Community Renewal Project	(19)	(32)	(24)	(5)	8
Community Wellbeing and Development	(108)	(100)	(117)	(9)	(17)
Housing and Social Justice	(105)	(105)	(114)	(9)	(9)
Metro Access Program	0	0	(26)	(26)	(26)
Director Sustainable Communities	(517)	(432)	(506)	10	(74)
Operating Surplus / (Deficit)	(1,159)	(1,168)	(1,302)	(143)	(134)

Net Cost by Classification	Adopted		Budget 2012/13 \$'000	Variance to	
	Budget	Forecast		Budget	Forecast
	2011/12	2011/12		2011/12	2011/12
	\$'000	\$'000		\$'000	\$'000
Revenue					
User Fees	3	5	13	10	8
Contributions	3	12	0	(3)	(12)
Grants - Recurrent	505	478	481	(24)	3
Internal Income	0	34	0	0	(34)
Total Revenue	511	529	494	17	35
Expenses					
Employee Costs	1,274	1,219	1,372	(98)	(153)
Materials and Services	154	181	182	(29)	(1)
Other Expenses	65	82	41	24	41
Internal Expenses	178	216	201	(24)	14
Total Expenses	1,670	1,697	1,796	(126)	(99)
Operating Surplus / (Deficit)	(1,159)	(1,168)	(1,302)	(143)	(134)

Financial Impact

The net cost of \$1.302m is an increase of \$143k to last year's budget and \$179k to forecast.

Major variations include:

- **Volunteer Program** – previously budgeted for under the Director Sustainable Communities, plus an increase in normal operational costs.
- **Social Planning** – previously included the budget for the Community Access Planner.
- **Community Access Planner** – previously budgeted for under the Social Planning, plus an increase in FTE and increases in normal operational costs.
- **Community Renewal Project** – the program is a funded program over a number of years.
- **Metro Access Program** – the program is a funded program over a number of years.
- **Director Sustainable Communities** – previously included the Volunteer Program.

Resources Impact

FTE	Perm't (\$ '000)	Casual (\$ '000)	O/time (\$ '000)	Agency Labour (\$ '000)	Other (\$ '000)	W/cover (\$ '000)	Total Costs (\$ '000)	
	13.10	1,320	21	0	0	0	31	1,372

FTE 2011/12	12.90	FTE 2012/13	13.10	var	(+)0.20
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The staff establishment has increased by 0.2 FTE.

The Community Disability Access Planner position has increased from 0.8 to 1.0 FTE, noting that there has been no impact on salaries due to the position being recruited at a lower banding than budgeted for.

Key Deliverables

Among the deliverable for 2012/13 are:

- Support to and facilitation of the Triple A Housing Committee and sub groups
- Implementation and evaluation of the Social and Affordable Housing Strategy
- Promotion of the Disability Action Plan including awareness training on relevant legislation
- Service Provider Network Forums on key Social issues
- Implementation of the Health and well Being Plan and a range of relevant projects in partnership with other key health and community service providers
- Aboriginal Cultural Heritage Awareness Training and Education
- Social support programs for the Aboriginal community
- Sustainable Business Plan for the Aboriginal Gathering Place Willim Warriar
- Reconciliation Plan activities including Koori Night market, special Council presentations and community activities
- 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
- Community Renewal - Rosebud West partnership activities and sustainable transition plan
- Implementation of the Rooming House Policy awareness and promotion of use through training across relevant sections of the organisation to promote coordinated response from Council
- A range of human rights activities including partnerships with Mornington Peninsula Human Rights group and the Human Rights Arts and Film festival,
- Continued Promotion of a social justice approach to climate change response
- Community engagement activities i.e. NAIDOC WEEK, Neighbour Day, Environment Day, All Abilities Week
- Somerville Community Planning and Development project to inform Somerville Township Plan

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

- Expecting an increase in demand for HACC services and social support for Aboriginal community members as the number of client contacts grow
- Rosebud West Community Renewal transition planning will see increased advocacy and submissions for funding to a range of external bodies to encourage resources and partnerships to continue to support local community capacity and self determination
- Planning for the on-going operations of Hastings Hub will continue.
- Increased demand for Council role in housing will test the implementation of the Shire's Social and Affordable Housing Strategy
- As economic conditions tighten, the impacts on at risk and vulnerable communities will put added pressure on many of the community and welfare agencies with which the Shire partners or networks

- Food access issues will require a whole of Council and community response so reference to the Food Access Policy will provide a framework for action
- Review of the Disability Discrimination Act may place increased responsibility on Council
- Impact of the change in licensing arrangements for Electronic Gaming Machines (EGMs) will be seen in 2012/13
- Increased awareness of communities about connection between economic viability and social and environmental justice issues
- More creative community art and social media uprisings as communities use a range of media/mediums to have their voices heard on local to global issues

New Initiatives

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

- Human Rights arts and film festival \$8k

A number of ongoing projects have also been included –

- Disability Action Plan \$15k
- Community Network of welfare services \$4k
- Triple A Housing Policy \$25k
- Responsible Gaming Committee \$5k
- Health and Wellbeing Plan \$30k
- Reconciliation Action Plan \$30k
- Food Access Plan \$22k
- Neighbour Day \$8k
- Sustainable Communities Planning Framework – Social Planning \$15k

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 creative, culturally enriched community 6.2 Optimal health and wellbeing for all ages and abilities 6.3 Accessible, valued and well utilised community resource 6.4 An active connected and informed community 6.5 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 offices; they are the people that answer the main telephone number, provide our cashiering function. They also do many other jobs, including issuing cat collection cages, disabled parking permits, animal registrations, bin maintenance and invoicing and boat ramp permits. The purchasing administration duties are included within the customer service team.

Budget

Net Cost by Team	Adopted		Variance to		Variance to
	Budget	Forecast	Budget	Budget	Forecast
	2011/12	2011/12	2012/13	2011/12	2011/12
	\$'000	\$'000	\$'000	\$'000	\$'000
Governance Operations	(944)	(944)	(976)	(32)	(32)
Councillors	(966)	(857)	(909)	57	(52)
Hall Keepers	(283)	(283)	(284)	(1)	(1)
Customer Services	(1,703)	(1,781)	(1,743)	(40)	38
Insurances	(301)	(214)	(315)	(15)	(102)
Manager Governance	(305)	(307)	(320)	(14)	(12)
Operating Surplus / (Deficit)	(4,502)	(4,387)	(4,547)	(45)	(161)

Net Cost by Classification	Adopted		Variance to		Variance to
	Budget	Forecast	Budget	Budget	Forecast
	2011/12	2011/12	2012/13	2011/12	2011/12
	\$'000	\$'000	\$'000	\$'000	\$'000
Revenue					
User Fees	932	1,024	967	35	(57)
Internal Income	281	283	277	(4)	(6)
Total Revenue	1,213	1,307	1,244	31	(63)
Expenses					
Employee Costs	2,975	3,067	3,076	(101)	(9)
Materials and Services	1,567	1,486	1,552	15	(65)
Other Expenses	598	559	571	27	(12)
Internal Expenses	576	581	593	(16)	(12)
Total Expenses	5,715	5,694	5,791	(76)	(98)
Operating Surplus / (Deficit)	(4,502)	(4,387)	(4,547)	(45)	(161)

Financial Impact

The net cost of \$4.547m is an increase of \$45k to last year's budget and \$161k 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. This is offset in part by a reduction in photocopier expenses. A small increase in overtime has been included to allow for additional administrative support at Council meetings.
- **Councillors** - Ward Discretionary funds previously budgeted within this area have been reallocated to Priority Projects. This has been offset by increases in conferences, parking and travel and other smaller increases.
- **Customer Service** – due to the usual employee cost increases.
- **Insurances** – insurance recovery income and small claims relating to buildings have been reallocated to Infrastructure Maintenance.

Resources Impact

FTE	Perm't	Casual	O/time	Agency Labour	Other	W/cover	Total Costs	
	(\$ '000)	(\$ '000)	(\$ '000)	(\$ '000)	(\$ '000)	(\$ '000)	(\$ '000)	
	39.98	2,920	11	47	0	33	65	3,076

FTE 2011/12	39.98	FTE 2012/13	39.98	var	(+)0.00
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The staff establishment remains unchanged.

A small increase in overtime has been included to assist the meeting minute taker to record and electronically display resolutions at Council meetings.

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 270,000 telephone calls annually, with 80 percent of those calls answered in less than 20 seconds.
- Providing service to 60,000 walk-in customers at each of the Shire's four Customer Service Centres.
- Receipting 90,000 payments made 'in person' at each of the Customer Service Centres.
- Mailing new resident kits to 2,700 new residents to the Shire.
- Issuing 31,000 animal registrations, 3,000 disabled parking permits and 3,500 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 2012/13 be different from the previous year?

- The year ahead will focus predominantly on a range of matters in relation to the general Council elections (to be conducted in October 2012) including the election caretaker period, information sessions, election process and declaration of results and the subsequent induction of the new Council. Following the election, Council is required by legislation to review delegations, the Councillor Code of Conduct and corporate policies.
- Focus 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.
- Further review of options for electronic agendas and documents to a range of stakeholders including Councillors, staff and community aimed at sustainable practices.
- Continued focus on our procurement, including the new web based Computron Procurement Portal, tendering and contracts management and developing a range of preferred suppliers through agency tendering with MAV Procurement and Procurement Australia.
- Within the customer service team, reviewing the way in which we manage the increasing number of incoming emails from the public, and reviewing the way service requests can be lodged electronically will be a focus.

New Initiatives

Within Priority Projects, the following project has been included –

- Council Elections and Compulsory Voting Enforcement \$433k

Proposed changes to fees and charges

Fees proposals for Animal Registrations are as follows –

- Dog – De-sexed \$34.50 Increase of \$2.50
- Cat – De-sexed \$33.00 Increase of \$1.00
- Dog – Intact \$161.50 Increase of \$5.50
- Pensioner Dog – De-sexed \$19.00 Decrease of \$0.50
- Pensioner Cat – De-sexed \$17.50 Decrease of \$2.00
- Pensioner Dog – Intact \$82.50 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	6.5 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 90,000 private properties and approximately 3,000 Shire properties, all of which must be valued at least bi-annually for either rating, or legislative and insurance purposes.

Budget

Net Cost by Section	Adopted		Budget 2012/13 \$'000	Variance to	
	Budget	Forecast		Budget	Forecast
	2011/12 \$'000	2011/12 \$'000		2011/12 \$'000	2011/12 \$'000
Property Strategy	4,614	4,567	4,552	(63)	(15)
Property Operations	941	1,009	985	43	(24)
Property Disposal	(60)	(60)	(60)	0	0
Valuations	(449)	(419)	(532)	(83)	(113)
Manager Property and Valuation	(195)	(200)	(202)	(8)	(3)
Operating Surplus / (Deficit)	4,852	4,898	4,742	(109)	(155)

Net Cost by Classification	Adopted		Variance to		Variance to
	Budget	Forecast	Budget	Budget	Forecast
	2011/12	2011/12	2012/13	2011/12	2011/12
	\$'000	\$'000	\$'000	\$'000	\$'000
Revenue					
User Fees	2,116	2,230	2,153	38	(77)
Internal Income	4,861	4,861	4,823	(38)	(38)
Total Revenue	6,977	7,091	6,976	(0)	(115)
Expenses					
Employee Costs	1,399	1,367	1,450	(51)	(83)
Materials and Services	380	450	431	(51)	19
Other Expenses	148	163	150	(2)	13
Internal Expenses	197	213	203	(5)	10
Total Expenses	2,125	2,194	2,234	(109)	(40)
Operating Surplus / (Deficit)	4,852	4,898	4,742	(109)	(155)

Financial Impact

The net surplus of \$4.742m has decreased by \$109k from last year's budget and \$155k 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. Increases in external professional services and legal costs have also contributed to the variation.
- **Property Operations** – whilst there are some small changes on the expenditure side, the significant change is that property rental income will generate an additional \$33k through adjustments to lease arrangements. 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 minor reductions in the sale of valuation data to the State Revenue Office and other authorities.

Resources Impact

FTE	Perm't	Casual	O/time	Agency Labour	Other	W/cover	Total Costs	
	(\$ '000)	(\$ '000)	(\$ '000)	(\$ '000)	(\$ '000)	(\$ '000)	(\$ '000)	
	15.63	1,425	0	1	0	0	25	1,450

FTE 2011/12	15.63	FTE 2012/13	15.63	var	(+)0.00
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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.
- Commencement of the 2014 General Revaluation (effective from 1 January 2014 and for use in the 2014/15 rating year)
- From a policy perspective, a Permissive Occupancy policy is to be developed for Council consideration in 2012/13.
- The Strategic Review of Council property holdings will be finalised, and any outcomes will be reported back to Council.

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

- A number of significant property disposals will be prepared for consideration by Council.
- The Strategic Review of Council property will be finalised, meaning that Council has reviewed its complete property holdings to confirm whether any properties held are serving their purpose, or alternatively, excess or inappropriate.

New Initiatives

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

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 \$348.00 to \$365.40 (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 community 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 storage and archive systems for the Shire.

Information Technology is responsible for the provision, support, maintenance and the security of IT and communications systems across the whole organisation. Components include network and internal communications, email, application servers and storage, desktop computing, and telephone infrastructure. Software distribution, version maintenance and upgrades, together with testing and the responsibility for the strategic planning and development of Business Continuity and Disaster Recovery programs round out the services provided.

The **Records Management** team manages the Shire's correspondence function, including the electronic capture and distribution of inwards correspondence, and physical file storage and archiving. The Corporate Information System has been implemented, enabling the storage of all corporate information. Future developments include workflow, advanced scanning and integration with other corporate systems.

The **Geographic Information Systems (GIS)** team continues to develop increased mapping and related functionality across the organisation, and adds value by rolling out integration between GIS and a range of corporate systems.

Budget

Net Cost by Team	Adopted		Budget 2012/13 \$'000	Variance to	
	Budget	Forecast		Budget	Forecast
	2011/12 \$'000	2011/12 \$'000		2011/12 \$'000	2011/12 \$'000
I.T. Operations	(1,441)	(1,437)	(1,479)	(38)	(42)
Geographic Information System (GIS)	(396)	(418)	(405)	(9)	13
Records Management	(244)	(226)	(256)	(12)	(30)
Manager Information Services	(172)	(171)	(175)	(3)	(3)
Operating Surplus / (Deficit)	(2,253)	(2,253)	(2,315)	(62)	(62)

Net Cost by Classification	Adopted			Variance to	
	Budget	Forecast	Budget	Budget	Forecast
	2011/12	2011/12	2012/13	2011/12	2011/12
	\$'000	\$'000	\$'000	\$'000	\$'000
Revenue					
Statutory Fees and Fines	2	2	3	1	1
User Fees	18	18	15	(2)	(2)
Internal Income	2,438	2,458	2,525	87	67
Total Revenue	2,457	2,477	2,543	86	66
Expenses					
Employee Costs	2,025	1,977	2,151	(126)	(174)
Materials and Services	2,398	2,466	2,426	(29)	39
Other Expenses	22	22	21	1	1
Internal Expenses	265	265	260	6	6
Total Expenses	4,710	4,730	4,858	(148)	(128)
Operating Surplus / (Deficit)	(2,253)	(2,253)	(2,315)	(62)	(62)

Financial Impact

The net cost of \$2.315m is an increase of \$62k over last year's budget and forecast.

Major variations include:

- **IT Operations** – an increase in the usual employee costs and the inclusion of an additional Help Desk Officer position. Normal increases in computer maintenance costs have been included.
- **GIS** – Employee cost increases, offset in part by a reduction in the plant recharge.
- **Records Management** – Employee cost increases. In addition, an increase in storage costs (due to planning/ building requirements still increasing) has been offset by a reduction in freight and courier costs due to a change in contractor.

Resources Impact

FTE	Perm't	Casual	O/time	Agency Labour	Other	W/cover	Total Costs	
	(\$ '000)	(\$ '000)	(\$ '000)	(\$ '000)	(\$ '000)	(\$ '000)	(\$ '000)	
	24.50	2,063	48	5	0	0	36	2,151

FTE 2011/12	23.50	FTE 2012/13	24.50	var	(+1.00)
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The staff establishment has increased by 1 FTE.

An additional IT Help desk position (1.0 FTE) has been included to assist with managing the increase in the number of PCs and new applications across the organisation. PC numbers have increased by 26% in the last five years without a resourcing change.

Key Deliverables

- Support and maintenance and the security of 750+ PCs
- Support and maintenance of the storage and server infrastructure that hosts over 85 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 2012/13 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 three corporate systems, part of which is already underway, with all scheduled to be finalised by the last quarter of 2012.

Technology Enhancements and Mobile Computing is proving that it's possible to deliver better ways for Councillors and staff to work with traditional information. The use of iPads and smart-phones are in their infancy but already the experience has been positive, encouraging the seeking out of yet more opportunities.

Smart scanning is another opportunity to revise the ways in which we can streamline the processing of paper-based repetitious correspondence.

It is also planned to investigate and if viable, implement the phasing out of traditional desktop computing in favour of thin-client technology, a step that is likely to have widespread benefits in IT support functions with minimal impact on users

New Initiatives

Within Priority Projects, the following project has been included –

- Aerial Photography 2013 \$70k

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 1,400 staff including the management of superannuation, tax and other deductions.

Revenue Management team is responsible for the issue and collection of Council Rates and Sundry Debtors. Each year in July/August, more than 94,500 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 2012/13 \$'000	Variance to	
	Budget	Forecast		Budget	Forecast
	2011/12 \$'000	2011/12 \$'000		2011/12 \$'000	2011/12 \$'000
Financial Accounting	(473)	(474)	(510)	(37)	(36)
Payroll Operations	0	8	(0)	(0)	(8)
Employee Overheads	0	0	0	0	0
Management Accounting	(163)	(163)	(181)	(18)	(18)
Revenue Management (Rates)	(1,591)	(1,591)	(1,631)	(40)	(40)
Plant and Equipment	93	89	92	(1)	4
Manager Finance	0	5	(0)	(0)	(5)
Operating Surplus / (Deficit)	(2,134)	(2,126)	(2,230)	(96)	(104)

Net Cost by Classification	Adopted		Variance to		Variance to
	Budget	Forecast	Budget	Budget	Forecast
	2011/12	2011/12	2012/13	2011/12	2011/12
	\$'000	\$'000	\$'000	\$'000	\$'000
Revenue					
Statutory Fees and Fines	130	120	130	0	10
User Fees	1,433	1,433	1,455	23	22
Internal Income	3,227	3,282	3,369	142	87
Total Revenue	4,789	4,835	4,954	165	119
Expenses					
Employee Costs	2,410	2,408	2,511	(101)	(103)
Materials and Services	3,702	3,739	3,822	(119)	(83)
Other Expenses	154	157	161	(7)	(4)
Internal Expenses	658	658	690	(32)	(32)
Total Expenses	6,924	6,961	7,184	(260)	(223)
Operating Surplus / (Deficit)	(2,134)	(2,126)	(2,230)	(96)	(104)

Financial Impact

The net cost of \$2.230m is an increase of \$96k to last year's budget and \$104k to forecast.

Major variances are –

- **Financial Accounting**.- increase in employee costs as a result of a change in resourcing including an increase in the Finance Officer position during the 2011/12 financial year following the retirement of the Senior Finance Officer. Provision for an FBT audit and other minor variations have also contributed to the increase.
- **Payroll Operations** – annual increases have been offset by the reallocation of FTE to Financial Accounting for the Finance Officer position during 2011/12.
- **Employee Overheads** - employee costs for annual leave, long service leave and superannuation are fully recovered from departmental employee cost budgets.
- **Management Accounting** - when the recharge recovery is backed out, the costs have increased by a net \$32k to last year's budget, due to Award and EBA increments, increased advertising costs and internal recharges which are partially recovered from other users.
- **Revenue Management (Rates)** - Award and EBA increments and increases in printing and stationary and bank charges have contributed to the increase.
- **Plant and Equipment** – there is only a minor variation in plant and equipment. Provision has been made for increases in fuel, FBT, maintenance and insurances, offset by increases in employee contributions and recovery from Units via the recharge.
- **Finance Management** - costs are apportioned over Finance teams via the recharge. When the recharge is backed out, the costs have not changed materially from last year's budget.

Resources Impact

FTE	Perm't	Casual	O/time	Agency Labour	Other	W/cover	Total Costs	
	(\$ '000)	(\$ '000)	(\$ '000)	(\$ '000)	(\$ '000)	(\$ '000)	(\$ '000)	
	25.58	2,103	13	0	0	344	51	2,511
FTE 2011/12	25.48							
FTE 2012/13								
var	(+0.10)							

The staff establishment has increased by 0.1 FTE.

The Finance Officer position was increased to 1.0 FTE (from 0.90 FTE) during the 2011/12 financial year following the retirement of the Senior Finance Officer.

Key Deliverables

- Issue of 94, 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 2011/12)
- 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 2012/13 be different from the previous year?

Much of the coming year will be focused on upgrading and improving financial reporting systems across the unit. A significant Property and Rates system upgrade will impact across the whole of the organization. Other system upgrades include Frontier CHRIS (Payroll) and Computron/Chameleon (Core Finance system) reporting modules.

We will again seek to further improve on a range of processes including internally focused activities such as Fringe Benefits Tax and Plant Accounting.

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
	2011/12	2011/12	2012/13	2011/12	2011/12
	\$'000	\$'000	\$'000	\$'000	\$'000
Director Sustainable Organisation	(472)	(455)	(502)	(30)	(46)
Operating Surplus / (Deficit)	(472)	(455)	(502)	(30)	(46)

Net Cost by Classification	Adopted		Variance to		Variance to
	Budget	Forecast	Budget	Budget	Forecast
	2011/12	2011/12	2012/13	2011/12	2011/12
	\$'000	\$'000	\$'000	\$'000	\$'000

Revenue

Total Revenue	0	0	0	0	0
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Expenses

Employee Costs	382	366	404	(22)	(38)
Materials and Services	10	10	16	(6)	(6)
Other Expenses	15	15	16	(0)	(0)
Internal Expenses	64	64	66	(2)	(2)

Total Expenses	472	455	502	(30)	(46)
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Operating Surplus / (Deficit)	(472)	(455)	(502)	(30)	(46)
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Financial Impact

The net cost of \$502k is an increase of \$30k to last year's budget and \$46k to forecast.

Increases are primarily due to normal increases in operational cost, including the usual employee cost increases. A small provision (\$5k) has been included for unplanned legal expenses

Resources Impact

FTE	Perm't	Casual	O/time	Agency Labour	Other	W/cover	Total Costs	
	(\$ '000)	(\$ '000)	(\$ '000)	(\$ '000)	(\$ '000)	(\$ '000)	(\$ '000)	
	3.00	397	0	0	0	0	7	404

FTE 2011/12	3.00	FTE 2012/13	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 2012/13 be different from the previous year?

Much focus for the year will be on supporting Governance and Corporate Support in the conduct of the Council election and the many processes that will follow this.

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. The whole organisation will be impacted through the planned property and rates system upgrade.

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 Enhancing Public Places and Spaces	2.1 Planning, developing and maintaining community assets.
Goal 6 Healthy Safe and Connected Communities	6.5 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
	2011/12	2011/12	2012/13	2011/12	2011/12
	\$'000	\$'000	\$'000	\$'000	\$'000
Publications	(455)	(364)	(454)	2	(90)
Manager Communications	(593)	(576)	(631)	(38)	(55)
Operating Surplus / (Deficit)	(1,048)	(940)	(1,084)	(36)	(144)

Net Cost by Classification	Adopted			Variance to	Variance to
	Budget	Forecast	Budget	Budget	Forecast
	2011/12	2011/12	2012/13	2011/12	2011/12
	\$'000	\$'000	\$'000	\$'000	\$'000

Revenue

Total Revenue	0	0	0	0	0
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Expenses

Employee Costs	482	465	510	(28)	(45)
Materials and Services	476	385	478	(1)	(92)
Other Expenses	17	17	17	0	0
Internal Expenses	72	72	79	(7)	(7)

Total Expenses	1,048	940	1,084	(36)	(144)
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Operating Surplus / (Deficit)	(1,048)	(940)	(1,084)	(36)	(144)
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Financial Impact

The net cost of \$1.084m is an increase of \$36k to last year's budget and \$144k 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.

Resources Impact

FTE	Perm't (\$ '000)	Casual (\$ '000)	O/time (\$ '000)	Agency Labour (\$ '000)	Other (\$ '000)	W/cover (\$ '000)	Total Costs (\$ '000)
	5.20	501	0	0	0	0	9 510

FTE 2011/12	5.20	FTE 2012/13	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' edition
- 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
- Continuation of the "Continuing the Climate Change Conservation" newsletter
- Production of the Shire's Annual Report in house

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

- New website – The Shire's website will undergo a major restructure, with an emphasis on improved functionality and 'two-way' communication with our residents, ratepayers and visitors. The new website will feature a range of improvements including the ability to host video and audio

files, integrated blogging, improved on-line payment options and innovative community feedback opportunities.

- Peninsula Wide – In addition to the normal production schedule, two special editions of Peninsula Wide will be produced throughout 2012-13. An Annual Report/This Term of Council edition will be produced in August and a special Summer magazine produced for December/January.
- Sustainable Peninsula update – The team is currently collating information to produce an updated Sustainable Peninsula booklet, highlighting the Shire's achievements in Social, Economic and Environmental Sustainability since the last booklet was produced in 2007

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 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	6.4 An active connected and informed 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		Variance to		Variance to
	Budget	Forecast	Budget	Budget	Forecast
	2011/12	2011/12	2012/13	2011/12	2011/12
	\$'000	\$'000	\$'000	\$'000	\$'000
Occupational Health and Safety	(212)	(258)	(308)	(96)	(50)
Workcover and Rehabilitation	(162)	(242)	(227)	(65)	15
Traineeships	(248)	(241)	(263)	(14)	(21)
Staff Training	(16)	61	0	16	(61)
Attraction and Retention	(385)	(371)	(343)	42	29
Team Development	(53)	(53)	(54)	(2)	(2)
Manager Team Support	(66)	(102)	(68)	(2)	35
Operating Surplus / (Deficit)	(1,141)	(1,206)	(1,262)	(120)	(56)

Net Cost by Classification	Adopted			Variance to	Variance to
	Budget	Forecast	Budget	Budget	Forecast
	2011/12	2011/12	2012/13	2011/12	2011/12
	\$'000	\$'000	\$'000	\$'000	\$'000
Revenue					
User Fees	172	172	83	(89)	(89)
Grants - Recurrent	20	5	20	0	15
Internal Income	1,313	1,313	1,267	(46)	(46)
Total Revenue	1,505	1,490	1,370	(135)	(120)
Expenses					
Employee Costs	1,382	1,516	1,495	(113)	21
Materials and Services	546	519	466	80	53
Other Expenses	524	466	478	47	(11)
Internal Expenses	194	194	194	1	1
Total Expenses	2,646	2,696	2,632	14	64
Operating Surplus / (Deficit)	(1,141)	(1,206)	(1,262)	(120)	(56)

Financial Impact

The net cost of \$1.262m is an increase of \$120k to last year's budget and \$56k to forecast.

Major variations include:

- **Occupational Health and Safety** – increase in the maternity (parental) leave budget to reflect past levels.
- **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** - costs fully recovered by users via an internal recharge.
- **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** – reduction in external professional services and legal expenses have been budgeted for.

Resources Impact

FTE	Perm't (\$ '000)	Casual (\$ '000)	O/time (\$ '000)	Agency Labour (\$ '000)	Other (\$ '000)	W/cover (\$ '000)	Total Costs (\$ '000)	
	13.80	1,171	0	0	0	300	24	1,495

FTE 2011/12	13.80	FTE 2012/13	12.80	var	(-1.00)
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The staff establishment remains unchanged, noting that Program and Process Review (1FTE) was reallocated to Corporate Planning and Projects during 2011/12. The 'Other' expenditure of \$300k represents the cost of paid parental leave.

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 2012/13 be different from the previous year?

The major focus will be on the thorough implementation of the policy review program of 2011/12.

Preparations for the implementation of the new Work Health and Safety legislation were also completed in 2011/12 and will be formalized into our operations.

Of particular importance will be the further development of the comprehensive program for volunteers to ensure their safety in the workplace. This will be complemented by continued improvement in strategies to continue to reduce the workcover premium.

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,
- Team Development facilitates 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 objectives and strategies have been identified within the Shire Strategic Plan to ensure that the five identified goals are progressed.

Budget

Net Cost by Team	Adopted		Variance to		Variance to
	Budget	Forecast	Budget	Budget	Forecast
	2011/12	2011/12	2012/13	2011/12	2011/12
	\$'000	\$'000	\$'000	\$'000	\$'000
Councillor Support	(289)	(292)	(298)	(10)	(6)
Program and Process Review	(148)	(138)	(151)	(2)	(12)
Corporate Planning and Projects	(579)	(576)	(563)	16	13
Operating Surplus / (Deficit)	(1,016)	(1,006)	(1,012)	4	(6)

Net Cost by Classification	Adopted			Variance to	Variance to
	Budget	Forecast	Budget	Budget	Forecast
	2011/12	2011/12	2012/13	2011/12	2011/12
	\$'000	\$'000	\$'000	\$'000	\$'000
Revenue					
Total Revenue	0	0	0	0	0
Expenses					
Employee Costs	740	738	764	(24)	(27)
Materials and Services	149	140	116	33	23
Other Expenses	21	20	24	(3)	(4)
Internal Expenses	106	108	107	(1)	1
Total Expenses	1,016	1,006	1,012	4	(6)
Operating Surplus / (Deficit)	(1,016)	(1,006)	(1,012)	4	(6)

Financial Impact

The net cost of \$1.012m is a decrease of \$4k to last year's budget and an increase of \$6k to forecast.

Major variations include increase to employee costs as a result of the normal Award and EBA increments, offset by a reduction in external professional services. In addition, the Program and Process Review Team was reallocated to Corporate Planning and Projects during 2011/12.

Resources Impact

FTE	Perm't	Casual	O/time	Agency Labour	Other	W/cover	Total Costs	
	(\$ '000)	(\$ '000)	(\$ '000)	(\$ '000)	(\$ '000)	(\$ '000)	(\$ '000)	
	6.00	730	21	0	0	0	13	764

FTE 2011/12	6.00	FTE 2012/13	7.00	var	(+)1.00
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The staff establishment remains unchanged. Noting that the Program and Process Review Team has been reallocated from Team Support and Development 1 FTE.

Key Deliverables

- Annual review of the Shire Strategic Plan
- Development and implementation of the business planning, measurement and reporting framework
- Community Engagement Policy and Guidelines will be finalised
- Facilitate 10 Peninsula Way Best Practice Reviews 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 2012/13 be different from the previous year?

- Review and development of a new Council Plan with the Council
- Corporate Business Planning process will be moved to a new software system providing opportunities for further streamlining and enhanced reporting
- The model for Best Practice Review was changed in 2011/12 and this year the program will prioritise cross functional reviews.
- Further refinement of the Community Partnership process
- Opportunities to provide training on our demographic information to targeted community groups

New Initiatives

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

- Community Partnerships Program \$65k
- 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 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	
	2011/12	2011/12	2012/13	2011/12	
	\$'000	\$'000	\$'000	\$'000	\$'000
Internal Audit	(0)	(0)	(0)	(0)	(0)
Operating Surplus / (Deficit)	(0)	(0)	(0)	(0)	(0)

Net Cost by Classification	Adopted		Variance to		Variance to
	Budget	Forecast	Budget	Budget	
	2011/12	2011/12	2012/13	2011/12	
	\$'000	\$'000	\$'000	\$'000	\$'000
Revenue					
Internal Income	150	150	156	6	6
Total Revenue	150	150	156	6	6
Expenses					
Employee Costs	139	140	146	(6)	(6)
Materials and Services	5	5	5	0	(0)
Other Expenses	2	2	2	(0)	(0)
Internal Expenses	4	4	4	0	0
Total Expenses	150	150	156	(6)	(6)
Operating Surplus / (Deficit)	(0)	(0)	(0)	(0)	(0)

Financial Impact

There are no major variations from last year's budget, noting that a small increase in casual salaries has been included to provide support to the internal audit process.

Resources Impact

FTE	Perm't (\$ '000)	Casual (\$ '000)	O/time (\$ '000)	Agency Labour (\$ '000)	Other (\$ '000)	W/cover (\$ '000)	Total Costs (\$ '000)
1.00	125	18	0	0	0	2	146
FTE 2011/12	1.00	FTE 2012/13	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.

Internal Audit reports highlight observations and recommendations designed to provide a degree of assurance to Council that adequate internal controls and segregation of duties exist, as well as compliance with relevant Acts & policies.

Other important matters reported include continuous improvement and operational efficiency.

Special investigations and ad-hoc reviews are conducted as required/requested during the year.

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

Internal audit focuses its activities on reviewing functional areas that have not been previously audited, as well as continuing with 'surprise' visits to cash collection areas.

A major new initiative will be the development of a menu of computer queries that will be run periodically on the payroll and creditor payments databases to compare/match data and look for any anomalies.

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 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
	Budget	Forecast	Budget	Budget	Forecast
	2011/12	2011/12	2012/13	2011/12	2011/12
	\$'000	\$'000	\$'000	\$'000	\$'000
The CEO's Office	(550)	(550)	(559)	(10)	(10)
Operating Surplus / (Deficit)	(550)	(550)	(559)	(10)	(10)

Net Cost by Classification	Adopted		Variance to		Variance to
	Budget	Forecast	Budget	Budget	Forecast
	2011/12	2011/12	2012/13	2011/12	2011/12
	\$'000	\$'000	\$'000	\$'000	\$'000
Revenue					
Total Revenue	0	0	0	0	0
Expenses					
Employee Costs	431	431	443	(12)	(12)
Materials and Services	34	34	35	(1)	(1)
Other Expenses	11	11	11	0	(0)
Internal Expenses	73	73	70	3	4
Total Expenses	550	550	559	(10)	(10)
Operating Surplus / (Deficit)	(550)	(550)	(559)	(10)	(10)

Financial Impact

The net cost of \$559k is an increase of \$10k to last year's budget and \$10k to forecast. This is primarily the result of the usual operating increases.

Resources Impact

FTE	Perm't (\$ '000)	Casual (\$ '000)	O/time (\$ '000)	Agency Labour (\$ '000)	Other (\$ '000)	W/cover (\$ '000)	Total Costs (\$ '000)
2.00	436	0	0	0	0	8	443

FTE 2011/12	2.00	FTE 2012/13	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 2011/12 \$'000	Forecast 2011/12 \$'000	Budget 2012/13 \$'000	Variance to Budget 2011/12 \$'000	Variance to Forecast 2011/12 \$'000
Employee Costs	57,958	58,652	59,527	(1,570)	(875)
Less Capital Recoveries	1,651	1,706	1,734	(83)	(29)
Total Employee Costs	56,306	56,946	57,793	(1,487)	(847)

Movement in Employee Establishment

The approved employee establishment in last year's budget was 681.22 Full Time Equivalent (FTE) staff.

The recommended employee establishment in this budget is 667.12 FTE staff.

A reconciliation of the variations is as follows –

- Sustainable Environment (+) 1.80 FTE**

Resource	Variance	Reason
Strategic Planning Officer	+ 0.20	Approved increase to establishment during the 2011/12 financial year – funded by a reduction in agrees extra hours.
Community Animal Shelter Officer	+ 0.60	Approved increase to establishment during the 2011/12 financial year – funded by a reduction in casual salaries.
Trainee Building Inspector	+ 1.00	To manage a growing workload, including events applications, report and consent, building on flood prone land (which has increased ten fold in the last five years) and complaints about illegal building work. The position would also allow the Shire to 'grow our own' in an industry in which there is a shortage of building inspectors.

- Sustainable Infrastructure no change in FTE**

- Sustainable Communities (-) 17.01 FTE**

Resource	Variance	Reason
Annie Sage Child Care	- 9.95	Due to the closure of the centre during the 2010/11 financial year.
Pelican Pantry	- 9.00	Due to a change in operations of Pelican Pantry Café.
Assess & Mobility Transport	+ 0.65	Approved increase to establishment during the 2011/12 financial year – funded by HACC growth funding to expand Dial A Bus service.

Community Access Planner	+ 0.20	Approved increase to establishment during the 2011/12 financial year – increasing a part time position to full time.
FDC Field Worker	- 0.20	Approved decrease to establishment during the 2011/12 financial year – decreasing a full time position to part time.
Maternal & Child Health – Admin. Support / Customer Service	+ 0.40	To improve quality of customer service by providing a full time central point of contact for new mothers and their babies. To release MCH nurses to provide direct service and advice rather than the administrative tasks that support the service.
Immunisation – Admin. Support / Customer Service	+ 0.40	To manage the growth in the service by providing a full time administrative resource, which in turn will allow nurses to focus on service provision and not on record keeping and administration. Position increase to 1.0 FTE (resourcing has not increased for 15 years)
Cultural Planner	+ 0.50	To implement the various programs and strategies proposed under the Arts and Culture strategy. Position was a 0.5 FTE position for three years, with an additional 0.5 FTE funded from Priority Projects - this formalises the position at 1.0 FTE

• **Sustainable Organisation (+) 1.10 FTE**

Resource	Variance	Reason
Finance Officer	+ 0.10	Approved increase to establishment during the 2011/12 financial year – increasing a part time position to full time.
IT Support Officer	+ 1.00	To manage the increase in number of PC's (27% since 2006/07 without an increase in resourcing) and new applications (including I-Pads and smart phones) across the organisation.

• **The CEO's Office no change in FTE**

Each position bid for 2012/13 is summarised as follows.

POSITION Trainee Building Inspector	FTE REQUIRED 1.0 FTE
GROUP Sustainable Environment	UNIT EPACS Unit
NEED / DELIVERABLES <ul style="list-style-type: none"> • To deliver a high quality, responsive 'easy to deal with' service standard, as Council is keen for us to deliver, whilst dealing with increased in workloads in statutory building, including events applications, report and consent, building on flood prone land (which has increased ten fold in the last five years) and complaints about illegal building work. <ul style="list-style-type: none"> - POPE approvals have increased from 11 in 2009 and 2010 to 110 in 2011 - Even with the new events kit, it is anticipated that to ensure compliance with State requirements, some 170-200 will require assessment by the Municipal Building Surveyor. - Siting Dispensations have grown slightly, but have a 21 day determination timeframe. - Merit cases have doubled since 2006 and increased by 100 in the last year. - Building Notices (being the next stage after Merit) have some 660 on-going at end of 2011. • Provide a learning opportunity for a young person, there is a shortage of building inspectors across the industry and this will help us 'grow our own'. 	
FUNDING \$59,100 Required from Rates	
CONSEQUENCES OF NOT PROCEEDING <ul style="list-style-type: none"> • Team workloads will result in backlogs • Unable to capitalise on opportunities to train a young person in a work environment where it is often difficult to recruit staff. 	
ALTERNATE STRATEGY None offered at this stage.	

POSITION Maternal & Child Health – Admin. Support / Customer Service	FTE REQUIRED 0.4 FTE
GROUP Sustainable Communities	UNIT Child Youth & Family Services
NEED / DELIVERABLES <ul style="list-style-type: none"> • Ensuring that the MCH nurses are released from administrative support tasks so they can focus on their client work. The annual increase in birth numbers has necessitated that nurses are actually being burdened with more and more administrative tasks to ensure a high level of customer service. • Directing enquiries from MCH centre based operations, which are often part time, to a 5 day per week central point at the Shire offices results in improved outcomes for customers and increased satisfaction. • Deliverables include – <ul style="list-style-type: none"> - Booking home visits, centre appointments and parenting programs for customers, thus freeing up operations staff to focus on core business and not administrative tasks. - Administrative support to MCH team members including nurses, early parenting workers and playgroup development workers (the increasing part time nature of the workforce means there are more nurses to support in the team). - Provision and distribution of resources to MCH centres – which are increasing to 17 MCH centres in 2012 with the opening of 'The Community Hib' facility in West Rosebud, adjacent to the Eastbourne Primary School. 	
FUNDING \$25,500 Funded by Government Subsidy (Enhanced Outreach Service funding)	
CONSEQUENCES OF NOT PROCEEDING <ul style="list-style-type: none"> • Customers are finding it increasingly difficult to access customer support resulting in more messages left on voicemail. Helpdesk team often find it difficult to respond to the increasing numbers of calls the MCH helpdesk is receiving both from families and external stakeholders, eg maternity units. • This could result in a loss of reputation for the both the MCH unit and the Shire. • Maternal & Child Health Nurses and team leaders are sometimes required to meet response expectations during periods of staff leave, which is an expensive use of resources. 	
ALTERNATE STRATEGY <ul style="list-style-type: none"> • Continue with the current practice, which necessitates inefficient use of MCH nurses carry out a higher proportion of administrative tasks at the expense of core service delivery. 	

POSITION Immunisation – Admin. Support / Customer Service	FTE REQUIRED 0.4 FTE
GROUP Sustainable Communities	UNIT Child Youth & Family Services
NEED / DELIVERABLES <ul style="list-style-type: none"> • This current 0.6 FTE administrative support / customer service position has not been increased in more than 15 years. In this time the infant population has increased by over 20% from 1,360 to 1,670 births per annum. • During this period, the Victorian Immunisation Program has expanded to incorporate many more vaccines. Public sessions are longer, with more attendees, and there is more administrative tasks to complete at the venue and on return to the offices. • This position supports the delivery of a high quality immunisation program to Mornington Peninsula residents and MPS team members by providing customer service at public and staff immunisation sessions. • Deliverables include - <ul style="list-style-type: none"> - Accurate and reliable record keeping in line with legal requirements and Public Records Office guidelines. - Responding to customer enquiries including telephone, emails and postal correspondence often requiring prompt data retrieval. - Liaison with the Department of Health and Australian Childhood Immunisation register - Assisting the Nurse Team members in the storage of vaccines and cold chain management. 	
FUNDING \$22,800 Funded by Government Subsidy and decrease in casual salaries budget	
CONSEQUENCES OF NOT PROCEEDING <ul style="list-style-type: none"> • There would be a risk that the various support tasks that the Nurses rely on would be overlooked or not completed. • The Nurses themselves would have to undertake a greater administrative burden rather than focusing on their immunisation responsibilities. 	
ALTERNATE STRATEGY Continue with the current practice.	

POSITION Cultural Planner	FTE REQUIRED 0.5 FTE
GROUP Sustainable Communities	UNIT Libraries, Arts & Culture
NEED / DELIVERABLES <ul style="list-style-type: none"> • To be successful, the Arts and Culture Strategy will require a dedicated resource to implement the various programs and strategies proposed. • Implementation of the Arts and Culture Strategy involves a significant number of actions focusing on - <ul style="list-style-type: none"> - the further development of arts and cultural networks - optimising community access to arts and cultural programs across the Shire - focusing on fostering creative and engaged communities - actively marketing arts and culture - ensuring we provide cultural facilities that are accessible. • Community liaison, coordination and monitoring of the ArtsStream Funding program within the Shire's Community Grants Scheme 	
FUNDING \$43,250 Currently funded via Priority Projects (which will be reduced to offset)	
CONSEQUENCES OF NOT PROCEEDING <ul style="list-style-type: none"> • The implementation of the Arts and Culture Strategy (some of which Council has already funded and is being implemented) will be significantly compromised. Implementation of key actions will need to be reduced in scope by up to 50%, significantly compromising overall implementation. • Provision of arts and cultural services within the Shire overall will be negatively impacted. • Community-based arts development projects, some of which are Councillor-sponsored, will need to be reduced by up to 50%. 	
ALTERNATE STRATEGY <ul style="list-style-type: none"> • Continue with Priority Projects funding, although the position should be determined in some way as it was an initial 3 year term appointment and it has now extended beyond this timeframe. 	

POSITION IT Support	FTE REQUIRED 1.0 FTE
GROUP Sustainable Organisation	UNIT Information Services – IT Support
NEED / DELIVERABLES	
<ul style="list-style-type: none"> • Growth in the number of PC's supported by IT Support has increased from 600 in 2006/07 to 760+ in 2011/12, a growth of 26% increase. • In the 2011/12 budget, Council assumed responsibility for 24 no. Youth Services PC's as well as the PC's at Hastings Hub • Additionally, new applications have been added to the organisation's portfolio of IT systems, including Kofax, Chameleon, Objective (whilst a swap with Ausinfo, Objective is more sophisticated and complex), Contracts5 and Cashflow5, ESSKI, Commvault (Backup server), • Within this growth, staff resource in IT Support has not increased for 6 years. • Workloads are now such that staff are increasingly having to 'fast track' support without sufficient testing or 'triage' support rather than finalising the issue. • Most staff now have a smart phone of some type, and these require a higher level of support than past mobiles which were unsophisticated in nature. The growth in I-Pads simply expands workloads for IT support. • The key deliverable will be a greater ability to respond to IT issues in a timely and effective manner, promptly giving users the technology they need to manage their business. 	
FUNDING \$83,000 Funded from Rates	
CONSEQUENCES OF NOT PROCEEDING	
<ul style="list-style-type: none"> • Potential compromising of corporate systems through reduced IT support levels. • Inability to meet organisational requirements in terms of technology service levels. • Requirement to prioritise support between Units. • Areas of 'discretionary' support (ie pro-active checking of systems and IT equipment) will be reduced to allow time for 'mandatory' support. • Less time to learn and support the new technologies being introduced. 	
ALTERNATE STRATEGY	
Outsource new demands for IT support, which comes at a cost premium	

Increase in Employee costs compared to 2011/12

The increase from 2011/12 Budget to 2012/13 Budget of \$1.487m (or 2.6%) is explained by:

• Cost of living adjustments via Enterprise Bargain and award increments	(+)	\$834k
• Additional resources	(+)	\$234k
• Annual and Long Service Leave	(+)	\$109k
• Superannuation	(+)	\$364k
• Overtime provision	(+)	\$51k
• Parental Leave (maternity leave)	(+)	\$92k
• Fringe Benefits Tax	(+)	\$45k
• Rehabilitation salaries	(+)	\$75k
• Agency Labour	(-)	\$63k
• Workcover costs	(-)	\$140k
• Casual labour	(-)	\$30k
• Capital Recoveries	(-)	\$84k

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

		Adopted Budget 2011/12 \$'000	Budget 2012/13 \$'000	Variance to Budget 2011/12 \$'000
Sustainable Environment	Statutory Planning	3,686	3,793	(107)
	EPACS	6,080	6,368	(288)
	Economic Development	1,081	1,135	(54)
Sustainable Infrastructure	Infrastructure Strategy	1,451	1,521	(71)
	Infrastructure Maintenance	2,087	2,196	(109)
Sustainable Communities	Child Youth and Family Care	5,057	5,016	40
	Aged and Disability Services	9,356	9,589	(234)
	Recreation and Leisure	5,736	5,301	436
	Libraries Arts and Culture	3,631	3,836	(205)
Sustainable Organisation	Governance and Corporate Support	2,975	3,076	(101)
	Information Services	2,025	2,151	(126)
	Finance	2,410	2,511	(101)
The CEOs Office	Team Support and Development	1,382	1,495	(113)

These are explained mostly by the normal Award and EBA increases. The following Units have increases/decrease over and above this –

- EPACS – an increase in the staff establishment for a Trainee Building Inspector position.
- Economic Development - the inclusion of penalty rates for working weekends.
- Infrastructure Strategy - the inclusion of a staff management plan to facilitate the smooth transition to retirement of a key team member.
- Child Youth and Family Care – the closure of the Annie Sage Child Care Centre and a small reduction in Family Day Care. This is offset by small increases in FTE for admin support in the Maternal and Child Health and Immunisation teams, and an increase in overtime for Youth Services expanding the 'out of business hours' requirements..
- Aged and Disability Services – to maintain Council contribution at \$4m.
- Recreation and Leisure – due to a change in operations of the Pelican Pantry Café. Casual salaries at the Foreshore has been included, fully funded by an increase in income.
- Libraries – an increase in the Cultural Planner position to full time.
- Information Services – an increase in the staff establishment for an IT Support Officer.

- Finance – an increase in the Finance Officer position to full time and an increase in FBT relating to vehicles.
- Team Support and Development – increase in rehabilitation/long term sick leave salaries and an increase in parental leave employee costs.

A note on Workcover

The Shire's performance in claims, claims management and return to work has continued to improve in 2011/12 such that the Shire's Workcover Premium has reduced from \$1.7m in 2011/12 to a budgeted \$1.450m in 2012/13. This is in spite of the industry premium rate being increased for 2012/13.

Employee Profile / Costs

Structure	FTE	Perm't (\$ '000)	Casual (\$ '000)	O/time (\$ '000)	Agency Labour (\$ '000)	Other (\$ '000)	W/cover (\$ '000)	Total Costs (\$ '000)
Sustainable Environment								
Strategic Planning	12.00	1,187	11	12	0	0	20	1,231
Statutory Planning	44.80	3,675	18	35	0	0	65	3,793
EPACS	74.08	5,774	365	75	10	0	143	6,368
Economic Development	12.10	1,076	15	24	0	1	20	1,135
Director Sustainable Environment	2.00	342	0	0	0	0	6	348
Total Sustainable Environment	144.98	12,055	409	146	10	1	254	12,875
Sustainable Infrastructure								
Infrastructure Strategy	18.10	1,443	48	0	0	0	31	1,521
Infrastructure Maintenance	23.40	2,134	0	4	6	0	51	2,196
Infrastructure Project Management	27.00	1,349	0	0	0	0	43	1,393
Renewable Resources	14.78	1,266	13	7	0	0	37	1,323
Director Sustainable Infrastructure	3.00	414	0	0	0	0	7	421
Total Sustainable Infrastructure	86.28	6,606	61	11	6	1	169	6,854
Sustainable Communities								
Child Youth and Family Care	46.62	4,538	320	42	0	0	116	5,016
Aged and Disability Services	135.11	7,991	474	336	18	326	445	9,589
Recreation and Leisure	58.70	4,844	319	20	0	0	118	5,301
Libraries Arts and Culture	45.63	3,169	492	78	21	0	77	3,836
Director Sustainable Communities	13.10	1,320	21	0	0	0	31	1,372
Total Sustainable Communities	299.16	21,861	1,625	476	38	326	787	25,114
Sustainable Organisation								
Governance and Corporate Support	39.98	2,920	11	47	0	33	65	3,076
Property and Valuation	15.63	1,425	0	1	0	0	25	1,450
Information Services	24.50	2,063	48	5	0	0	36	2,151
Finance	25.58	2,103	13	0	0	344	51	2,511
Director Sustainable Organisation	3.00	397	0	0	0	0	7	404
Total Sustainable Organisation	108.69	8,907	72	52	0	378	184	9,592
The CEO's Office								
Communications	5.20	501	0	0	0	0	9	510
Team Support and Development	12.80	1,171	0	0	0	300	24	1,495
Corporate Planning & Projects	7.00	730	21	0	0	0	13	764
Internal Audit	1.00	125	18	0	0	0	2	146
The CEO's Office	2.00	436	0	0	0	0	8	443
Total The CEO's Office	28.00	2,963	39	0	0	300	56	3,358
Totals	667.11	52,391	2,205	685	55	1,007	1,450	57,793

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.
- Council no longer provides the Planning Certificate service; this responsibility has been transferred to Department of Planning and Community Development, as it can be provided cheaper and faster than Council.
- Council has also ceased to provide the Title search service, as this information can be sourced cheaper and faster from Land Victoria.
- Fire Prevention Infringement Notices – penalty amount has increased from \$239 to \$280.
- Parking infringement fees – increase each year in line with CPI and at the direction of the Department of Justice.
- Animal management (infringement) fees increase each year in line with CPI and As per State Regulation.
- Environmental Health program fees and charges - various changes.
- Septic tank installation fees – increase from \$554 to \$566.
- Planning enforcement infringement notice – increase by approximately 2% as per State Regulation.
- Statutory Building fees – minor changes.
- Food Premises Registration fees – increases of 2-3%
- The Briars Homestead – increase by approximately 2.7% to 6.2% - simplify hire into 4 categories: Edwardian room, Kitchen, Barn and Grounds instead of multiple variations.
- Waste fees and charges will be increased to cover the increased State Government Landfill Levy, and higher 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.

The fee structure has been changed to incorporate a differential fee for non-residents and commercial operators due to the following reasons (listed in the register following).

- the additional demand on Council resources as a result of the closure of the Frankston transfer station; and
- Council's wish to restrict the number of persons using the transfer stations from outside the Shire given that it is close to full capacity and in fact may reach full capacity during the peak periods; and
- the fact that Shire residents effectively subsidise the operation of the transfer stations by paying rates, whereas external residents are not ratepayers; and

- to ensure that the transfer stations remain accessible to those members of the community for whom they are primarily intended, and it not intended to explicitly restrict access by non-residents and commercial operators.

➤ Commercial waste disposal fees for material received at the Shire's landfill will increase from \$160 per tonne to \$185 per tonne.

Three waste vouchers will be provided to households. Residents will now be able to use their vouchers to dispose of televisions, mattresses and fridges if they wish to do so. 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 Opt-in Green Waste bins can be retained at \$130, having regard for the level of take up

- After School Program – casual care – increased by \$0.50
- Aged and Disabled Care – In line with employee related cost increases, 4% fee increases across the range of services will be applied from 1 July 2012 with the exception of delivered meals which will be increased by 6% in line with anticipated food cost increases. These increases are based on actual increases in service delivery costs, whilst having regard for impact on clients and adherence to HACCC fees policy.
- Event Application – changes to fee structure.
- Peninsula Community Theatre – changes to some fees and the inclusion of some new fees
- Sport and Leisure Centres fees and charges – various changes
- Mt Martha Public Golf Course - reviews of the fee structure occurs on a biennial basis
- Community Hall Hire – various changes.
- Foreshore Camping - reviews of the fee structure occurs on a biennial basis.
- Animal registration fees (cats and dogs) – increased to take into account the increase in the State Government Animal Contributions Levy.
- Bathing Box Rental – proposed increase from \$348 to \$365.

Some individual fees have not been increased. The following areas are worth noting –

- Boat ramp parking/ launching fees – no change.
- Footpath Trading permits – the current fee structure is already fully recovering costs incurred.
- Annie Sage – due to the closure of the centre during 2011/12.
- Family Day Care – Administrative fee per hour.

Register of Fees and Charges 2012/2013 (includes GST)

Program	Category of Fee or Charge	Fee or Charge	GST Type	Fee 2011/12 \$	Fee 2012/13 \$	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
	Recoup of Planning Scheme Amendment Processing Costs	Recoup of Independent Panel Costs		TBD	TBD	0.00
Strategic Planning			taxable			
	Recoup of Planning Scheme Amendment Processing Costs	Recoup of combined Planning Scheme amendment/application notice 96c notice costs		TBD	TBD	0.00
Strategic Planning			taxable			
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
	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
	Planning Permit Amendment Fee	Any other development (including 2 or more dwellings) costing \$1000001m to \$50m		8,064.00	8,064.00	0.00
Statutory Planning			free			
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	102.00	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	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
	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		122.00	102.00	-19.61
Statutory Planning			free			
	Planning Permit Amendment Fee	Easements/Restrictions/Rights of Way - To create vary or remove a restriction within the meaning of the Subdivision Act 1988 or to create or remove a right of way		541.00	541.00	0.00
Statutory Planning			free			
	Planning Permit Amendment Fee	Easements/Restrictions/Rights of Way - To create vary or remove an easement other than a right of way or to vary or remove a condition in the nature of an easement in a crown grant		404.00	404.00	0.00
Statutory Planning			free			
	Planning Permit Amendment Fee	Easements/Restrictions/Rights of Way - To remove a restriction (with the meaning of the Subdivision Act 1988)		249.00	249.00	0.00
Statutory Planning			free			
	Planning Permit Amendment Fee	Permit extension(Time Extension) - Request for extension of time to extend expiry date of a planning permit		110.00	110.00	0.00
Statutory Planning	Application Fees	Planning Certificate - (up to 24 hrs - fax and counter only)	free	30.00	N/A	-100.00
Statutory Planning	Application Fees	Planning Certificate - 15 minute Certificate (fax and Mornington counter only)	free	50.00	N/A	-100.00

Program	Category of Fee or Charge	Fee or Charge	GST Type	Fee 2011/12 \$	Fee 2012/13 \$	Variance (%)
Statutory Planning	Application Fees	Planning Certificate - Standard (up to 10 working days)	free	18.20	N/A	-100.00
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
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
Title Search	Title Search	Title Search Fees	free	40.00	N/A	-100.00
Statutory Planning	Planning Permit Amendment Fee	Vegetation Removal	free	70.00	70.00	0.00

EPACS, Environment Health

Environmental Health	Prescribed Accommodation Registration	Accommodation	free	280.00	290.00	3.45
Environmental Health	Health Premises Registration	Beautician	free	175.00	180.00	2.78
Environmental Health	Food Premises Registration	Class 1 High Risk Food Premises	free	300.00	310.00	3.23
Environmental Health	Food Premises Registration	Class 2 Medium Risk Food Premises	free	400.00	410.00	2.44
Environmental Health	Food Premises Registration	Class 3 Low Risk Food Premises	free	275.00	285.00	3.51
Environmental Health	Health Premises Registration	Ear Piercing	free	175.00	180.00	2.78
Environmental Health	Health Premises Registration	Hairdresser	free	175.00	180.00	2.78
Environmental Health	Septic Tank Application	Septic Installations	free	553.88	566.40	2.21
Environmental Health	Septic Tank Application	Septic Tank Search Application	taxable	150.00	155.00	3.23
Environmental Health	Solicitors Inquiries	Solicitors Enquiries	taxable	400.00	410.00	2.44
Environmental Health	Health Premises Registration	Tattooist	free	195.00	200.00	2.50

EPACS, Planning Enforcement

Planning Enforcement	Fines and Prosecutions	Planning Infringement Notice	free	597.00	611.00	2.29
Planning Enforcement	Fines and Prosecutions	Planning Infringement Notice.	free	1,195.00	1,221.00	2.13

EPACS, Shire Rangers

Animal Management	Infringements - Dogs/Cats	Unregistered dog or cat wearing council identification marker outside premises	free	60.00	70.00	N/A
Animal Management	Infringements - Dogs/Cats	Registered dog or cat not wearing council identification marker outside premises	free	60.00	70.00	N/A
Animal Management	Infringements - Dogs/Cats	Person other than owner removing altering or defacing identification marker	free	60.00	70.00	N/A
Animal Management	Infringements - Dogs/Cats	The occupier of any premises where a dog or cat is kept must not allow that animal to be a nuisance	free	179.00	70.00	-155.71
Animal Management	Infringements - Dogs/Cats	Minor dog attack infringement	free	N/A	305.00	100.00
Animal Management	Infringements - Dogs/Cats	Greyhound not adequately muzzled or not controlled by chain cord or leash	free	179.00	0.00	N/A
Animal Management	Infringements - Dogs/Cats	Failure to apply to register a dog or cat	free	239.00	280.00	14.64
Animal Management	Domestic Animal	Domestic Animal Business	free	N/A	210.00	100.00
Animal Management	Domestic Animal Business	Domesitc Animal Business annual licence fee	free	200.00	200.00	0.00
Animal Management	Infringements - Dogs/Cats	Dog at large or not securely confined to owner's premises during night time	free	239.00	280.00	14.64
Animal Management	Infringements - Dogs/Cats	Dog at large or not securely confined to owner's premises during day time	free	179.00	210.00	14.76
Animal Management	Infringements - Dogs/Cats	Contravening Council Order relating to presence of dogs and cats in public places	free	119.00	140.00	15.00
Animal Management	Infringements - Dogs/Cats	Cat at large or not securely confined to owner's premises in restricted municipal district	free	60.00	70.00	14.29
Boat Ramp Parking/launching	Parking fee	Jetty Carpark Pier Hour Sorrento and Rye	taxable	1.00	1.00	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	Annual Pass	taxable	120.00	120.00	0.00
Bulk Rubbish Containers	Annual Accreditation Fee	Inspection fee \$50	free	50.00	50.00	-100.00
Bulk Rubbish Containers	Annual Accreditation Fee	Inspection fee \$25.00	free	25.00	25.00	-100.00
Bulk Rubbish Containers	Annual Accreditation Fee	Bulk Rubbish Containers	taxable	275.00	275.00	0.00
Local Laws	Local Laws	Permits.	free	30.00	30.00	0.00
Local Laws	Local Laws	Permits	free	50.00	50.00	0.00
Local Laws	Local Laws Infringement	Infringement set by LGA	free	100.00	100.00	0.00

Program	Category of Fee or Charge	Fee or Charge	GST Type	Fee 2011/12 \$	Fee 2012/13 \$	Variance (%)
Traffic Control	Parking Infringement	Parking Infringement 1 Penalty Unit	free	119.00	122.00	2.46
Traffic Control	Parking Infringement	Parking Infringement .6 Penalty Unit	free	72.00	73.00	1.37
Traffic Control	Parking Infringement	Parking Infringement .5 Penalty Unit	free	60.00	70.00	14.29
EPACS, Fire Prevention						
Fire Prevention	Fire Prevention	Infringement Notice	free	239.00	280.00	14.64
Fire Prevention	Fire Prevention	Permit to Burn - refer Shire Ramgers Permits	free	30.00	30.00	0.00
EPACS, Animal Shelter						
Animal Management	Impound Release - Dog /Cat	Animal Accommodation Cost per day	taxable	33.00	35.00	5.71
Other Impound	Other Impound	Impound Release Fee - Large Goods (eg. shipping container)	taxable	299.00	305.00	1.97
Other Impound	Other Impound	Impound Release Fee - Medium Goods	taxable	80.00	82.00	2.44
Other Impound	Other Impound	Impound Release Fee - Small Goods (eg. street furniture)	taxable	25.00	25.00	0.00
Other Impound	Other Impound	Impound release fee (other goods)	taxable	N/A	N/A	N/A
Signage	Signage	Signage release fee	taxable	65.00	67.00	2.99
Animal Management	Stock Release	Stock Large Multiple (cows horses)	taxable	290.00	295.00	1.69
Animal Management	Stock Release	Stock Large Single (cow horse)	taxable	195.00	200.00	2.50
Animal Management	Stock Release	Stock Small Multiple (sheep goat)	taxable	110.00	115.00	4.35
Animal Management	Stock Release	Stock Small Single (sheep goat)	taxable	50.00	52.00	3.85
Vehicle Impound	Vehicle Impound	Vehicle Impound	taxable	250.00	260.00	3.85
EPACS, 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	33.30	34.00	2.06
Building	Information Request Copy of Commercial Plans	Information Request Copy of Commercial plans	free	180.00	185.00	2.70
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	214.00	244.00	12.30
Building	Building (Interim) Regulations 2005 Part 4	POPE Category 2		0.00	363.00	100.00
Building Permit	Building (Interim) Regulations 2005 Part 4	POPE Major Event		0.00	1,573.00	100.00
Building	Information Request Copy of House Plans	Plan Printing	taxable	86.00	90.00	4.44
Building	Information request in accordance with Regulation 326	Reg 326 Certificates (permit information)	free	44.40	46.00	3.48
Building	Flood Prone Approval	Report and Consent	free	115.50	227.25	49.17
Building	Building Regulations 2006 Part 4 (each additional regulation)	Report and Consent each additional Regulation		85.00	85.00	0.00
Building	Building Regulations 2006 Part 4	Report and Consent.	free	222.30	0.00	0.00
EPACS, 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	2,500.00	20.00
Business Support Economic Planning	Itinerant Traders	Site Annual Fee maximum (depending on site)	free	0.00	3,000.00	100.00
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

Program	Category of Fee or Charge	Fee or Charge	GST Type	Fee 2011/12 \$	Fee 2012/13 \$	Variance (%)
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
Commercial Activities on Footpaths	Footpath Trading Permit	Planter Boxes	free	50.00	50.00	0.00
MP Enterprise Centre	Support Services	Mentoring Sessions	taxable	440.00	440.00	0.00
MP Enterprise Centre	Training Room	Training Room Fees	taxable	448.80	448.80	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	435.00	450.00	3.33
The Briars	Function Hire	Commercial Hire - Barn	taxable	730.00	750.00	2.67
The Briars	Function Hire	Commercial Hire - Garden	taxable	920.00	950.00	3.16
The Briars	Function Hire	Commercial Photography	taxable	235.00	250.00	6.00
The Briars	Function Hire	Edwardian Room hire	taxable	435.00	450.00	3.33
The Briars	Function Hire	Grounds Wedding	taxable	380.00	390.00	2.56
The Briars	Function Hire	Homestead kitchen hire	taxable	245.00	190.00	-28.95
The Briars	Function Hire	Theatre - Performance	taxable	124.00	130.00	4.62
The Briars	Function Hire	Theatre - Rehearsal	taxable	62.00	65.00	4.62
The Briars	Function Hire	Theatrette Hire	taxable	120.00	125.00	4.00
The Briars	Function Hire	Wedding - Homestead - now covered by Edwardian Room Hire	taxable	435.00	0.00	N/A
The Briars Park	Homestead Entry - Adult	Homestead Entry - Adult	taxable	5.60	5.80	3.45
The Briars Park	Homestead Entry - Children	Homestead Entry - Children	taxable	2.50	2.60	3.85
The Briars Park	Homestead Entry - Concession	Homestead Entry - Concession	taxable	4.20	4.40	4.55
The Briars Park	Homestead Entry - Families	Homestead Entry - Families	taxable	12.50	12.90	3.10
The Briars Park	Homestead Entry - School Children	Homestead Entry - School Children	taxable	1.50	1.60	6.25
The Briars Park	Junior Ranger Program	Junior Ranger Program (per head)	taxable	15.00	15.50	3.23
The Briars Park	Night Bush Walks	Night Bush Walks (per head)	taxable	10.00	10.40	3.85
The Briars Park	Ponding	Ponding (Ranger led dip netting per head)	taxable	1.50	1.60	6.25
The Briars Park	Ranger Talk	Ranger Talk (per head)	taxable	2.00	2.10	4.76

Infrastructure Project Management, Construction

Asset Construction and Protection	Build over easement	Build over easement	free	61.00	61.00	0.00
Asset Construction and Protection	Non-Utility Minor Works in Road Reserves	Consent to undertake works within a road reserve (Minor Works)	free	59.00	60.00	1.67
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	135.00	0.00
Asset Construction and Protection	Private Building Works	Private Building Works	free	140.00	140.00	0.00

Infrastructure Project Management, Design

Program	Category of Fee or Charge	Fee or Charge	GST Type	Fee 2011/12 \$	Fee 2012/13 \$	Variance (%)
Tender Fees	Tender Documents		taxable	55.00	55.00	0.00
Asset Construction and Protection	Drainage Information Certificates	Drainage Point of Discharge	free	55.55	56.45	1.59
Asset Construction and Protection	Drainage Information Certificates	To Build over easement	free	61.00	62.00	1.61
Asset Construction and Protection	Drainage Information Certificates	Underground Drainage Pipe Information	free	55.55	56.45	1.59
Renewable Resources, Waste Collection						
Garbage Collection	Extra Capacity 120 litre	Extra Capacity 120 litre	taxable	343.20	363.00	5.45
Garbage Collection	Extra Capacity 160 litre	Extra Capacity 160 litre	taxable	457.60	484.00	5.45
Garbage Collection	Extra Capacity 200 litre	Extra Capacity 200 litre	taxable	572.00	605.00	5.45
Garbage Collection	Extra Capacity 240 litre	Extra Capacity 240 litre	taxable	686.40	726.00	5.45
Garbage Collection	Extra Capacity 280 litre	Extra Capacity 280 litre	taxable	800.80	847.00	5.45
Garbage Collection	Extra Capacity 320 litre	Extra Capacity 320 litre	taxable	915.20	968.00	5.45
Garbage Collection	Extra Capacity 40 litre	Extra Capacity 40 litre	taxable	115.00	121.00	4.96
Garbage Collection	Extra Capacity 400 litre	Extra Capacity 400 litre	taxable	1,144.00	1,210.00	5.45
Garbage Collection	Extra Capacity 480 litre	Extra Capacity 480 litre	taxable	1,372.80	1,452.00	5.45
Garbage Collection	Extra Capacity 560 litre	Extra Capacity 520 Litre Bin	taxable	0.00	1,573.00	100.00
Garbage Collection	Extra Capacity 560 litre	Extra Capacity 560 litre	taxable	0.00	1,694.00	100.00
Garbage Collection	Extra Capacity 720 litre	Extra Capacity 720 litre	taxable	1,872.00	2,178.00	14.05
Garbage Collection	Extra Capacity 80 litre	Extra Capacity 80 litre	taxable	228.80	242.00	5.45
Garbage Collection	Service Charge	For restoring extra capacity bin for late-payers	taxable	0.00	1,694.00	100.00
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	1,830.40	1,936.00	5.45
Renewable Resources, Waste Disposal						
Waste Disposal Centres	Car Body	Car Body with tank tyres and rims	taxable	85.00	95.00	10.53
Waste Disposal Centres	Commercial Vehicles	0.5m3 Asbestos of Domestic Origin Only	taxable	70.00	80.00	12.50
Waste Disposal Centres	Commercial Vehicles	Fixed rate - per cubic metre in lieu of weigh bridge facility being operational (for waste to Rye landfill)	taxable	0.00	95.00	100.00
Waste Disposal Centres	Commercial Vehicles	Base rate per cubic metre - commercial.	taxable	57.00	70.00	18.57
Waste Disposal Centres	Commercial Vehicles	Base rate per tonne - tonne	taxable	140.00	185.00	24.32
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	18.00	24.00	25.00
Waste Disposal Centres	Dead Animals	Chickens/Animals (per cubic metre)	taxable	85.00	95.00	10.53
Waste Disposal Centres	Fridges	Not degassed Fridge or Freezer	taxable	8.00	15.00	46.67
Waste Disposal Centres	Garbage	Bag (40 Litres) - commercial	taxable	5.00	6.00	100.00
Waste Disposal Centres	Garbage	Bag (40 Litres) - non-resident	taxable	5.00	7.00	100.00
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	65.00	85.00	100.00
Waste Disposal Centres	Garbage	Base Rate Per Cubic Metre - non-resident	taxable	65.00	100.00	100.00
Waste Disposal Centres	Garbage	Base Rate per cubic metre - resident	taxable	65.00	70.00	7.14
Waste Disposal Centres	Garbage	Car Boot (240 litres) - non-resident	taxable	16.00	25.00	100.00
Waste Disposal Centres	Garbage	Car Boot (240 litres) - resident	taxable	16.00	17.00	5.88
Waste Disposal Centres	Garbage	Car Boot (240 litres)- commercial	taxable	16.00	20.00	100.00
Waste Disposal Centres	Garbage	Garbage (Soil/Bricks/Concrete/Rubble)	taxable	105.00	115.00	8.70
Waste Disposal Centres	Green Waste	Bag (40) litre - commercial	taxable	4.00	4.50	11.11
Waste Disposal Centres	Green Waste	Bag (40 Litre) - resident	taxable	4.00	4.00	100.00
Waste Disposal Centres	Green Waste	Bag (40 Litre) - non-resident	taxable	4.00	5.00	100.00
Waste Disposal Centres	Green Waste	Base Rate per cubic Metre - resident	taxable	27.50	30.00	0.00
Waste Disposal Centres	Green Waste	Base Rate Per Cubic Metre - commercial	taxable	27.50	35.00	100.00

Program	Category of Fee or Charge	Fee or Charge	GST Type	Fee 2011/12 \$	Fee 2012/13 \$	Variance (%)
Waste Disposal Centres	Green Waste	Base Rate Per Cubic Metre - non-resident	taxable	27.50	50.00	100.00
Waste Disposal Centres	Green Waste	Car Boot (240 litres) - commercial	taxable	7.50	8.00	100.00
Waste Disposal Centres	Green Waste	Car Boot (240 litres) - non-resident	taxable	7.50	12.00	100.00
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	20.00	0.00
Waste Disposal Centres	Mattress	Mattress Single	taxable	16.00	16.00	0.00
Waste Disposal Centres	Monitor Products	CRT/LCD/Plasma/TV's	taxable	6.50	7.00	7.14
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	8.00	8.50	5.88
Waste Disposal Centres	Tyres	Heavy Truck or Car Tyre on Rim	taxable	16.00	16.50	3.03
Waste Disposal Centres	Tyres	Light Truck	taxable	11.00	11.50	4.35
Waste Disposal Hoppers	Garbage	Bag (40 litres) - non-resident	taxable	5.00	7.00	100.00
Waste Disposal Hoppers	Garbage	Bag (40 litres) - commercial	taxable	5.00	6.00	100.00
Waste Disposal Hoppers	Garbage (Hoppers)	Bag (40 litres) - resident	taxable	5.00	5.00	0.00
Waste Disposal Hoppers	Garbage	Base Rate per Cubic Metre - commercial	taxable	65.00	85.00	100.00
Waste Disposal Hoppers	Garbage	Base Rate per Cubic Metre - non-resident	taxable	65.00	100.00	100.00
Waste Disposal Hoppers	Garbage (Hoppers)	Base Rate per Cubic Metre - resident	taxable	65.00	70.00	7.14
Waste Disposal Hoppers	Commercial Vehicles	Fixed rate - per cubic metre in lieu of weigh bridge facility being operational (for waste to Rye landfill)	taxable	0.00	95.00	100.00
Waste Disposal Hoppers	Garbage	Car Boot (240 litres) - commercial	taxable	16.00	20.00	100.00
Waste Disposal Hoppers	Garbage	Car Boot (240 litres) - non-resident	taxable	16.00	25.00	100.00
Waste Disposal Hoppers	Garbage (Hoppers)	Car Boot (240 litres) - resident	taxable	16.00	17.00	5.88
Waste Disposal Hoppers	Greenwaste (Flinders Only)	Bag (40 litres) - non- resident	taxable	4.00	5.00	100.00
Waste Disposal Hoppers	Greenwaste (Flinders Only)	Bag (40 litres) - commercial	taxable	4.00	4.50	100.00
Waste Disposal Hoppers	Greenwaste (Flinders Only)	Bag (40 litres) - resident	taxable	4.00	4.00	50.00
Waste Disposal Hoppers	Greenwaste (Flinders Only)	Base Rate per Cubic Metre - commercial	taxable	27.50	35.00	100.00
Waste Disposal Hoppers	Greenwaste (Flinders Only)	Base Rate per Cubic Metre - non-resident	taxable	27.50	50.00	100.00
Waste Disposal Hoppers	Greenwaste (Flinders Only)	Base Rate per Cubic Metre - resident	taxable	27.50	30.00	0.00
Waste Disposal Hoppers	Greenwaste (Flinders Only)	Car Boot (240 litres) - commercial	taxable	7.50	8.00	100.00
Waste Disposal Hoppers	Greenwaste (Flinders Only)	Car Boot (240 litres) - non-resident	taxable	7.50	12.00	100.00
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	45.00	0.00	-100.00
Immunisation	Meningococcal Vaccine	Meningococcal Vaccine	free	55.00	0.00	-100.00
Immunisation	Pneumococcal Vaccine	Pneumococcal Vaccine	free	110.00	0.00	-100.00

Child Youth and Family Care, Family Day Care

Family Day Care	Family Day Care	Administration Levy		0.65	0.65	0.00
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Child Youth and Family Care, Annie Sage Child Care

Somerville Child care	Somerville Child Care	Daily	free	71.00	N/A	N/A
Somerville Child care	Somerville Child Care - from 1st Jul 2010	Full time (5 days a week for more than 7 hours per day)	free	282.00	N/A	N/A

Child Youth and Family Care, After School Care Program

Program	Category of Fee or Charge	Fee or Charge	GST Type	Fee 2011/12 \$	Fee 2012/13 \$	Variance (%)
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	19.00	19.50	2.56
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	17.00	17.50	2.86

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	50.00	51.00	1.96
School Holiday Program	School Holiday Program	Pre Booked	free	45.00	46.00	2.17

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	17.00	17.70	3.95
Home Care	General Home Care	Sliding Scale (high fee range).	free	27.60	28.50	3.16
Home Care	General Home Care	Sliding Scale (low fee range)	free	4.40	4.60	4.35
Home Care	General Home Care	Sliding Scale (medium fee range)	free	12.70	13.10	3.05

Aged and Disability Services, Home Care Specific

Specific Home Care	Sliding Scale - high fee range	Sliding Scale - high fee range	free	27.60	28.45	2.99
Specific Home Care	Sliding Scale - low fee range	Sliding Scale - low fee range	free	2.10	2.20	4.55
Specific Home Care	Sliding Scale - low fee range	Sliding Scale - low fee range.	free	1.10	1.15	4.35
Specific Home Care	Sliding Scale - medium fee range	Sliding Scale - medium fee range	free	4.25	4.40	3.41
Specific Home Care	Sliding Scale - medium fee range	Sliding Scale - medium fee range.	free	3.20	3.30	3.03

Aged and Disability Services, Brokerage Program

Home Care Brokerage	Brokerage - Linkages Rate	Brokerage	free	35.70	37.50	4.80
Home Care Brokerage	Brokerage - Community Aged Care Package Rate	Brokerage.	free	43.00	44.50	3.37

Aged and Disability Services, Home Maintenance

Home Maintenance	Property Maintenance	High Fee Range plus the cost of materials	free	48.00	49.50	3.03
Home Maintenance - Linkages	Home Maintenance - Linkages (COPS)	Home Maintenance - Linkages	free	48.00	49.50	3.03
Home Maintenance - Linkages	Home Maintenance - Brokerage	Home Maintenance - brokerage	free	51.00	52.50	2.86
Home Maintenance	Property Maintenance	Low Fee Range plus the cost of materials	free	10.00	10.30	2.91
Home Maintenance	Property Maintenance	Medium Fee Range plus the cost of materials	free	16.20	16.70	2.99

Aged and Disability Services, Access and Mobility

Program	Category of Fee or Charge	Fee or Charge	GST Type	Fee 2011/12 \$	Fee 2012/13 \$	Variance (%)
Adult Day Care	Adult Day Care - Linkages (CCP)	Adult Day Care - Brokerage Full Cost Recovery Rate	free	16.20	16.70	2.99
Community Transport	Community Transport	Dial-A-Bus	free	1.00	1.00	0.00
Adult Day Care	Social Support	High Fee Range	free	8.50	0.00	#DIV/0!
Adult Day Care	Social Support	Low Fee Range	free	3.50	3.60	2.78
Adult Day Care	Social Support	Medium Fee Range	free	5.50	5.70	3.51

Aged and Disability Services, Delivered Meals

Delivered Meals	HACC Meals - Standard Fee		free	6.00	6.36	5.66
Delivered Meals	Brokerage Meals	Brokerage (COPS)	free	5.75	6.05	4.96
Delivered Meals	Brokerage Meals	Full cost Recovery fee	free	10.30	10.80	4.63

Recreation and Leisure, Events and Festivals

Recreation Facilities	Event Application	Application Fee for Community Temporary Signage	taxable	0.00	85.00	100.00
Recreation Facilities	Event Application	Application Fee for Filming Permit	taxable	0.00	350.00	100.00
Recreation Facilities	Event Application	Application Fee for Wedding Permit	taxable	0.00	60.00	100.00
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	85.00	175.00	51.43
Recreation Facilities	Event Application	Application fee for Event with less than 50% of proceeds going to a registered charity with a commercial benefit	taxable	395.00	425.00	7.06
Recreation Facilities	Event Application	Category 1 Events - Commercial	taxable	0.00	425.00	100.00
Recreation Facilities	Event Application	Category 1 Events - Community	taxable	0.00	175.00	100.00
Recreation Facilities	Event Application	Category 2 Events - Commercial	taxable	0.00	360.00	100.00
Recreation Facilities	Event Application	Category 2 Events - Community	taxable	0.00	110.00	100.00
Recreation Facilities	Event Application	Category 3 Events - General	taxable	0.00	400.00	100.00

Recreation and Leisure, Peninsula Community Theatre

Peninsula Community Theatre	Foyer - Not for Profit	Hourly	taxable	25.00	30.00	16.67
Peninsula Community Theatre	Foyer - Community	Hourly	taxable	30.00	35.00	14.29
Peninsula Community Theatre	Foyer - Commercial	Hourly	taxable	40.00	60.00	33.33
Peninsula Community Theatre	PCT - Complex - Not for Profit	Hourly	taxable	30.00	35.00	14.29
Peninsula Community Theatre	PCT - Complex - Community	Hourly	taxable	40.00	45.00	11.11
Peninsula Community Theatre	PCT - Complex - Commercial	Hourly	taxable	50.00	70.00	28.57
Peninsula Community Theatre	Theatre - Bump In/Out - Not for Profit	2 Hours - one off fee - new	taxable	0.00	35.00	-100.00
Peninsula Community Theatre	Theatre - Bump In/Out - Community	2 Hours - one off fee - new	taxable	0.00	45.00	-100.00
Peninsula Community Theatre	Theatre - Bump In/Out - Commercial	2 Hours - one off fee - new	taxable	0.00	70.00	-100.00
Peninsula Community Theatre	Theatre - Performance - Not for Profit	Hourly	taxable	25.00	30.00	16.67
Peninsula Community Theatre	Theatre - Performance - Community	Hourly Rate - new	taxable	0.00	40.00	100.00
Peninsula Community Theatre	Theatre - Performance - Commercial	Hourly	taxable	50.00	70.00	28.57
Peninsula Community Theatre	Theatre - Rehearsal - Not for Profit	Hourly - new	taxable	0.00	25.00	100.00
Peninsula Community Theatre	Theatre - Rehearsal - Community	Hourly - new	taxable	0.00	35.00	100.00
Peninsula Community Theatre	Theatre - Rehearsal - Commercial	Hourly - new	taxable	0.00	50.00	100.00
Peninsula Community Theatre	Theatre	Cleaning Minor (0-100 patrons)	taxable	150.00	170.00	11.76
Peninsula Community Theatre	Theatre	Cleaning Major (101-420 patrons) - new	taxable	300.00	320.00	6.25
Peninsula Community Theatre	PCT Equipment Hire - Not For Profit	Wireless Lapel Microphones x 2 - new	taxable	0.00	75.00	100.00
Peninsula Community Theatre	PCT Equipment Hire - Community	Wireless Lapel Microphones x 2 - new	taxable	0.00	80.00	100.00
Peninsula Community Theatre	PCT Equipment Hire - Commercial	Wireless Lapel Microphones x 2 - new	taxable	0.00	100.00	100.00
Peninsula Community Theatre	PCT Equipment Hire - Not For Profit	Hand Held Microphones x 2 - new	taxable	0.00	55.00	100.00
Peninsula Community Theatre	PCT Equipment Hire - Community	Hand Held Microphones x 2 - new	taxable	0.00	60.00	100.00

Program	Category of Fee or Charge	Fee or Charge	GST Type	Fee 2011/12 \$	Fee 2012/13 \$	Variance (%)
Peninsula Community Theatre	PCT Equipment Hire - Commercial	Hand Held Microphones x 2 - new	taxable	0.00	80.00	100.00
Peninsula Community Theatre	PCT Equipment Hire - Not For Profit	Lockable Piano - new	taxable	0.00	80.00	100.00
Peninsula Community Theatre	PCT Equipment Hire - Community	Lockable Piano - new	taxable	0.00	85.00	100.00
Peninsula Community Theatre	PCT Equipment Hire - Commercial	Lockable Piano - new	taxable	0.00	100.00	100.00
Peninsula Community Theatre	PCT Equipment Hire - Not For Profit	Projector and Screen - new	taxable	0.00	155.00	100.00
Peninsula Community Theatre	PCT Equipment Hire - Community	Projector and Screen - new	taxable	0.00	165.00	100.00
Peninsula Community Theatre	PCT Equipment Hire - Commercial	Projector and Screen - new	taxable	0.00	200.00	100.00
Peninsula Community Theatre	PCT Equipment Hire - Not For Profit	Portable PA System - new	taxable	0.00	55.00	100.00
Peninsula Community Theatre	PCT Equipment Hire - Community	Portable PA System - new	taxable	0.00	60.00	100.00
Peninsula Community Theatre	PCT Equipment Hire - Commercial	Portable PA System - new	taxable	0.00	80.00	100.00
Peninsula Community Theatre	Theatre Set Up - Not For Profit	0-100 patrons - new	taxable	0.00	40.00	100.00
Peninsula Community Theatre	Theatre Set Up - Community	0-100 patrons - new	taxable	0.00	50.00	100.00
Peninsula Community Theatre	Theatre Set Up - Commercial	0-100 patrons - new	taxable	0.00	100.00	100.00
Peninsula Community Theatre	Theatre Set Up - Not For Profit	101-420 patrons - new	taxable	0.00	60.00	100.00
Peninsula Community Theatre	Theatre Set Up - Community	101-420 patrons - new	taxable	0.00	70.00	100.00
Peninsula Community Theatre	Theatre Set Up - Commercial	101-420 patrons - new	taxable	0.00	200.00	100.00
Peninsula Community Theatre	Foyer Commercial	4 hours - no longer available	taxable	180.00	0.00	-100.00
Peninsula Community Theatre	Foyer Commercial	8 hours - no longer available	taxable	320.00	0.00	-100.00
Peninsula Community Theatre	Foyer Commercial	All Day & All Night - no longer available	taxable	600.00	0.00	-100.00
Peninsula Community Theatre	Foyer Community	4 hours - no longer available	taxable	125.00	0.00	-100.00
Peninsula Community Theatre	Foyer Community	All Day & All Night - no longer available	taxable	465.00	0.00	-100.00
Peninsula Community Theatre	Foyer Not for Profit	4 hours - no longer available	taxable	100.00	0.00	-100.00
Peninsula Community Theatre	Foyer Not for Profit	8 hours - no longer available	taxable	160.00	0.00	-100.00
Peninsula Community Theatre	Foyer Not for Profit	All Day & All Night (15hrs) - no longer available	taxable	375.00	0.00	-100.00
Peninsula Community Theatre	PCT - Complex Commercial	8 hours - no longer available	taxable	400.00	0.00	-100.00
Peninsula Community Theatre	PCT - Complex Community	4 hours - no longer available	taxable	160.00	0.00	-100.00
Peninsula Community Theatre	PCT - Complex Community	8 hours - no longer available	taxable	320.00	0.00	-100.00
Peninsula Community Theatre	PCT - Complex Not for Profit	8 hours - no longer available	taxable	240.00	0.00	-100.00
Peninsula Community Theatre	PCT - Complex Not for Profit	All Day & All Night - no longer available	taxable	450.00	0.00	-100.00
Peninsula Community Theatre	PCT - Complex Commercial	All Day & All Night - no longer available	taxable	750.00	0.00	-100.00
Peninsula Community Theatre	PCT - Complex Community	All Day & All Night - no longer available	taxable	600.00	0.00	-100.00
Peninsula Community Theatre	PCT Hall - Commercial	4 hours - no longer available	taxable	200.00	0.00	-100.00
Peninsula Community Theatre	Theatre - Bump In/Out - Commercial	4 hours - no longer available	taxable	200.00	0.00	-100.00
Peninsula Community Theatre	Theatre - Bump In/Out - Not for Profit	4 hours - no longer available	taxable	120.00	0.00	-100.00
Peninsula Community Theatre	Theatre - Performance - Commercial	4 hours - no longer available	taxable	160.00	0.00	-100.00
Peninsula Community Theatre	Theatre - Performance - Commercial	8 hours - no longer available	taxable	320.00	0.00	-100.00
Peninsula Community Theatre	Theatre - Performance - Commercial	All Day & All Night - no longer available	taxable	600.00	0.00	-100.00
Peninsula Community Theatre	Theatre - Performance - Not for Profit	4 hours - no longer available	taxable	100.00	0.00	-100.00
Peninsula Community Theatre	Theatre - Performance - Not for Profit	8 hours - no longer available	taxable	200.00	0.00	-100.00
Peninsula Community Theatre	Theatre - Performance - Not for Profit	All Day & All Night - no longer available	taxable	375.00	0.00	-100.00
Peninsula Community Theatre	Theatre	Lapel Microphone Hire x 2 per day - no longer available	taxable	70.00	0.00	-100.00
Peninsula Community Theatre	Theatre	Lockable Piano - no longer available	taxable	75.00	0.00	-100.00
Peninsula Community Theatre	Theatre	Projector & Screen - no longer available	taxable	300.00	0.00	-100.00
Peninsula Community Theatre	Theatre	Rehearsals - Commercial - no longer available	taxable	40.00	0.00	-100.00
Peninsula Community Theatre	Theatre	Rehearsals - Not for Profit - no longer available	taxable	20.00	0.00	-100.00

Recreation and Leisure, Recreation Facility Development

Recreation Facilities	Reserves and Pavilions	Minor Reserve - Casual (not for profit)	taxable	220.00	226.60	2.91
Recreation Facilities	Reserves and Pavilions	Minor Reserve - Casual Commercial	taxable	330.00	339.90	2.91
Recreation Facilities	Active Sports Reserves	Minor Reserve - Summer	taxable	550.00	566.50	2.91
Recreation Facilities	Active Sports Reserves	Minor Reserve - Winter - no longer available	taxable	660.00	0.00	-100.00

Program	Category of Fee or Charge	Fee or Charge	GST Type	Fee 2011/12 \$	Fee 2012/13 \$	Variance (%)
Recreation Facilities	Reserves and Pavilions	Schools - Regional Events	taxable	250.00	283.30	11.75
Recreation Facilities	Reserves and Pavilions	Schools Flat rate 1/2 day	taxable	27.50	28.55	3.68
Recreation Facilities	Reserves & Pavilions	Schools Flat rate Full day	taxable	55.00	55.65	1.17
Recreation Facilities	Reserves and Pavilions	Schools not MPS 1/2 day	taxable	110.00	113.30	2.91
Recreation Facilities	Reserves and Pavilions	Secondary Reserve - Casual (not for profit)	taxable	275.00	283.25	2.91
Recreation Facilities	Reserves and Pavilions	Secondary Reserve - Commercial	taxable	440.00	453.20	2.91
Recreation Facilities	Active Sports Reserves	Secondary Reserve - Summer	taxable	880.00	906.40	2.91
Recreation Facilities	Active Sports Reserves	Secondary Reserve - Winter	taxable	1,100.00	1,133.00	2.91
Recreation Facilities	Reserves and Pavilions	Township Reserve - Casual (not for profit)	taxable	330.00	340.00	2.94
Recreation Facilities	Reserves and Pavilions	Township Reserve - Commercial	taxable	550.00	566.50	2.91
Recreation Facilities	Active Sports Reserves	Township Reserve - Winter	taxable	2,640.00	2,719.20	2.91
Recreation Facilities	Active Sports Reserves	Township Reserve -Summer	taxable	2,200.00	2,266.00	2.91

Recreation and Leisure, Community Halls

Community Halls	Halls	Cancellation Fee	taxable	30.00	30.00	0.00
Community Halls	Halls - Minor	Commercial - 4 hr Sessional	taxable	36.00	40.00	10.00
Community Halls	Halls - Minor	Commercial - Daily Rate	taxable	77.00	85.00	9.41
Community Halls	Halls - Minor	Commercial - Day/evening	taxable	288.00	317.00	9.15
Community Halls	Halls - Minor	Commercial - Evening	taxable	222.00	244.00	9.02
Community Halls	Halls - Minor	Commercial - Hourly	taxable	11.00	12.00	8.33
Community Halls	Halls - Minor	Community - 4 hr sessional	taxable	22.00	24.00	8.33
Community Halls	Halls - Minor	Community - Daily Rate	taxable	48.00	53.00	9.43
Community Halls	Halls - Minor	Community - Day Evening	taxable	180.00	198.00	9.09
Community Halls	Halls - Minor	Community - Evening	taxable	139.00	153.00	9.15
Community Halls	Halls - Minor	Community - Minor	taxable	7.00	8.00	12.50
Community Halls	Halls - Minor	Day/ Evening - Not for Profit	taxable	150.00	165.00	9.09
Community Halls	Halls - Minor	Minor - All Day 9-midnight - NFP - no longer available	taxable	154.00	0.00	-100.00
Community Halls	Halls - Minor	Minor - Daily 9-5 - no longer available	taxable	40.00	0.00	-100.00
Community Halls	Halls - Minor	Minor - Sessional 4 hours - NFP - no longer available	taxable	19.00	0.00	-100.00
Community Halls	Halls - Minor	Not For Profit - Hourly	taxable	5.50	6.00	8.33
Community Halls	Halls - Minor	Not for Profit - 4 Hour sessional	taxable	18.70	21.00	10.95
Community Halls	Halls - Minor	Not for Profit - Daily rate	taxable	40.00	44.00	9.09
Community Halls	Halls - Minor	Not for Profit - Evening	taxable	116.00	127.00	8.66
Community Halls	Halls - Minor Meeting Room	Minor -Meeting Room - Hourly - no longer available	taxable	3.30	0.00	-100.00
Community Halls	Halls - Secondary	Secondary - All Day 9-midnight - NFP - no longer available	taxable	285.00	0.00	-100.00
Community Halls	Halls - Secondary	Secondary - Daily 9-5 - NFP - no longer available	taxable	95.00	0.00	-100.00
Community Halls	Halls - Secondary	Secondary - Evening - NFP - no longer available	taxable	188.00	0.00	-100.00
Community Halls	Halls - Secondary	Secondary - Hourly - NFP - no longer available	taxable	15.50	0.00	-100.00
Community Halls	Halls - Secondary	Secondary - Sessional 4 hours - no longer available	taxable	44.00	0.00	-100.00
Community Halls	Halls - Secondary Meeting Room	Secondary Meeting Room - Hourly - NFP - no longer available	taxable	8.80	0.00	-100.00
Community Halls	Halls - Secondary Meeting Room	Secondary Meeting Room - Sessional 4 hours - NFP - no longer available	taxable	26.00	0.00	-100.00
Community Halls	Halls - Secondary Theatre Performance	Secondary Theatre - All day 9-midnight	taxable	238.00	245.00	2.86
Community Halls	Halls - Secondary Theatre Performance	Secondary Theatre - Bump in/bump out	taxable	90.00	93.00	3.23
Community Halls	Halls - Secondary Theatre Performance	Secondary Theatre - Daily 9-5	taxable	80.00	91.00	12.09
Community Halls	Halls - Secondary Theatre Performance	Secondary Theatre - Evening	taxable	159.80	165.00	3.15
Community Halls	Halls - Secondary Theatre Performance	Secondary Theatre - Hourly	taxable	13.00	13.00	0.00
Community Halls	Halls - Secondary Theatre Performance	Secondary Theatre - Sessional 4 hours	taxable	37.00	38.00	2.63
Community Halls	Halls - Secondary Theatre Rehearsal	Secondary Theatre - All day 9-midnight	taxable	142.50	147.00	3.06
Community Halls	Halls - Secondary Theatre Rehearsal	Secondary Theatre - Daily 9-5	taxable	47.50	49.00	3.06
Community Halls	Halls - Secondary Theatre Rehearsal	Secondary Theatre - Evening	taxable	95.00	98.00	3.06
Community Halls	Halls - Secondary Theatre Rehearsal	Secondary Theatre - Hourly	taxable	7.75	8.00	3.13

Program	Category of Fee or Charge	Fee or Charge	GST Type	Fee 2011/12 \$	Fee 2012/13 \$	Variance (%)
Community Halls	Halls - Secondary Theatre Rehearsal	Secondary Theatre - Sessional 4 hours	taxable	22.00	23.00	4.35
Community Halls	Halls - Township	Township - All Day 9-Midnight - NFP - no longer available	taxable	390.00	0.00	-100.00
Community Halls	Halls - Township	Township - Daily 9-5 - NFP - no longer available	taxable	138.00	0.00	-100.00
Community Halls	Halls - Township	Township - Evening - NFP - no longer available	taxable	250.00	0.00	-100.00
Community Halls	Halls - Township	Township - Hourly - NFP - no longer available	taxable	22.00	0.00	-100.00
Community Halls	Halls - Township	Township - Sessional 4 hours - NFP - no longer available	taxable	66.00	0.00	-100.00
Community Halls	Halls - Township Meeting Room	Township meeting room - Sessional 4 hours - NFP - no longer available	taxable	39.00	0.00	-100.00
Community Halls	Halls - Township Meeting Room	Township meeting room - hourly - no longer available	taxable	11.00	0.00	-100.00
Community Halls	Halls - Township Theatre Performance	Township Theatre - All day 9-midnight	taxable	232.00	322.00	27.95
Community Halls	Halls - Township Theatre Performance	Township Theatre - Bump in/bump out	taxable	115.00	118.00	2.54
Community Halls	Halls - Township Theatre Performance	Township Theatre - Daily 9-5	taxable	117.00	121.00	3.31
Community Halls	Halls - Township Theatre Performance	Township Theatre - Evening	taxable	212.00	218.00	2.75
Community Halls	Halls - Township Theatre Performance	Township Theatre - Hourly	taxable	18.00	19.00	5.26
Community Halls	Halls - Township Theatre Performance	Township Theatre - Sessional 4 Hours	taxable	56.00	58.00	3.45
Community Halls	Halls - Township Theatre Rehearsal	Township Theatre - (Sessional 4 hours)	taxable	33.00	34.00	2.94
Community Halls	Halls - Township Theatre Rehearsal	Township Theatre - All day 9 - Midnight	taxable	195.00	201.00	2.99
Community Halls	Halls - Township Theatre Rehearsal	Township Theatre - Daily 9-5	taxable	69.00	71.00	2.82
Community Halls	Halls - Township Theatre Rehearsal	Township Theatre - Evening	taxable	125.00	129.00	3.10
Community Halls	Halls - Township Theatre Rehearsal	Township Theatre - Hourly	taxable	11.00	11.00	0.00
Community Meeting Room	Hourly	Commercial	taxable	8.00	9.00	11.11
Community Meeting Room	Hourly	Community	taxable	5.00	6.00	16.67
Community Meeting Room	Hourly	Not for Profit	taxable	4.20	5.00	16.00
Secondary Halls	4 Hour Sessional	Commercial	taxable	84.00	87.00	3.45
Secondary Halls	4 Hour Sessional	Community	taxable	53.00	55.00	3.64
Secondary Halls	4 Hour Sessional	Not for Profit	taxable	44.00	45.00	2.22
Secondary Halls	Daily Rate	Commercial	taxable	182.00	187.00	2.67
Secondary Halls	Daily Rate	Community	taxable	114.00	117.00	2.56
Secondary Halls	Daily Rate	Not for Profit	taxable	95.00	98.00	3.06
Secondary Halls	Day / Evening	Commercial	taxable	538.00	554.00	2.89
Secondary Halls	Day / Evening	Community	taxable	336.00	346.00	2.89
Secondary Halls	Day / Evening	Not for Profit	taxable	280.00	288.00	2.78
Secondary Halls	Evening	Commercial	taxable	361.00	372.00	2.96
Secondary Halls	Evening	Community	taxable	226.00	233.00	3.00
Secondary Halls	Evening	Not for Profit	taxable	188.00	194.00	3.09
Secondary Halls	Hourly	Commercial	taxable	30.00	31.00	3.23
Secondary Halls	Hourly	Community	taxable	19.00	20.00	5.00
Secondary Halls	Hourly	Not for Profit	taxable	15.50	16.00	3.13
Secondary Meeting Room	4 Hour Sessional	Commercial	taxable	50.00	52.00	3.85
Secondary Meeting Room	4 Hour Sessional	Community	taxable	31.00	32.00	3.13
Secondary Meeting Room	4 Hour Sessional	Not for Profit	taxable	26.00	27.00	3.70
Secondary Meeting Room	Hourly	Commercial	taxable	17.00	18.00	5.56
Secondary Meeting Room	Hourly	Community	taxable	11.00	11.00	0.00
Secondary Meeting Room	Hourly	Not for Profit	taxable	8.80	9.00	2.22
Township Halls	4 Hour Sessional	Commercial	taxable	127.00	131.00	3.05
Township Halls	4 Hour Sessional	Community	taxable	79.00	81.00	2.47
Township Halls	4 Hour Sessional	Not for Profit	taxable	66.00	68.00	2.94
Township Halls	Daily Rate	Commercial	taxable	265.00	273.00	2.93
Township Halls	Daily Rate	Community	taxable	166.00	171.00	2.92
Township Halls	Daily Rate	Not for Profit	taxable	138.00	142.00	2.82
Township Halls	Day / Evening	Commercial	taxable	739.00	761.00	2.89
Township Halls	Day / Evening	Community	taxable	462.00	476.00	2.94
Township Halls	Day / Evening	Not for Profit	taxable	385.00	397.00	3.02
Township Halls	Evening	Commercial	taxable	480.00	494.00	2.83
Township Halls	Evening	Community	taxable	300.00	309.00	2.91

Program	Category of Fee or Charge	Fee or Charge	GST Type	Fee 2011/12 \$	Fee 2012/13 \$	Variance (%)
Township Halls	Evening	Not for Profit	taxable	250.00	258.00	3.10
Township Halls	Hourly	Commercial	taxable	42.00	43.00	2.33
Township Halls	Hourly	Community	taxable	26.00	27.00	3.70
Township Halls	Hourly	Not for Profit	taxable	22.00	23.00	4.35
Township Meeting Room	4 Hour Sessional	Commercial	taxable	75.00	77.00	2.60
Township Meeting Room	4 Hour Sessional	Community	taxable	47.00	48.00	2.08
Township Meeting Room	4 Hour Sessional	Not for Profit	taxable	39.00	40.00	2.50
Township Meeting Room	Hourly	Commercial	taxable	21.00	22.00	4.55
Township Meeting Room	Hourly	Community	taxable	13.00	13.00	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	40.00	0.00
Foreshore Camping		Holiday/Peak Season - Non-Power (per week)	taxable	165.00	180.00	8.33
Foreshore Camping		Holiday/Peak Season - Power (per night)	taxable	45.00	45.00	0.00
Foreshore Camping		Holiday/Peak Season - Powered Site Weekly	taxable	235.00	260.00	9.62
Foreshore Camping		Off Season (pre season) Package	taxable	465.00	485.00	4.12
Foreshore Camping		Off Season - Non-Power (per night)	taxable	25.00	25.00	0.00
Foreshore Camping		Off Season - Non-Power (per week)	taxable	90.00	95.00	5.26
Foreshore Camping		Off Season - Power (per night)	taxable	30.00	30.00	0.00
Foreshore Camping		Off Season - Power (per week)	taxable	130.00	135.00	3.70
Foreshore Camping		Off Season Package	taxable	880.00	890.00	1.12
Foreshore Camping		Pensioner rate (per week)	taxable	100.00	105.00	4.76
Foreshore Camping		Unoccupied/Weekend Non-Power rate (per week)	taxable	70.00	70.00	0.00
Foreshore Camping		Unoccupied/Weekend rate (per week)	taxable	95.00	100.00	5.00

Recreation and Leisure, Mt Martha Golf Course

Mt Martha Golf Course	Golf Fees	18 Holes	taxable	24.00	25.00	4.00
Mt Martha Golf Course	Golf Fees	18 Holes Concession	taxable	17.00	18.00	5.56
Mt Martha Golf Course	Membership	5 day 12 month (Full)	taxable	513.00	539.00	4.82
Mt Martha Golf Course	Membership	5 day 12 Month (Concession)	taxable	407.00	427.00	4.68
Mt Martha Golf Course	Membership	5 day 6 Month (Concession)	taxable	247.00	259.00	4.63
Mt Martha Golf Course	Membership	5 day 6 month (Full)	taxable	309.00	325.00	4.92
Mt Martha Golf Course	Membership	6 day 12 month (Concession)	taxable	537.00	560.00	4.11
Mt Martha Golf Course	Membership	6 day 12 month (Full)	taxable	668.00	699.00	4.43
Mt Martha Golf Course	Membership	6 day 6 Month (Concession)	taxable	309.00	325.00	4.92
Mt Martha Golf Course	Membership	6 day 6 month (Full)	taxable	382.00	399.00	4.26
Mt Martha Golf Course	Golf Fees	9 Holes	taxable	17.00	18.00	5.56
Mt Martha Golf Course	Golf Fees	9 Holes Concession	taxable	12.00	13.00	7.69
Mt Martha Golf Course	Golf Fees	Junior	taxable	5.00	5.00	0.00
Mt Martha Golf Course	Junior Tagholder	Junior Tagholder	taxable	100.00	100.00	0.00
Mt Martha Golf Course	Golf Fees	Unlimited Special	taxable	14.00	15.00	6.67

Recreation and Leisure, Bittern Stadium

Bittern Stadium	Room Hire	Multipurpose Room - Commercial Rate (refer to Community Halls for rates)	taxable	30.00	0.00	-100.00
Bittern Stadium	Room Hire	Multipurpose Room - Community Rate (refer to Community Halls for rates)	taxable	24.00	0.00	-100.00
Bittern Stadium	Stadium Hire	Competition (refer to Community Halls for rates)	taxable	29.00	0.00	-100.00

Program	Category of Fee or Charge	Fee or Charge	GST Type	Fee 2011/12 \$	Fee 2012/13 \$	Variance (%)
Bittern Stadium	Stadium Hire	Shire Holiday Program (refer to Community Halls for rates)	taxable	66.00	0.00	-100.00
Bittern Stadium	Stadium Hire	Stadium Casual Hire Per Person (refer to Community Halls for rates)	taxable	4.00	0.00	-100.00
Bittern Stadium	Stadium Hire	Training (refer to Community Halls for rates)	taxable	24.00	0.00	-100.00
Bittern Stadium	Stadium Hire	Training 1/2 Court (30 mins) (refer to Community Halls for rates)	taxable	12.00	0.00	-100.00
Bittern Stadium	Stadium Hire	Training 1/2 Court (45 mins) (refer to Community Halls for rates)	taxable	12.00	0.00	-100.00
Bittern Stadium	Stadium Hire	Training Half Court (refer to Community Halls for rates)	taxable	12.00	0.00	-100.00

Recreation and Leisure, Hastings Leisure Centre

Hastings Leisure Centre	All Access	Group Fitness Classes (new programme)	taxable	0.00	45.45	100.00
Hastings Leisure Centre	All Access	Health Hub Group Fitness Classes (new programme)	taxable	0.00	5.45	100.00
Hastings Leisure Centre	Room Hire (per hour)	Art Space - Community (new programme)	taxable	0.00	22.00	100.00
Hastings Leisure Centre	Room Hire (per hour)	Art Space - Commercial (new programme)	taxable	0.00	30.00	100.00
Hastings Leisure Centre	Room Hire (per hour)	Foyer - Commercial (new programme)	taxable	0.00	25.00	100.00
Hastings Leisure Centre	Room Hire (per hour)	Foyer - Community (new programme)	taxable	0.00	15.00	100.00
Hastings Leisure Centre	Room Hire (per hour)	IT Hub - Commercial Rate (new programme)	taxable	0.00	35.00	100.00
Hastings Leisure Centre	Room Hire (per hour)	IT Hub - Community Rate (new programme)	taxable	0.00	25.00	100.00
Hastings Leisure Centre	Room Hire (per hour)	Meeting Room 1 - Kitchenette - Commercial (new programme)	taxable	0.00	30.00	100.00
Hastings Leisure Centre	Room Hire (per hour)	Meeting Room 2 - Training Room - Commercial (new programme)	taxable	0.00	25.00	100.00
Hastings Leisure Centre	Room Hire (per hour)	Meeting Room 2 - Training Room - Community (new programme)	taxable	0.00	15.00	100.00
Hastings Leisure Centre	Room Hire (per hour)	Multi Function Room - Commercial Rate (new programme)	taxable	0.00	30.00	100.00
Hastings Leisure Centre	Room Hire (per hour)	Multi Function Room - Community Rate (new programme)	taxable	0.00	22.00	100.00
Hastings Leisure Centre	Room Hire (per hour)	Performance Stage - Commercial (new programme)	taxable	0.00	25.00	100.00
Hastings Leisure Centre	Room Hire (per hour)	Performance Stage - Community (new programme)	taxable	0.00	15.00	100.00
Hastings Leisure Centre	Support Services	Photocopies (new programme)	taxable	0.00	30.00	100.00
Hastings Leisure Centre	Support Services	Printing IT Hub (new programme)	taxable	0.00	30.00	100.00
Hastings Leisure Centre	Support Services	Vending (new programme)	taxable	0.00	10.00	100.00
Hastings Leisure Centre	Gymnastics	Boys L1-2	taxable	0.00	9.10	100.00
Hastings Leisure Centre	Gymnastics	Boys L3-5 (2011/12 term price)	taxable	76.00	9.10	-735.16
Hastings Leisure Centre	Gymnastics	Gymnastics Level 1	taxable	0.00	9.10	100.00
Hastings Leisure Centre	Gymnastics	Gymnastics Level 2	taxable	95.00	9.10	-943.96
Hastings Leisure Centre	Gymnastics	Gymnastics Level 3	taxable	160.00	15.45	-935.60
Hastings Leisure Centre	Gymnastics	Gymnastics Level 4	taxable	96.00	15.45	-521.36
Hastings Leisure Centre	Gymnastics	Gymnastics Level 5 (new programme)	taxable	0.00	15.45	100.00
Hastings Leisure Centre	Gymnastics	Junior Gym	taxable	5.00	9.10	45.05
Hastings Leisure Centre	Gymnastics	Kinder Gym (new programme)	taxable	0.00	9.10	100.00
Hastings Leisure Centre	Room Hire (per hour)	Multi Purpose Room - Commercial Rate	taxable	30.00	25.00	-20.00
Hastings Leisure Centre	Room Hire (per hour)	Multi Purpose Room - Community Rate	taxable	24.00	15.00	-60.00
Hastings Leisure Centre	Stadium Hire (recreation hall)	Competition Rate (per hour) - commercial	taxable	29.00	29.00	0.00
Hastings Leisure Centre	Stadium Hire (recreation hall)	Competition Rate (per hour) - community	taxable	24.00	24.00	0.00

Recreation and Leisure, Mornington Leisure Centre

Mornington Leisure Centre	All Access	Active Link - Rosebud	taxable	55.00	55.00	0.00
Mornington Leisure Centre	All Access	All Access Casual	taxable	5.50	5.50	0.00
Mornington Leisure Centre	All Access	Circuit Breakers	taxable	9.50	9.50	0.00
Mornington Leisure Centre	All Access	Get Fit Vet Fit	taxable	6.00	6.00	0.00
Mornington Leisure Centre	All Access	Plaza Walks Mornington	taxable	65.00	65.00	0.00
Mornington Leisure Centre	All Access	Prime Movers	taxable	9.50	9.50	0.00
Mornington Leisure Centre	All Access	SOYF - Blairgowrie (new programme)	taxable	0.00	5.70	100.00
Mornington Leisure Centre	All Access	Stay Stronger for Longer	taxable	5.50	5.70	3.51

Program	Category of Fee or Charge	Fee or Charge	GST Type	Fee 2011/12 \$	Fee 2012/13 \$	Variance (%)
Mornington Leisure Centre	Centre Programs	Birthday Parties	taxable	12.00	13.00	7.69
Mornington Leisure Centre	Centre Programs	Gecko	taxable	10.00	7.10	-40.85
Mornington Leisure Centre	Centre Programs	Girls Just Wanna Have Fun	taxable	10.00	10.00	0.00
Mornington Leisure Centre	Centre Programs	Junior Judo (no longer available)	taxable	9.50	0.00	-100.00
Mornington Leisure Centre	Centre Programs	Senior Judo (no longer available)	taxable	13.00	0.00	-100.00
Mornington Leisure Centre	Centre Programs	Super Soccer	taxable	7.00	7.50	6.67
Mornington Leisure Centre	Fitness Studio	Fitness Studio - Casual	taxable	8.00	n/a	-100.00
Mornington Leisure Centre	Fitness Studio	Fitness Studio - Session Pass	taxable	72.00	n/a	-100.00
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	6.00	30.00	80.00
Mornington Leisure Centre	Fitness Studio	MS Group	taxable	6.00	6.00	0.00
Mornington Leisure Centre	Fitness Studio	Orientation - Living Longer Living Stronger	taxable	25.00	25.00	0.00
Mornington Leisure Centre	Fitness Studio	Room Hire - Commercial	taxable	30.00	30.00	0.00
Mornington Leisure Centre	Fitness Studio	Roon Hire - Community	taxable	22.00	22.00	0.00
Mornington Leisure Centre	Fitness Studio	Social Gym Hire	taxable	55.00	55.00	0.00
Mornington Leisure Centre	Stadium	School Programs (new programme)	taxable	0.00	23.99	100.00
Mornington Leisure Centre	ACTIV8	ACTIV8 - 4 Schools per term	taxable	88.00	60.00	-46.67
Mornington Leisure Centre	Child Care	Occasional Care 1st Child	free	6.80	6.80	0.00
Mornington Leisure Centre	Child Care	Occasional Care 2nd Child	free	3.50	3.50	0.00
Mornington Leisure Centre	Child Care	Program Childcare 1st Child	free	4.00	4.00	0.00
Mornington Leisure Centre	Child Care	Program Childcare 2nd Child	free	2.40	2.40	0.00
Mornington Leisure Centre	Child Care	Staff Childcare - Stadd Member Working	free	2.40	2.40	0.00
Mornington Leisure Centre	Community Room	Community Room - Commercial Rate	taxable	30.00	30.00	0.00
Mornington Leisure Centre	Community Room	Community Room - Community Rate	taxable	22.00	22.00	0.00
Mornington Leisure Centre	Group Fitness	Casual Group Fitness Class	taxable	9.50	9.50	0.00
Mornington Leisure Centre	Group Fitness	Session Pass - 10 sessions	taxable	72.00	72.00	0.00
Mornington Leisure Centre	Group Fitness	Zumba	taxable	12.00	12.00	0.00
Mornington Leisure Centre	Gymnastics	Baby Gym	taxable	9.00	9.50	5.26
Mornington Leisure Centre	Gymnastics	Kinder Gym	taxable	13.00	13.50	3.70
Mornington Leisure Centre	Gymnastics	Toddler Gym	taxable	9.00	9.50	5.26
Mornington Leisure Centre	Multi Purpose Room Commercial Hire	Multipurpose Room	taxable	30.00	30.00	0.00
Mornington Leisure Centre	Multi Purpose Room Community Hire	Multipurpose Room	taxable	22.00	22.00	0.00
Mornington Leisure Centre	Office Rental	MPNA - Office Rental	taxable	180.00	180.00	0.00
Mornington Leisure Centre	Stadium Hire	Badminton - Casual	taxable	5.50	5.50	0.00
Mornington Leisure Centre	Stadium Hire	Badminton Court	taxable	12.00	12.00	0.00
Mornington Leisure Centre	Stadium Hire	Casual Use (Non Program)	taxable	4.00	3.99	-0.25
Mornington Leisure Centre	Stadium Hire	Competition Hire per hour	taxable	29.00	29.00	0.00
Mornington Leisure Centre	Stadium Hire	Training Hire 1/2 court (45 mins)	taxable	12.00	12.00	0.00
Mornington Leisure Centre	Stadium Hire	Training Hire 1/2 court 1 hour	taxable	12.00	12.00	0.00
Mornington Leisure Centre	Stadium Hire	Training Hire 1/2 court 1/2 hour	taxable	12.00	12.00	0.00
Mornington Leisure Centre	Stadium Hire	Training Hire per hour	taxable	24.00	23.98	-0.08

Recreation and Leisure, Somerville Leisure Centre

Somerville Leisure Centre	ACTIV8	ACTIV8(Offsite schools program)	taxable	6,775.98	6,720.00	-0.83
Somerville Leisure Centre	ALL Access	Hastings Hall	taxable	5.50	5.50	0.00
Somerville Leisure Centre	All Access	SCOPE (new programme)	taxable	0.00	15.00	100.00
Somerville Leisure Centre	ALL Access	Somers Hall	taxable	5.50	5.50	0.00
Somerville Leisure Centre	Centre Programs	Floorball Mixed	taxable	8.00	8.00	0.00
Somerville Leisure Centre	Centre Programs	Romp and Chomp (no longer available)	taxable	10.00	0.00	-100.00
Somerville Leisure Centre	Centre Programs	Schools	taxable	29.00	29.00	0.00
Somerville Leisure Centre	Centre Programs	Soccer - Tots	taxable	7.00	7.00	0.00

Program	Category of Fee or Charge	Fee or Charge	GST Type	Fee 2011/12 \$	Fee 2012/13 \$	Variance (%)
Somerville Leisure Centre	Centre Programs	Soccer Games	taxable	7.00	7.00	0.00
Somerville Leisure Centre	Child Care	1 hour parents using facility	free	4.00	4.00	0.00
Somerville Leisure Centre	Child Care	1 hour parents using facility extra child	free	2.40	2.40	0.00
Somerville Leisure Centre	Child Care	Occasional Care	free	6.80	6.80	0.00
Somerville Leisure Centre	Child Care	Occasional Care each child there after	free	3.50	3.50	0.00
Somerville Leisure Centre	Group Fitness	All Acces Circuit Breakers (new programme)	taxable	0.00	5.50	100.00
Somerville Leisure Centre	Group Fitness	All Access - Well for Life (no longer operating)	taxable	5.50	0.00	-100.00
Somerville Leisure Centre	Group Fitness	All Access Prime Movers	taxable	5.50	5.50	0.00
Somerville Leisure Centre	Group Fitness	All Access Session Pass	taxable	81.00	90.00	10.00
Somerville Leisure Centre	Group Fitness	Pregnancy Class	taxable	5.50	5.50	0.00
Somerville Leisure Centre	Memberships	15 Visit Pass (Adult)	taxable	147.15	196.00	24.92
Somerville Leisure Centre	Memberships	15 Visit Pass (Concession)	taxable	103.80	137.00	24.23
Somerville Leisure Centre	Memberships	Pay Smart	taxable	3,564.00	3,240.00	-10.00
Somerville Leisure Centre	Memberships	Silver	taxable	509.85	530.00	3.80
Somerville Leisure Centre	Memberships	Silver - 3 month upfront	taxable	195.70	200.00	2.15
Somerville Leisure Centre	Memberships	Silver - concession upfront	taxable	332.80	0.00	-100.00
Somerville Leisure Centre	Session Passes	Group Fitness Class Casual Adult	taxable	14.00	14.50	3.45
Somerville Leisure Centre	Session Passes	Group Fitness Class Casual Concession	taxable	9.80	10.20	3.92
Somerville Leisure Centre	Somerville Facility and Room Hire	Community Room Hire 3 Rooms Commercial	taxable	30.00	30.00	0.00
Somerville Leisure Centre	Somerville Facility and Room Hire	Community Room Hire 3 Rooms Community	taxable	22.00	22.00	0.00
Somerville Leisure Centre	Somerville Facility and Room Hire	Multi Purpose Room Commercial Rate	taxable	30.00	30.00	0.00
Somerville Leisure Centre	Somerville Facility and Room Hire	Multi Purpose Room Community Rate	taxable	24.00	24.00	0.00
Somerville Leisure Centre	Somerville Facility and Room Hire	WPBA - Office Lease	taxable	242.00	242.00	0.00
Somerville Leisure Centre	Stadium Hire	Competition	taxable	29.00	29.00	0.00
Somerville Leisure Centre	Stadium Hire	Stadium Casual Hire Per Person	taxable	4.00	4.00	0.00
Somerville Leisure Centre	Stadium Hire	Training (1 hour)	taxable	24.00	24.00	0.00
Somerville Leisure Centre	Stadium Hire	Training Half Court	taxable	12.00	12.00	0.00
Somerville Leisure Centre	Stadium Hire	Training Half Court (1/2 hr)	taxable	12.00	12.00	0.00
Somerville Leisure Centre	Stadium Hire	Training half court 45 mins	taxable	12.00	12.00	0.00
Somerville Leisure Centre	Support Services	Support Services	taxable	550.00	550.00	0.00

Recreation and Leisure, Crib Point Pool

Crib Point Pool	Aquatics	Adult Swim Pass (15)	taxable	53.45	55.00	2.82
Crib Point Pool	Aquatics	Concession Swim Pass (15)	taxable	37.40	38.90	3.86
Crib Point Pool	Aquatics	Family Swim	taxable	10.00	10.80	7.41
Crib Point Pool	Entry	Adult	taxable	3.90	4.00	2.50
Crib Point Pool	Entry	Children	taxable	2.50	2.70	7.41
Crib Point Pool	Entry	Pensioner	taxable	2.70	2.90	6.90
Crib Point Pool	Entry	Spectator	taxable	1.00	1.00	0.00
Crib Point Pool	Swim Programs	Carnivals	taxable	85.00	88.00	3.41
Crib Point Pool	Swim Programs	Intensives	free	12.00	12.50	4.00
Crib Point Pool	Swim Programs	Play Days (new programme)	taxable	0.00	7.00	100.00
Crib Point Pool	Swim Programs	School Groups	free	6.00	6.25	4.00
Crib Point Pool	Swim Programs	School Groups - 45 mins	free	9.00	9.40	4.26
Crib Point Pool	Swim Programs	School Groups - 60 mins	free	12.00	12.50	4.00
Crib Point Pool	Swim Programs	School Groups Training	taxable	2.75	2.50	-10.00
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 2011/12 \$	Fee 2012/13 \$	Variance (%)
Pelican Park	Health and Fitness	Living Longer Stronger (new programme)	taxable	0.00	5.00	100.00
Pelican Park	Health and Fitness	Childrens Sessional Pass (new programme)	taxable	0.00	42.00	100.00
Pelican Park	Aquatic Passes	Pool Passes (adult) - 15 sessions	taxable	65.10	68.50	4.96
Pelican Park	Aquatic Passes	Pool Passes (concession) - 15 sessions	taxable	45.60	47.40	3.80
Pelican Park	Aquatic Programs (Other)	Family Swim Night (no longer available)	taxable	4.60	0.00	-100.00
Pelican Park	Aquatic Programs (Other)	Inflatable - casual	taxable	2.40	2.50	4.00
Pelican Park	Aquatic Programs (Other)	Play Days	taxable	7.00	7.00	0.00
Pelican Park	Casual Aquatics	Adult Entry	taxable	4.90	5.10	3.92
Pelican Park	Casual Aquatics	Birthday Party	taxable	19.60	20.40	3.92
Pelican Park	Casual Aquatics	Birthday Party Inflatable	taxable	22.50	23.40	3.85
Pelican Park	Casual Aquatics	Birthday Party additional catering	taxable	8.00	TBD	N/A
Pelican Park	Casual Aquatics	Birthday Party additional host	taxable	54.00	58.00	6.90
Pelican Park	Casual Aquatics	Child Entry	taxable	3.00	3.10	3.23
Pelican Park	Casual Aquatics	Concession Entry	taxable	3.30	3.50	5.71
Pelican Park	Casual Aquatics	Family entry (2 adults & 2 children)	taxable	12.10	12.60	3.97
Pelican Park	Casual Aquatics	Lane Hire	taxable	31.70	33.00	3.94
Pelican Park	Casual Aquatics	Spa/Steam Room	taxable	12.10	12.60	3.97
Pelican Park	Casual Aquatics	Spa/Steam Room - Concession	taxable	8.60	9.00	4.44
Pelican Park	Casual Aquatics	Spectator Fee	taxable	1.00	1.00	0.00
Pelican Park	Child Care	1 HR - Additional Child	free	2.50	2.60	3.85
Pelican Park	Child Care	1 HR First Child	free	4.00	4.20	4.76
Pelican Park	Child Care	Childcare Term Booking - WET 1st Child	free	4.00	4.20	4.76
Pelican Park	Child Care	Childcare Term Booking - WET Add Child	free	2.50	2.60	3.85
Pelican Park	Child Care	Occasional Care 1 HR - Additional Child	free	3.50	3.70	5.41
Pelican Park	Child Care	Occasional Care 1 HR First Child	free	6.80	7.00	2.86
Pelican Park	Child Care	Session Pass Additional Child Child	free	25.00	26.00	3.85
Pelican Park	Child Care	Session Pass First Child	free	40.00	42.00	4.76
Pelican Park	Group Fitness	ALL Access - MS Gym Class	taxable	5.50	5.70	3.51
Pelican Park	Group Fitness	ALL Access - Probus	taxable	8.00	7.40	-8.11
Pelican Park	Group Fitness	ALL Access - Rec Link - Gym	taxable	8.30	8.50	2.35
Pelican Park	Group Fitness	ALL Access - Rec Link - Gym/Swim	taxable	8.50	8.50	0.00
Pelican Park	Group Fitness	ALL Access - Rec Link - Program Orientation (no longer available)	taxable	35.00	0.00	-100.00
Pelican Park	Group Fitness	ALL Access - Rec Link - Swim	taxable	3.20	3.20	0.00
Pelican Park	Group Fitness	ALL Access - Rec Link - Swim/Steam/Spa	taxable	8.50	8.50	0.00
Pelican Park	Group Fitness	ALL Access - Stroke Group	taxable	5.50	5.70	3.51
Pelican Park	Group Fitness	Additional Community Classes (new programme)	taxable	0.00	60.00	100.00
Pelican Park	Group Fitness	Adult Entry	taxable	14.00	14.50	3.45
Pelican Park	Group Fitness	Aqua Aerobics (inc DWR) (new programme)	taxable	0.00	14.50	100.00
Pelican Park	Group Fitness	Belura	taxable	8.00	8.00	0.00
Pelican Park	Group Fitness	Blairlogie	taxable	50.00	60.00	16.67
Pelican Park	Group Fitness	Concession entry	taxable	9.80	10.20	3.92
Pelican Park	Group Fitness	Koori WAP	taxable	160.00	160.00	0.00
Pelican Park	Group Fitness	Pregnancy (no longer available)	taxable	5.50	0.00	-100.00
Pelican Park	Group Fitness	User Groups	taxable	30.00	30.00	0.00
Pelican Park	Group Fitness - All Access	All Access Chair Based	taxable	5.50	5.70	3.51
Pelican Park	Group Fitness - All Access	All Access Entry/Maintenance	taxable	5.50	5.70	3.51
Pelican Park	Group Fitness - All Access	Aquaeze	taxable	5.50	5.70	3.51
Pelican Park	Group Fitness - All Access	Circuit Breakers	taxable	5.50	5.70	3.51
Pelican Park	Group Fitness - All Access	SOYF - Entry	taxable	5.50	5.70	3.51
Pelican Park	Group Fitness - All Access	SOYF - Maintenance (WED)	taxable	5.50	5.70	3.51
Pelican Park	Group Fitness - All Access	SWEAT	taxable	5.50	5.70	3.51
Pelican Park	Group Fitness - All Access	Tai Chi (no longer available)	taxable	5.50	0.00	-100.00
Pelican Park	Group Fitness - School Groups	School Groups	taxable	13.20	6.60	-100.00
Pelican Park	Health and Fitness	Adult Entry - Casual	taxable	14.00	14.50	3.45

Program	Category of Fee or Charge	Fee or Charge	GST Type	Fee 2011/12 \$	Fee 2012/13 \$	Variance (%)
Pelican Park	Health and Fitness	Boot Camp (new programme)	taxable	0.00	400.00	100.00
Pelican Park	Health and Fitness	Concession Entry - Casual	taxable	10.80	10.20	-5.88
Pelican Park	Health and Fitness	Fitness Assessments	taxable	30.00	30.00	0.00
Pelican Park	Health and Fitness	Gym and Swim	taxable	19.00	19.00	0.00
Pelican Park	Health and Fitness	Personal Training 1 hour session (one-on-one member)	taxable	47.00	55.00	14.55
Pelican Park	Health and Fitness	Personal Training 1 hour session (two-on-one member)	taxable	72.00	74.00	2.70
Pelican Park	Health and Fitness	Personal Training 1/2 hour session (member)	taxable	27.00	29.00	6.90
Pelican Park	Health and Fitness	Personal Training 1/2 hour session (non member)	taxable	52.00	0.00	-100.00
Pelican Park	Health and Fitness	Personal Training 10 session (member)	taxable	423.00	0.00	-100.00
Pelican Park	Health and Fitness	Personal Training 10 session (non member)	taxable	465.00	0.00	-100.00
Pelican Park	Health and Fitness	Schools Student	taxable	6.60	6.60	0.00
Pelican Park	Health and Fitness	Spring into Spring	taxable	400.00	400.00	0.00
Pelican Park	Membership	Bluescope Gold 12month employee pay	taxable	367.70	393.50	6.56
Pelican Park	Membership	Family Gold \$/fortnight - new	taxable	0.00	101.15	100.00
Pelican Park	Membership	Family Gold 3 month - new	taxable	0.00	530.55	100.00
Pelican Park	Membership	Family Gold Upfront - new	taxable	0.00	1,602.15	100.00
Pelican Park	Membership	Platinum One Month Membersip Concession (promo) - new	taxable	0.00	69.00	100.00
Pelican Park	Membership	Platinum One Month membership (promo) - new	taxable	0.00	99.00	100.00
Pelican Park	Memberships - Bridging	Bridging Fee - Family - Platinum	taxable	81.75	0.00	-100.00
Pelican Park	Memberships - Bridging	Bridging Fee - Family - Silver	taxable	54.00	0.00	-100.00
Pelican Park	Memberships - Bridging	Bridging Fee - Gold	taxable	27.95	0.00	-100.00
Pelican Park	Memberships - Bridging	Bridging Fee - Gold - Concession	taxable	19.70	0.00	-100.00
Pelican Park	Memberships - Bridging	Bridging Fee - Platinum	taxable	32.70	0.00	-100.00
Pelican Park	Memberships - Bridging	Bridging Fee - Platinum - concession	taxable	22.90	0.00	-100.00
Pelican Park	Memberships - Bridging	Bridging Fee - Silver	taxable	21.60	0.00	-100.00
Pelican Park	Memberships - Bridging	Bridging Fee - Silver - Concession	taxable	15.30	0.00	-100.00
Pelican Park	Memberships - Corporate	Corporate	taxable	378.50	474.00	20.15
Pelican Park	Memberships - Corporate	Corporate 12 month membership upfront Platinum	taxable	455.00	474.00	4.01
Pelican Park	Memberships - Corporate	Corporate 12 mpnth membership Bluescope Employee Gold	taxable	367.70	393.50	6.56
Pelican Park	Memberships - Corporate	Corporate 12 mpnth membership Bluescope Employee Platinum	taxable	448.80	473.00	5.12
Pelican Park	Memberships - Corporate	Corporate 3 month membership upfront Gold	taxable	180.00	190.00	5.26
Pelican Park	Memberships - Family	Family - Platinum - \$/fortnight	taxable	81.75	85.00	3.82
Pelican Park	Memberships - Family	Family - Silver Upfront	taxable	1,225.00	1,273.00	3.77
Pelican Park	Memberships - Family	Family Platinum	taxable	1,890.00	1,964.00	3.77
Pelican Park	Memberships - Family	Family Platinum - 3 month	taxable	629.30	650.00	3.18
Pelican Park	Memberships - Family	Family Silver \$/fortnight	taxable	54.00	56.15	3.83
Pelican Park	Memberships - Family	Family Silver - 3 month	taxable	410.00	426.50	3.87
Pelican Park	Memberships - Gold	Gold - \$/fortnight	taxable	27.95	29.05	3.79
Pelican Park	Memberships - Gold	Gold - 3 month Upfront	taxable	251.90	262.00	3.85
Pelican Park	Memberships - Gold	Gold - Upfront	taxable	672.40	699.00	3.81
Pelican Park	Memberships - Gold Concession	Gold Concession - Upfront	taxable	473.80	492.50	3.80
Pelican Park	Memberships - Gold Concession	Gold Concession - \$/fortnight	taxable	19.70	20.50	3.90
Pelican Park	Memberships - Gold Concession	Gold Concession - 3 month upfront	taxable	178.60	186.00	3.98
Pelican Park	Memberships - Platinum	Platinum - \$/fortnight	taxable	32.70	34.00	3.82
Pelican Park	Memberships - Platinum	Platinum - 3 month upfront	taxable	273.15	285.00	4.16
Pelican Park	Memberships - Platinum	Platinum - Upfront	taxable	787.95	820.00	3.91
Pelican Park	Memberships - Platinum Concession	Platinum - 3 month concession upfront	taxable	194.40	202.00	3.76
Pelican Park	Memberships - Platinum Concession	Platinum - Concession - \$/fortnight	taxable	22.90	24.00	4.58
Pelican Park	Memberships - Platinum Concession	Platinum - Concession Upfront	taxable	551.60	575.00	4.07
Pelican Park	Memberships - Platinum Offpeak	Platinum - off peak - \$/fortnight	taxable	14.85	15.60	4.81
Pelican Park	Memberships - Silver	Silver - \$/fortnight	taxable	21.60	22.50	4.00
Pelican Park	Memberships - Silver	Silver - 3 month upfront	taxable	199.60	207.50	3.81
Pelican Park	Memberships - Silver	Silver - Upfront	taxable	520.00	540.50	3.79
Pelican Park	Memberships - Silver Concession	Silver - \$/fortnight - concession	taxable	15.30	15.90	3.77

Program	Category of Fee or Charge	Fee or Charge	GST Type	Fee 2011/12 \$	Fee 2012/13 \$	Variance (%)
Pelican Park	Memberships - Silver Concession	Silver - 3 month concession upfront	taxable	141.80	147.50	3.86
Pelican Park	Memberships - Silver Concession	Silver - concession Upfront	taxable	367.70	382.50	3.87
Pelican Park	Squads & Adults	Adult Stroke Correction - no longer available	taxable	60.00	0.00	-100.00
Pelican Park	Squads & Adults	Swim Squad - Junior - new programme	taxable	0.00	70.50	100.00
Pelican Park	Squads & Adults	Swim Squad - Performance Squad	taxable	151.25	140.00	-8.04
Pelican Park	Squads & Adults	Swim Squad - Transition Squad	taxable	151.25	140.00	-8.04
Pelican Park	Swim Club	Junior Squad - Term - no longer available	taxable	77.53	0.00	-100.00
Pelican Park	Swim Club	State Development - no longer available	taxable	74.25	0.00	-100.00
Pelican Park	Swim Club	State Squad	taxable	51.83	75.00	30.89
Pelican Park	WET Program - Adults	Adult Learn to Swim	free	12.50	13.00	3.85
Pelican Park	WET Program - Core	Learn to Swim Program - 10 weekss	free	120.00	125.00	4.00
Pelican Park	WET Program - Core	Learn to Swim Program - 11 weeks	free	132.00	137.50	4.00
Pelican Park	WET Program - Privates & Intensives	Intensives	free	12.00	12.50	4.00
Pelican Park	WET Program - Privates & Intensives	Private Lesson x 1	free	28.60	29.80	4.03
Pelican Park	WET Program - Privates & Intensives	Private Lesson x 1 (disability)	free	20.00	20.85	4.08
Pelican Park	WET Program - Privates & Intensives	Private Lesson x 2 Children	free	41.60	45.90	9.37
Pelican Park	WET Program - School Students	School student entry (Learn to Swim Program) 30 mins	free	6.00	6.25	4.00
Pelican Park	WET Program - School Students	School student entry (Learn to Swim Program) 45 mins	free	9.00	9.40	4.26

Recreation and Leisure, Manager Recreation and Leisure

Community Bus Recreation	Mornington & Hastings	BUS fee per 12 hour hire - Shire (Internal Use)	free	72.73	90.00	19.19
Community Bus Recreation	Mornington & Hastings	BUS fee per 24 hour hire - Shire (Internal Use)	free	135.00	140.00	3.57
Community Bus Recreation	Mornington & Hastings	fee per 12 hour	taxable	80.00	90.00	11.11
Community Bus Recreation	Mornington & Hastings	fee per 24 hour hire	taxable	135.00	140.00	3.57
Recreation Facilities	Erection (only) Marquee	Set-up fee - Community Hire - Mon-Fri - no longer available	taxable	260.00	0.00	-100.00
Recreation Facilities	Erection (only) Marquee	Set-up fee - Community Hire - Saturday - no longer available	taxable	360.00	0.00	-100.00
Recreation Facilities	Erection (only) Marquee	Set-up fee - Community Hire - Sunday - no longer available	taxable	410.00	0.00	-100.00
Recreation Facilities	Erection (only) Soundshell	Set-up fee - Community Hire - Mon-Fri - no longer available	taxable	350.00	0.00	-100.00
Recreation Facilities	Erection (only) Soundshell	Set-up fee - Community Hire - Weekend - no longer available	taxable	390.00	0.00	-100.00
Recreation Facilities	Hire & Set-up Fee Marquee	Commercial rate	taxable	900.00	1,100.00	18.18
Recreation Facilities	Hire & Set-up Fee Soundshell	Commercial rate	taxable	990.00	1,100.00	10.00
Recreation Facilities	Hire & Set-up Fee Soundshell	Community - Mon-Fri	taxable	370.00	420.00	11.90
Recreation Facilities	Hire & Set-up Fee Soundshell	Community - Weekend	taxable	410.00	500.00	18.00
Recreation Facilities	Hire & Set-up Marquee	Set-up fee - Community Hire - Mon-Fri	taxable	300.00	310.00	3.23
Recreation Facilities	Hire & Set-up Marquee	Set-up fee - Community Hire - Saturday	taxable	300.00	410.00	26.83
Recreation Facilities	Hire & Set-up Marquee	Set-up fee - Community Hire - Sunday	taxable	300.00	500.00	40.00
Recreation Facilities	Hire Caravan	Small (4 day period)	taxable	80.00	85.00	5.88

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	12.50	15.00	16.67
Library	Library Headquarters	Long Overdue Collection Fee	free	10.00	0.00	-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	130.00	120.00	-8.33
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

Program	Category of Fee or Charge	Fee or Charge	GST Type	Fee 2011/12 \$	Fee 2012/13 \$	Variance (%)
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Libraries, Arts and Culture, Mornington Peninsula Regional Gallery

Mornington Peninsula Regional Gallery	Events	Guests public		0.00	10.00	100.00
Mornington Peninsula Regional Gallery	Events	MPRG Members	taxable	8.00	8.00	0.00
Mornington Peninsula Regional Gallery	Gallery Entry	Entry Fees Adults	taxable	4.00	4.00	0.00
Mornington Peninsula Regional Gallery	Gallery Entry	Entry Fees Concessions (Healthcare card holders & Pensioners)	taxable	2.00	2.00	0.00
Mornington Peninsula Regional Gallery	Gallery Entry	Entry Fees Group Students (Primary Secondary and Tertiary)	taxable	2.00	2.00	0.00
Mornington Peninsula Regional Gallery	Membership From Friends	Family	taxable	40.00	40.00	0.00
Mornington Peninsula Regional Gallery	Membership From Friends	Single	taxable	25.00	25.00	0.00
Mornington Peninsula Regional Gallery	Membership From Friends	Single Concession	taxable	20.00	20.00	0.00

Governance and Corporate Support, Customer Service

Animal Management	Registration - Dog (DogFee101)	Intact Dog	free	156.00	161.50	3.41
Animal Management	Registration - Dog (DogFee102)	Pensioner Intact Dog	free	79.50	82.50	3.64
Animal Management	Registration - Cat (CatFee104)	Pensioner Reduced Cat	free	19.50	17.50	-11.43
Animal Management	Registration - Dog (DogFee104)	Pensioner Reduced Dog	free	19.50	19.00	-2.63
Animal Management	Registration - Cat (CatFee103)	Reduced Cat	free	32.00	33.00	3.03
Animal Management	Registration - Dog (DogFee103)	Reduced Dog	free	32.00	34.50	7.25

Governance and Corporate Support, Governance

Governance and Corporate Support, Governance	Council Meeting Audio recording - CD/DVD	Council Meeting Audio recording - CD/DVD		0.00	10.00	100.00
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Property and Valuations, Property Operations

Bathing Boxes	Bathing Box Rental Income		taxable	348.00	365.00	4.66
Bathing Boxes	Bathing Box Transfer Fees		taxable	5% of CIV	5% of CIV	0.00

Property and Valuations, Valuations

Valuations	Supplementary Valuations	Land Tax Objections Recovery	taxable	121.00	125.00	3.20
Valuations	Supplementary Valuations	Valuations - South East Water	taxable	24.75	26.00	4.81
Valuations	Supplementary Valuations	Valuations - State Revenue Office	taxable	23.53	24.70	4.74

Information Services, Records Managements

Records Management	Freedom of Information	Photocopy per page	free	0.00	0.20	100.00
Records Management	Freedom of Information	Request Fee	free	22.70	24.40	6.97
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
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