

Mornington Peninsula Shire

Adopted Budget

2010-11



COMMITTED TO A
SUSTAINABLE
PENINSULA



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

Contents	Page
Mayor's introduction	3
Chief Executive Officer's summary	4
Budget processes	15
Overview	
1. Linkage to the Council Plan	17
2. Activities, initiatives and key strategic activities	20
3. Budget influences	35
Budget Analysis	
4. Analysis of corporate format budget	45
5. Analysis of operating budget	46
6. Analysis of budgeted cash position	55
7. Analysis of capital budget	57
8. Analysis of budgeted financial position	63
Long Term Strategies	
9. Strategic resource plan and key financial indicators	67
10. Rating strategy	74
11. Other strategies	84
Budgeted Statements	
12. Budgeted Statements	88
Statutory Disclosures	
13. Statutory Information	94
14. Key Strategic Activities	99
15. Compliance Checklist	101
Appendices	
A) Capital Works Program	102
B) Priority Works Program	118
C) Priority Projects Program	128
D) Unit Budgets	142
E) Employee Costs and Staff establishment	226
F) Fees and Charges	240

Mayor's Introduction

The preparation of this year's Shire budget involved Councillors in seven working sessions, including budget briefings, modelling of options, many, many 'what if' questions and, very importantly, a careful assessment of the community's needs and wants, and what was affordable. This intense process over a couple of months builds on Council's ongoing, year round assessment of policies, strategies, master plans, service needs assessments etc, all of which 'feed into' the budget process.

The 2010/11 budget continues to pursue and deliver on the Goals and Outcomes within the Shire Strategic Plan. It looks to continue the good work on issues of climate change, with the funding of the next stage of the Integrated Flood and Drainage Strategy (the need for which was underlined by the drainage issues caused by the amazing down pours in May). It also looks to put in place a range of maintenance, amenity, natural systems and community building enhancements, which our community will appreciate. Relatively small further budget increases for reactive drainage maintenance, crushed rock on roads, tree trimming and tree planting, streetscapes and weeding in natural systems are examples of areas where there will be increased emphasis in 2010/11.

Whilst thankfully the 2010 fire season was not as severe as the previous year, we will continue to make the Mornington Peninsula as 'fire safe' as possible within budget constraints. The annual expenditure for vegetation trimming and removal was raised on a permanent basis last year. We look forward to the findings of the Royal Commission and hope that any recommended outcomes are appropriately funded by the State Government and not 'cost shifted' to Councils.

We are also seeking to improve the standard of service in a number of areas. As the Shire grows, we need to resource areas to provide a continuing level of quality service. There are of course a large number of additional services that are legislated by State Government but paid for by rates.

2010/11 is a General Revaluation year. For some, this means the welcome news that their property (and therefore their personal wealth) has increased. However, for some that also means that they will pay proportionally more in Shire rates.

The purpose of a General revaluation (which is required every two years by legislation), is to re-distribute the rate burden between ratepayers. It is important to note that an increase in property values does not cause a rate rise. Council budgets are determined to meet expenditure requirements for the year, and include any rate increase. Property valuations are used to distribute how much each ratepayer will pay, according to the value of their property compared to other properties within the municipality.

Having regard for the General Revaluation, following an overall increase in property values of 10.3%, Council will reduce the 'rate in the dollar' levied by 4.1%, resulting in an average increase in rates of 6.2%. It is important to stress that the impact on individual properties will vary considerably according to variances in property values. The individual effects of the property revaluation will determine the actual increase.

Every rateable property will also contribute \$10 more to the Municipal Charge, now \$140.

Council believes that this budget continues to address the very real challenges of climate change as well as providing necessary service enhancements.

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

Cr David Gibb
Mayor

Chief Executive Officer's Summary

OUR FOUR TESTS OF A GOOD BUDGET

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

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

The Shire's 2010/11 Annual Budget has been prepared according to these guiding principles.

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

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

Financial sustainability is not just 'balancing the books' (although we have consistently achieved that). It is critically important for Council to have a sustainable financial capacity to deliver the services and programs expected by the community, and to ensure that our \$1.6b assets are maintained so that the cost does not become a burden for future ratepayers.

In terms of *affordability*, the Shire continues to maintain its status as a comparatively low rating municipality. On a 'per assessment' basis and a 'per residential assessment' basis, the Shire is the lowest of the Interface Councils (by some margin) and in fact, was the sixth lowest Council in the State in 2009/10 on an 'average rates and charges per assessment' basis. However, to enhance and improve services and facilities over time, we need to continue to build revenue capacity over time, and we need to do this within the limits of affordability and still retain our low rating status.

THIS YEAR'S BUDGET

As the Mayor has stated in his introduction, the 2010/11 budget continues to pursue and deliver on the Goals and Outcomes set out in the Shire Strategic Plan.

For 10 years, Council has been steadily increasing its investment in the renewal, maintenance and upgrading of the Shire's existing \$1.4 billion infrastructure asset base, while at the same time, providing new infrastructure in response to community needs and expectations. That process continues in 2010/11, with a further increase in climate change response and an increased focus on the improved presentation and beautification of our streetscapes, which remains a priority for Council.

There is also a range of service enhancements proposed across a range of service areas - cleaning of streets and public areas will be enhanced, street tree pruning and the programmed removal and replacement of dying or inappropriate street trees will receive additional funding, works in natural systems (both weeding and feral animal control) will be increased, and a range of service areas will be resourced.

Service capacity has also been increased in some areas to reflect population growth or changing needs (for example, an increase of 14,000 hours in home care for our older or disabled residents), and a range of services have been improved to reflect community expectations.

The need for a greater response in some service areas was evidenced most recently, with the May floods which affected some areas of the Shire (and indeed, some much worse than others). Our commitment to respond to drainage and flooding issues is a 10 year plan of \$3.0m per annum. The provision in the 2010/11 budget of \$1.5m towards Stage 2 of the Integrated Flood and Drainage Strategy funds that commitment, and is seen by Council as a necessary and immediate need which cannot be deferred.

Continuing flood mapping of catchments and identification (and then progressive implementation) of works, together with other strategies such as the introduction of drainage controls for 'infill' developments within the urban growth boundary and educating communities on 'self help' strategies, are unavoidable.

Whilst we have not increased the fire prevention budget this year, we have retained the budget commitment which was significantly enhanced last year. Our community continues to expect a high level response to fire prevention, particularly at the interface between private property and Shire bushland reserves. Whilst there have been some early response required to the Bushfires Royal Commission, our expectation is that we will be able to respond to any recommendations either through existing budgets and programs, or through additional funding from the State Government.

In Infrastructure, our total capital expenditure (not including maintenance) in 2010/11 is \$33.674m (including \$10.5m carried forward from 2009/10) plus \$4.514m for Priority Works.

The recently published '*Local Government in Victoria 2009*' produced by the Department of Planning and Community Development, indicated that Mornington Peninsula Shire was in the top group of Councils in terms of expenditure on renewal of assets. We will continue to invest the required funds in the refurbishment of our existing infrastructure assets base, as well as a number of new projects.

Continuing on from past years, our planning agenda is broad. The continuing pressures of Melbourne's accelerating population growth could see increased population pressure on our shire, so we need to continue to plan strategically for our future. Our past and planned efforts in addressing the State's *Melbourne 2030/Melbourne @ 5 million* plans should mean that the character of our local towns and villages, and our more than 70% green wedge areas will be well protected, but a 'stretching' strategic planning agenda requires work in relation to activity centres, the green wedge, housing and employment, as well as a range of specific planning projects focused on the coast.

While Mornington Peninsula Shire rate levels are low in comparison to other municipalities, Council is committed to ensuring rate increases are within the limits of affordability. We strive to 'make best use of every dollar' through ongoing review processes which focus on efficiency, effectiveness and innovation across everything we do.

To fund the 2010/11 budget, Council's rate increase for 2010/11 will average 6.2% (Following an average increase in property values of 10.3% through the General Revaluation, our rate in the \$ will reduce by 4.1% to achieve that increase).

Additionally, all rateable property will pay an additional \$10 on the Municipal Charge.

Some specific highlights include –

Our character and sense of place

In planning to protect the Peninsula's built and natural environments, our agenda for Strategic planning is broad.

The development of Structure Plans for the Rosebud and Hastings Activity Centres continues, the Rosebud works supplemented by a 'Heart of Rosebud' Precinct Plan which will provide detailed design proposals following the structure plan process. A range of other projects will commence or continue, including a general parking precinct plan and a specific parking precinct plan for Mornington Town Centre, Township design guideline brochures, a Local Housing and Sustainable Settlement Strategy, and a Spatial Employment strategy. A number of projects commenced in 2009/10 will continue.

Our loved heritage values will be supported by the implementation of Stage 2 of the Heritage review, and the Heritage Rebate. The formalising of the role of Local History Officer into a part time position will be welcomed by the local Historical Societies as it will further assist in the long-term preservation of unique heritage resources.

Protecting our environment and tackling climate change

The Mornington Peninsula has over 190km of coastline, which represents 10% of the State of Victoria.

Strategic planning projects focusing on the coast include the Stony Point Coastal Management Framework, Rye Coastal Processes Study and Local Coastal Vulnerability Assessments. A number of Coastal Management Plans are now in need of review and possible updating, and that will be undertaken.

The continued implementation of Coastal Management Plans for Shire-managed foreshore areas will ensure the long-term enhancement and protection of these highly-valued environments.

The Shire encourages and promotes sustainable agriculture and rural landscape values, which will be supported with initiatives including a project on Land Management Overlay implementation, the Stream and Water Watch Program, and the Land Sustainability Rebate.

As stated, our work in focusing on the Green Wedge will continue with Council consideration of the Green Wedge Action Plan.

In recent years, Council has made great strides in reducing our water consumption. The Water Conservation Project will continue, as the Shire works to further reduce potable water consumption. The water recycling project for Mornington, an initiative of the Shire, the Mornington Racing Club and South East Water commenced in 2008/09 and will see recycled water made available to the Racing Club and a number of Shire facilities in close proximity, including Civic Reserve and Dallas Brooks Park.

The establishment of the Eco Living Display Centre in March 2010 provides a living example of how residents can implement initiatives to reduce water and energy use. The resourcing of a Climate Change Education Officer will further assist and encourage residents to live more sustainably.

In our Natural Systems area, an important new initiative is the provision of \$100k per annum for weeding for biodiversity. Additional funding has been provided for feral animal control in Shire bushland reserves, and it is pleasing to see that the State Government budget also seeks to provide additional funding for this needed program within their parks; these works will complement each other. Our valued Friends Groups will also be supported through the provision of additional funding to support training initiatives and other support programs.

The Shire's response to drainage has been previously mentioned, and is in recognition that we cannot afford to sit and wait for more extreme rain events, storm surges and other climate change related weather conditions to cause flooding issues within our community.

Creating safe, healthy and engaged communities

The issue of food safety is taken for granted by most residents, however the Shire's responsibilities in this area are broad, and in 2010/11 we will be responsible for implementing a range of Food Act amendments primarily focused at reducing the regulatory burden on operators.

The Shire has a full agenda in terms of Child Youth and Family Services. A range of new initiatives will be implemented in the area, all at little or no cost but focused at enhancing 'family' quality of life. Projects such as "Young Parents Program" and the "Facebook Initiative" which are both targeted at assisting and communicating with young mums, will continue to be rolled out. In terms of child care, a new holiday program at Bentons Square will be established. The establishment of a part time Early Years Planner will allow the Shire to more effectively plan for the future changes and growth in early years services.

In terms of recreation, Strategic Planning will undertake a public recreation space strategy, seeking to assess the availability and accessibility of public recreational space across the Shire, identifying gaps in the provision of public spaces and strategies for addressing this.

Recreational Master Plans will continue to be developed (with a new plan for Bunguyan Reserve), or implemented to oversee rehabilitation of existing reserves. Implementation of the playground strategy will continue.

Consistent with previous years, our advocacy sees us continue to achieve small successes in terms of HACC growth funding. A small expansion of the service (co-funded with the Commonwealth) will ensure we continue the very high standard of HACC services provided to our elder community. The Shire will continue to advocate strongly in relation to the review of the formula for recurrent funding which is still under consideration by other levels of Government. The third and final year of the Positive Ageing Strategy will see the completion of a very worthy project which will define the future strategy for dealing with our ageing population, the demand for services, and local community opportunities for older persons lifestyles.

A small initiative focused on (but not exclusive to) our ageing population is the development of a scooter policy. The growing number and use of scooters now means that a policy framework and education campaign will benefit not only the users but also other pedestrians.

A partnership approach with the New Hope Foundation will address the Culturally and Linguistically Diverse communities on the Mornington Peninsula, seeking to identify and develop strategies to address their needs.

Within our libraries, a number of new initiatives will be rolled out. A needs assessment on the library service needs of older residents will be an important initiative in assessing the issues for older persons in pursuing life long learning. The needs assessment will identify barriers (whether they be physical, cultural or personal) and assess and evaluate options for service delivery.

Small provisions have also been made to progress a number of initiatives focused on cultural pursuits, including the Peninsula Music and Engagement and the further implementation of the Arts and Culture Strategy

Community-focused services will continue to be offered in critical areas including - but not limited to - drug and alcohol, responsible gaming and community safety.

In terms of maintenance and upgrade of community facilities, a further \$3m has been committed to the refurbishment of Shire buildings as part of our commitment to invest in our existing assets. Provision has also been made (subject to external funding) for the construction of the Rosebud West Community House abutting Eastbourne Primary School. This initiative, a collaboration between the

School and the Council, will see the establishment of pre-school/ early leaning centre and community house in the one precinct.

As mentioned, the implementation of the drainage strategy will be a key component to addressing climate change. An additional \$200k (on top of the \$1.5m capital commitment) will be provided for reactive response to drainage issues. This will allow a greater reactive response to drainage issues as they arise, and will further supplement our reactive and programmed drainage activities.

An additional \$200k will be provided for crushed rock on unmade roads. Whilst Council will review its unmade roads strategy in 2010/11, with over 300km of unmade roads there is a continuing need for gravel resheeting from both a road safety and public amenity perspective.

As previously mentioned, a range of enhancements to maintenance, cleansing and amenity are proposed. Additional funding has been provided for enhancement of cleansing services, including cleansing of public areas in summer, cleansing of footpaths and around skate parks. Focusing on both street amenity and risk management, street tree trimming will be enhanced, and an expanded program of removal and replacement of inappropriate or dying street trees will be implemented.

Council has had a minor streetscapes improvement program in place for some time, but in recognition that a relatively small amount of money must stretch across our 40 townships and villages, a small expansion of budget has been provided.

Council has supported community radio station 3RPP in its endeavours to establish a permanent home on the Mornington Peninsula, and the budget provides \$50k to assist in the station's fund raising for the refurbishment of part of the ex-classrooms beside Peninsula Community Theatre.

Supporting a sustainable Peninsula Economy

The continued implementation of the 2009-2014 Economic Sustainability Strategy will be a key initiative within the Economic Development area. An initiative within the Strategy is the next stage of the project to progress the planning permit and approvals process for the Stony Point–Cowes Car Ferry project (in consultation with Bass Coast Shire and the State Government) and this will continue.

In relation to agriculture, the completion of the Agricultural Audit will lead into an analysis and implementation plan to enhance agricultural viability. The appointment of a Rural Business Officer will progress the key agricultural initiatives within the Economic Sustainability Strategy.

Building on the major successes of recent years, our Tourism team will continue to pro-actively work with the local tourism operators and Tourism Victoria to introduce cooperative marketing campaigns for the Peninsula. These very successful campaigns focus on capturing and spreading the 'spend' of visitors for a longer duration and to a broader area. Mornington Peninsula was one of the tourism regions to experience the strongest annual average growth (+ 6.1% pa) for the period December 1999-2008, so it is important that we capitalise on this. Funding for the Mornington and Sorrento Visitor Information centres has been increased to assist with their staffing.

The Careers Expo has proven successful over time in introducing school leavers (and some older people) to future career options, and we plan for this to continue.

Being accountable, responsive and forward looking

In 2009/10, the Shire continued to receive high ratings from our insurance providers for both Public Liability and Assets. Following independent assessment by the Shire's insurer, we have been ranked equal third in the State in terms of public liability and professional indemnity processes and systems. In financial terms, this effort has led to material financial savings in insurance premiums over time. Continued pro-active risk assessment of a range of Shire facilities will assist in managing our risk exposure. Similarly, our continued emphasis on minimising workplace injury and the future financial benefits of injury prevention management, early intervention care plans and rehabilitation strategies continues to pay dividends, not just by having a more 'happy, safe and available' workforce; but also

financially through constraining the Work Cover premium. We expect this investment to continue to pay dividends in future years.

Our responsibilities in terms of corporate governance continue to grow. The provision of a Corporate Compliance officer is in response to the growing need to respond to compliance requirements at other levels of government. Additional support for Councillors has been provided in recognition of their broad and time consuming responsibilities in managing their Council responsibilities and responding to their constituents.

A range of internally focused system enhancements are planned, all of which are focused on improving service delivery, productivity or cost effectiveness. Our technology systems in particular are the platform of our service delivery, and we seek to optimise their performance through careful planning and investment.

In terms of community engagement, the Shire already consults broadly, both on a large scale (as evidenced by Climate Change Conversations held last year), locally through Ward meetings and Community Council meetings, and on issue-specific consultations such as policy development or master planning processes. Recognising that the Mornington Peninsula is different (absentee owners/ ageing population/ 40 distinct communities etc), we plan to develop a community engagement policy and guidelines which best suit our local needs.

This introduction provides a summary of what is a large and detailed budget, which should be considered in full to gain a complete understanding of Council's initiatives for 2010/11.

THE NUMBERS.....

Council has prepared a Budget for the 2010/11 financial year which seeks to balance the demand for services and infrastructure with the community's capacity to pay. Key budget information is provided below about the rate increase, operating result, service levels, cash and investments, capital works, financial position, financial sustainability and key strategic activities of the Council.

Corporate Format

Council's financial statements are prepared in accordance with relevant Australian Accounting Standards, legislation and regulations, and the preceding explanatory accords with the audited financial statements.

We are conscious, however, that the financial statements prepared according to Accounting Standards may be valuable to an accountant, but quite complex for the average reader.

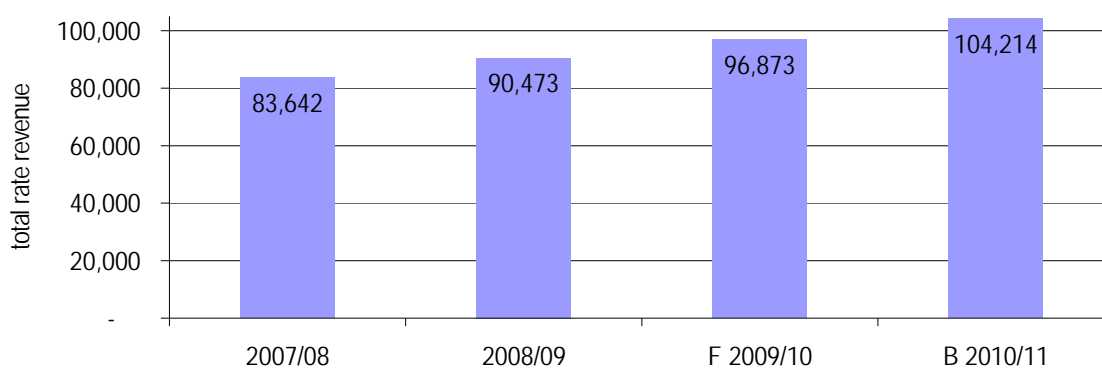
Our corporate format focuses on cash transactions, and does not consider non cash transactions such as asset revaluations and depreciation. We stress that this reporting is our own 'layman's' approach and is designed to assist those who may not totally understand accounting practice to come to generally understand our budget. For those more financially inclined, the budget according to Australian Accounting Standards is also included in this report.

In general terms, funds available, being the surplus of normal operations, will increase by some \$2.136m on the previous year. This is due in large part to the increase in rate revenue and will finance the proposed capital works (in particular the enhancements to drainage).

The operating result, without carry over capital and priority works and projects, is a small deficit of \$565k which will be funded from sale of excess and inappropriate assets.

Overall, there is a small budgeted surplus of \$40k on the year's operations.

1. Rates

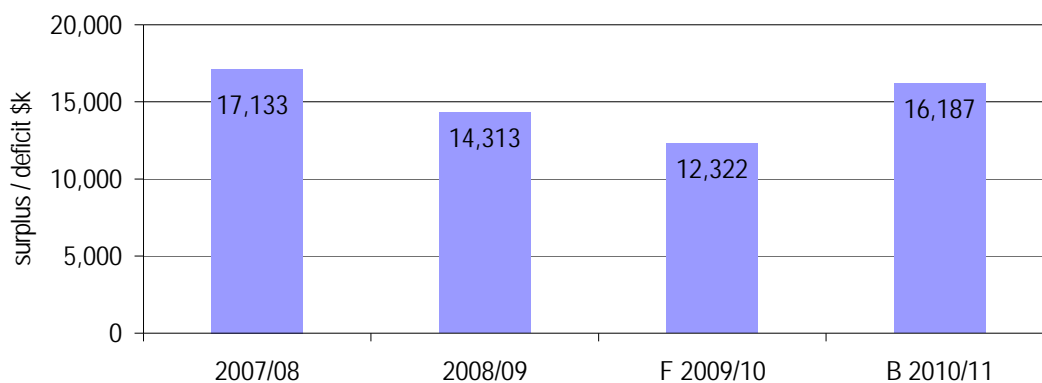


F = Forecast B = Budget

Council's rate increase for 2010/11 will average 6.2%. Given that this is a General Revaluation year, the rate in the \$ will reduce by 4.1%. All rateable property will also pay \$140 Municipal charge, an increase of \$10.

This will raise rates and charges of \$104.214 million, including \$0.65 million generated from supplementary rates and \$0.650 million growth in the rate base from the previous years supplementary rates.

2. Operating Result

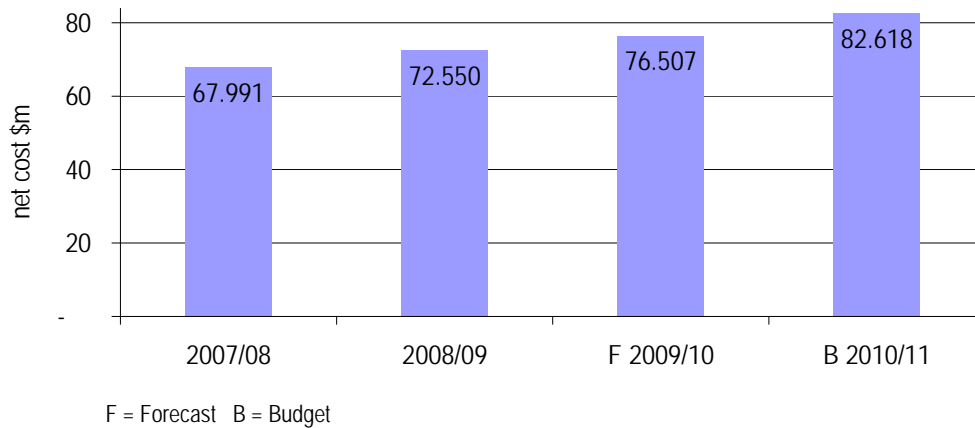


F = Forecast B = Budget

The expected operating result for the 2010/11 year is a surplus of \$16.187 million, which is an increase of \$3.866 million over 2009/10 forecast and a decrease of \$1.516 million over 2009/10 budget.

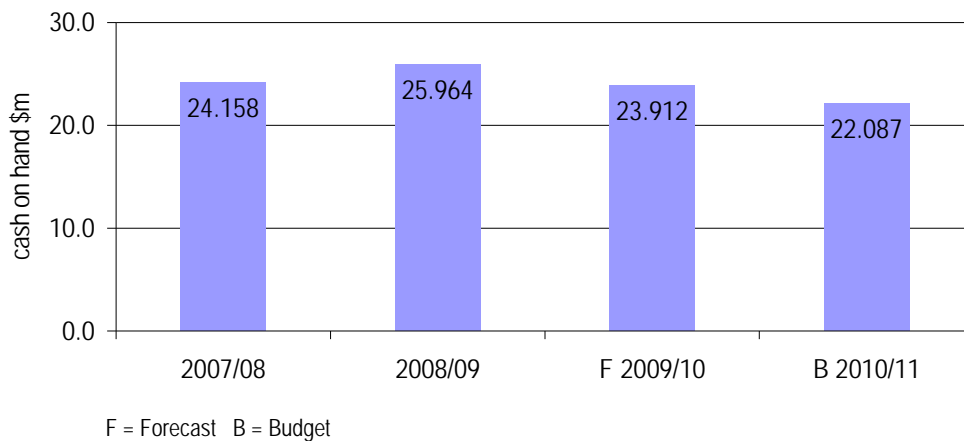
The improved operating surplus from forecast is due to an increase in rate revenue and is reduced compared to budget due mainly to a reduction in external funding in 2010/11, in particular capital grants, and 'in kind' developer contributions.

3. Services



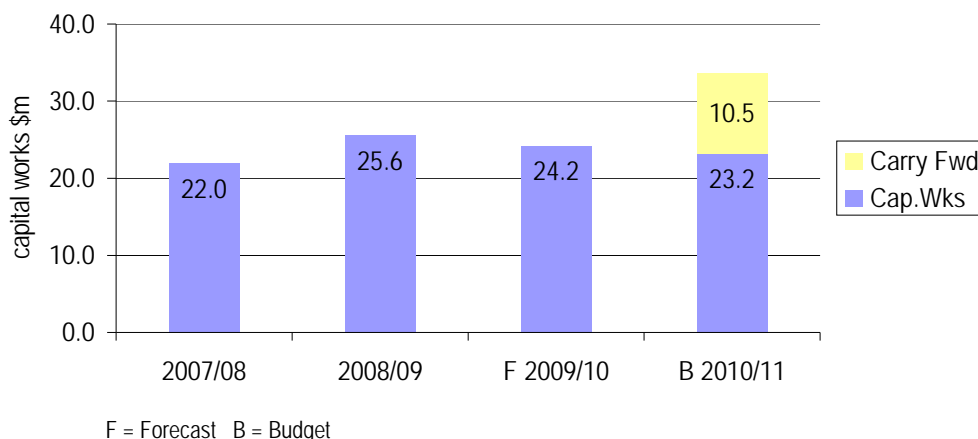
The net cost of services delivered to the community for the 2010/11 year is expected to be \$82.618 million which is an increase of \$6.136 million over the 2009/10 budget. This increase includes year-on-year cost increases and the service enhancements proposed across the Units.

4. Cash and Investments



Cash and investments are expected to decrease by \$1.825m during the year to \$22.087m as at 30 June 2011. 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

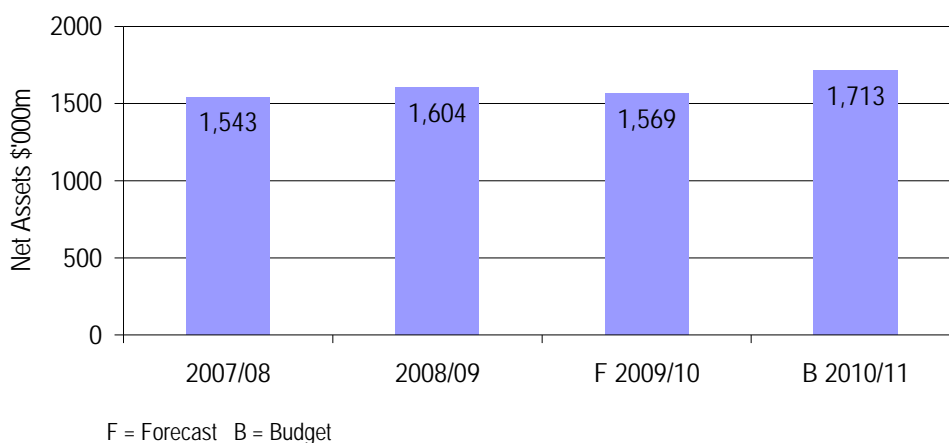


The capital works program for the 2010/11 year is expected to be \$23.178 million (plus \$10.5m relating to projects which will be carried forward from the 2009/10 year).

Of the \$33.674 million of capital funding required, \$18.639 million will come from Council operations, \$3.00 million from loan funds, and \$9.021 million from external grants and contributions.

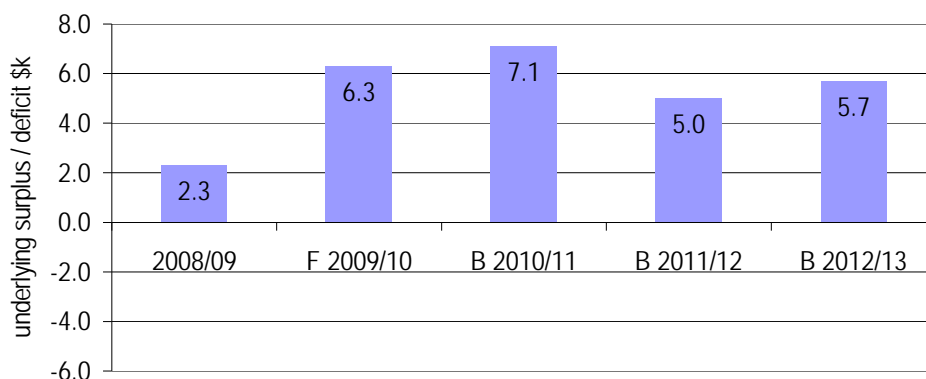
The capital expenditure program has been set and prioritised based on a rigorous process of consultation that has enabled Council to assess needs and develop sound business cases for each project. This year's program ensures that Council continues to reinvest adequately in its existing assets (with some 59% of the program directed to renewal), as well as a number of new and upgrade programs and includes a significant increase in investment in drainage (\$1.5m in 2010/11 in addition to the \$1.5m in 2009/10).

6. Financial Position



The financial position is expected to improve with net assets (net worth) to increase by \$144.703million over the 2009/10 forecast to \$1,713 million with net current assets to decrease by \$2,075K over the 2009/10 forecast to \$8.017 million as at 30 June 2011.

7. Financial Sustainability



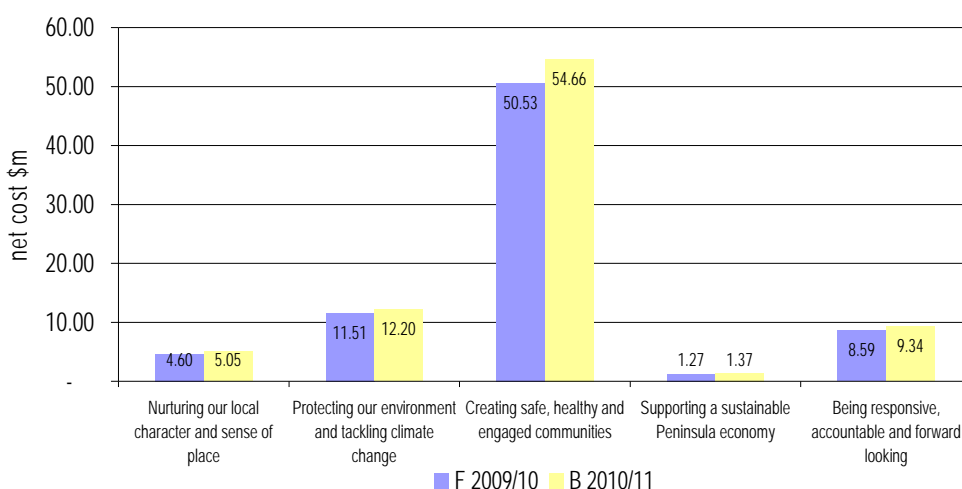
F = Forecast B = Budget

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

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

Having adjusted our 2009/13 Strategic Resource Plan for the impacts of 2010/11 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 2010/11 year.

8. 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'.

This introduction provides a summary of what is a large and detailed budget. Please consider it in full to gain a complete understanding of Council' initiatives for 2010/11.

Dr Michael Kennedy OAM
Chief Executive Officer

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



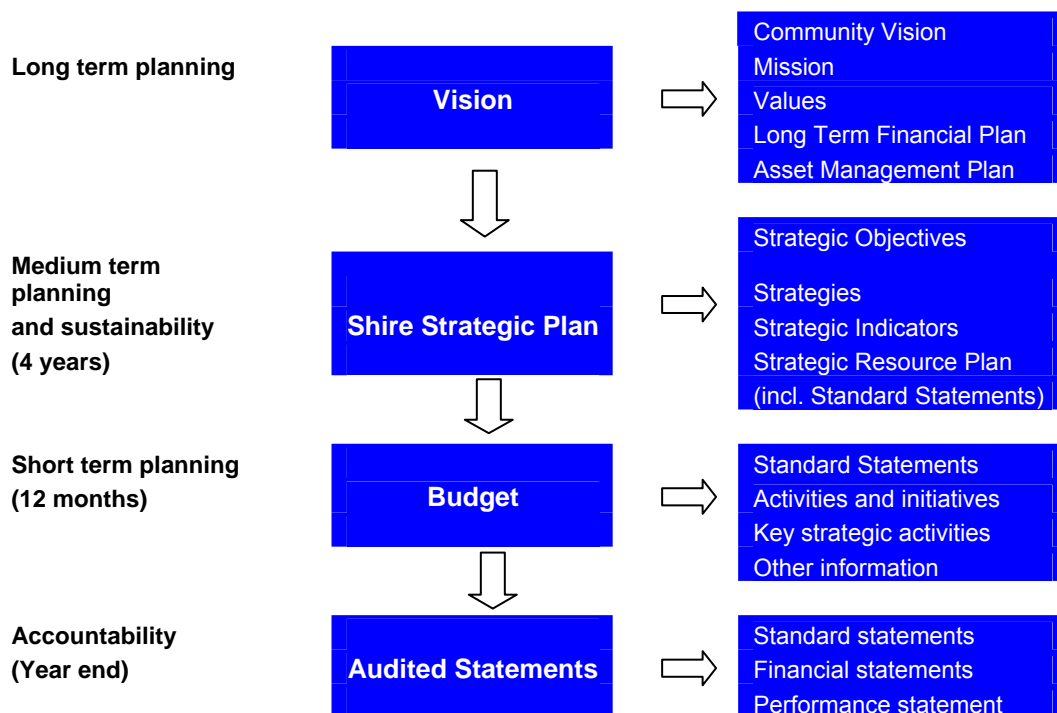
COMMITTED TO A
SUSTAINABLE
PENINSULA

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.

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

1.2 Our Purpose

Our Vision

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

A sustainable environment

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

A sustainable economy

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

A sustainable community

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

Our mission

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

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

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

Our Values

We value:

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

1.3 Goals of Council

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

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

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

2. Activities, Initiatives and Key Strategic Activities

This section provides a description of the activities and initiatives to be funded in the budget for the 2010/11 year and how these will contribute to achieving the strategic objectives (the goals) specified in the Shire Strategic Plan as set out in Section 1.3. It also includes a number of key strategic activities and performance targets and measures in relation to these.

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

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

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

Activities

Unit	Description	Expenditure (Revenue) Net Cost \$'000
Strategic Planning	Facilitating the strategic land use planning requirements for the Shire, including <ul style="list-style-type: none"> • Land use strategy & policy development • Local area "design projects" • Heritage planning & urban design • Coastal planning • Natural systems planning • Planning Scheme review, maintenance and upgrade 	1,546 (54) <hr/> 1,492
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.	5,197 (1,643) <hr/> 3,554

Initiatives – Strategic Planning

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

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

- Rosebud Activity Centre Structure Plan \$20K
- Hastings Activity Centre Structure Plan \$20K
- Green Wedge Action Plan \$20K
- Local Housing and Sustainable Settlement Strategy \$30K
- Spatial Employment Strategy \$30K
- Township Design Guideline Brochures \$15K
- Mornington Coastal Management Plan (incl. Mornington Park) \$10K
- Stony Point Coastal Management Framework \$10K
- Review of Coastal Mgt Plans S/Beach (1999), Sorrento (2000) and Mt Eliza (2004) \$15K
- Rye Coastal Processes Study \$35K
- Design Advisory Panel \$25K
- Heritage Review – stage 2 analysis & classification methodology \$20K
- Police Point Conservation Management Plan \$45K

- Parking Precinct Plan \$25K
- Parking Precinct Plan Mornington Town Centre \$35K
- Heart of Rosebud Precinct Plan \$45K
- 3D Visualisation computer model update \$20K
- Stream Watch / Water Watch program \$25K
- Land Management Overlay Implementation \$15K
- Public Recreation Space Strategy \$70K
- Dromana Activity Centre Structure Plan \$50K
- Environmental Weed Control Brochure \$20K

Initiatives – Statutory Planning

This year the Unit will further explore the opportunities to successfully incorporate ESD principles within the development approvals process. This approach will need to incorporate the experience of the development industry, other Councils and VCAT to target opportunities which maximize return. Council will also continue to liaise with other Councils to assist in establishing a network of Councils with a strong ESD focus in the assessment of planning applications. This may impact on the Unit's training and consultant budget as the project develops.

In addition, the Unit will be introducing several initiatives to both streamline processes and enhance customer service.

- Trialing electronic lodgment of applications
- Planning Certificates online
- Planning Application tracking online
- Planning Application lodgment online
- Streamlined vegetation removal application processing via mobile computing options.

The introduction and evolution of these services will be dependant on our customer's needs and development across the Shire, progress at government level and acceptance by the development industry and other users.

There are a number of initiatives at State level which may impact on the Unit eg review of Planning and Environment Act or changes resulting from the Bushfire Royal Commission.

Key Strategic Activities

Strategic Activity	Performance Measure	How Data is Reported	Performance Target
Emphasising the regional role of the Peninsula	Completion of the Spatial Employment Strategy	Report to Council	Completion by 30 June 2011
Encouraging a distinct 'sense of place'	Completion of Local Housing Sustainable Settlement Strategy	Report to Council	Completion by 30 June 2011
Pursuing safe environments and e.s.d through good design	Publication of Township Guideline design brochures	Availability of brochures on Shire web site	Completion by 30 June 2011
Protecting coastal and rural landscapes	Adoption of the Green Wedge Management plan	Report to Council	Completion by 30 June 2011
Recognition and protection of our heritage assets	Completion of Stage 2 of the Heritage Review (Analysis and classification methodology)	Report to Council	Completion by 30 June 2011

2.2 Goal 2: Protecting Our Environment and Tackling Climate Change

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

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

Activities

Unit	Description	Expenditure (Revenue) Net Cost \$'000
Infrastructure Strategy	Facilitates a wide range of policy and strategic infrastructure planning activities, including <ul style="list-style-type: none"> • Asset management • Scoping the annual Capital Works Program • Transport planning • Streetscape development • Traffic and Road Safety 	1,867 (80) <hr/> 1,786
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) 	23,423 (13,008) <hr/> 10,415

Initiatives – Infrastructure Strategy

Much of the coming year will be focused on developing initiatives and strategies such as:

- Review of capital works processes and monitoring
- Implementation of transport initiatives through transport connections program
- Development of asset management plans
- Greater involvement with developers to influence the design and operational aspects of new development applications.
- Working with community groups to address local infrastructure issues
- Special charge schemes – a number of schemes are in planning

Within Priority Projects, a number of specific projects have been funded, including:

- Validation of Infrastructure Asset Project \$55K
- Sustainable Management of Community Buildings Research Study \$5K
- Road Safety Strategy (to apply for the next five years) \$40K
- Hastings Streetscape – Community Art Program \$20K
- Road Safety Program Shire Wide \$40K

Initiatives – Renewable Resources

The Waste Management Strategy contains a number of initiatives that focus on long term waste planning, in particular the move towards an Alternative Resource Recovery Technologies (ARRT) for the Peninsula or in a nearby municipality. We will continue to work with State Government in a cluster arrangement with Casey, Cardinia, Dandenong and Frankston Councils to develop an ARRT.

Design and construction of the Mornington water re-use scheme will be completed in 2009/10 in partnership with South East Water and Racing Victoria. The scheme will provide recycled water to irrigate Dallas Brooks Reserve and Civic Reserve in Mornington.

The Eco Living Display Centre has been completed. The centre is now open for residents, school children and visitors to see how homes can be modified to reduce energy and water use. More than 80% of the Peninsula's residential housing stock is over 30 years old – the Eco Living Display Centre shows how people can update their homes to a five star home and live comfortably. A community engagement plan will be developed during the year.

Key Strategic Activities

Strategic Activity	Performance Measure	How Data is Reported	Performance Target
Sustaining our natural systems	Implementation of the Land Sustainability rebate scheme	Annual Report	Take up of ≥ 700 applications for the year
Managing our coast line	Completion of Local Coastal Vulnerability Assessments for Hastings and Rosebud West	Report to Council	Completion by 30 June 2011
Pursuing sustainable resource use	Commissioning of the Mornington Water Re-use Scheme	Report to Council	Completion by 30 June 2011

2.3 Goal 3: Creating Safe, Healthy and Engaged Communities

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

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

Activities

Unit	Description	Expenditure (Revenue) Net Cost \$'000
Environment Protection	Provision of a range of services that protect the amenity of the Peninsula and maintain harmony within neighbourhoods. This is achieved primarily through the application of local laws and various other Acts and Regulations promulgated by the State Government. Services include - <ul style="list-style-type: none"> • Fire Prevention • Shire Rangers • Animal Management • Traffic and Parking Management • School Crossings • Planning Enforcement • Environmental Health • Statutory Building 	7,399 <u>(2,853)</u> 4,546
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 	8,767 <u>(4,450)</u> 4,316
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 	11,855 <u>(7,817)</u> 4,037

Recreation and Leisure	<p>Provision of a range of recreation and leisure services which develop, deliver and facilitate passive and active recreation opportunities and experiences for the community and promote health and wellbeing, including –</p> <ul style="list-style-type: none"> • Sport and Leisure - indoor and outdoor recreation facilities (including swimming pools, leisure centres and golf course) • Recreation Community Partnerships - Community Halls, Foreshore Camping and Active Sporting Reserves • Recreation Planning • Community and Special Events • Pelican Pantry 	<p>10,433 (6,487) 3,946</p>
Libraries, Arts and Culture	<p>Provision of free access to books, information resources and services, audio visual materials and computer technology via four branch libraries and a mobile library service which visits 16 sites across the Peninsula each week.</p> <p>In terms of cultural services, Mornington Peninsula Regional Gallery offers a dynamic program of nationally significant exhibitions of contemporary and historical art by Australia's leading artists, together with highly acclaimed exhibitions that focus on the Mornington Peninsula's rich cultural life.</p>	<p>5,619 (1,289) 4,330</p>
Infrastructure Project Management	<p>Designs, constructs, develops and protects the physical environment in which we live. Roads, sporting pavilions, boardwalks, drains and irrigation systems all play a critical role in supporting the physical environment in which we live and enjoy.</p> <p>The Subdivision team manages the development of subdivisions. An important part of this role involves working with the service authorities to ensure services such as water supply and sewerage disposal keeps pace with the development growth.</p>	<p>1,576 (636) 940</p>
Infrastructure Maintenance	<p>Facilitates a range of maintenance and cleansing services for our built and natural infrastructure which responds to our commitment to sustainability and achieves outcomes that are socially, environmentally and economically sustainable, including –</p> <ul style="list-style-type: none"> • Safer Local Roads (Roads and Car Parks maintenance, resealing and rehabilitation) • Cleansing (street sweeping, litter bin collection, toilet cleaning, BBQ cleaning, beach cleaning, loose litter collection and drainage pit cleaning etc). • Furniture and Signs maintenance • Parks and Roadsides maintenance • Natural Systems maintenance • Operation of Conservation Parks (The Briars Park and Warringine Park) • Buildings maintenance • Fleet Management. 	<p>33,286 (742) 32,544</p>

Initiatives – Environment Protection

The focus for 2010/11 will be on improvement in service levels as well as preparing and implementing a number of legislation changes and continuing to support the provision of information electronically.

Specific allocations have been made in Priority Projects for:

- Preparing for the changes in the Food Act \$60K
- Continuing to implement the recommendations of the program review for the Community Animal Shelter \$30K.

Initiatives – Child, Youth and Family Care

In relation to the Best Start Program and Early Years Services the following initiatives will be undertaken:

- Expansion of the Linking Schools and Early Years Strategy
- Expansion of the Supported Playgroup Initiative
- Implementation of an Early Literacy Strategy
- Planning and provision for the implementation of Early Years Reforms for Preschools

The Maternal & Child Health program will include:

- Establishment of a “Peek A Boo” program and playgroup for women and children who have experienced family violence
- Introduction of “Rhyme Time” sessions to new parents adding value to a State Govt. initiative
- Development of “Baby Playgroups” for younger children.
- Commencement of the “Face Book Initiative”

Youth Services will:

- Create additional Young Women’s Programs,
- Create new Transition into Secondary School program
- Additional Break loose Program
- Have on going responsibility for Kaleidoscope Program

Child Care Services will:

- Introduction of Holiday Program at Bentons Square
- Implementation of Early Years Framework
- Integration of the State Child Care Regulations further rollout (across Annie Sage Child Care, Family Day Care and Outside School Hours Programs).
- Completion of the restructuring of Child Care, as well as Youth and Communities That Care Services.

Specific allocations in Priority Projects have been made for:

- Family and Financial Support program review \$15K.

Initiatives – Aged and Disabled Care

The 2010/11 budget seeks to establish two new positions critical to providing the home care teams with the capacity to meet high demand for services. These positions will be funded through external grant funding.

Specific allocations in Priority Projects have been made for –

- Positive Ageing Strategy \$40K.

Initiatives – Recreation and Leisure

The objective of Pelican Pantry is to provide a ‘real life’ training venue.

In 2009/10 a detailed review and independent assessment suggest there is mutual benefit in a ‘partnership’ to the future operation of Pelican Pantry. Training opportunities were explored with Chisholm Institute of TAFE and a workplace delivery model was developed by the prospective organisations.

Chisholm is committed to quality training outcomes and is seeking to increase its profile on the Peninsula and in particular in the Western Port area. Chisholm has similar aims and philosophies in providing career paths and meeting skill gaps within the local area.

The recommended new partnership with Chisholm Institute of TAFE provides a balance between training/social and commercial requirements as well as establishes a foundation for financial sustainability into the future.

Specific allocations in Priority Projects have been made for –

- Community and Special Events \$150K
- Equestrian Strategy \$40K
- MPS Shared Trails – book publication \$10K
- PathLinks Walking Path Maps \$8K

Initiatives – Libraries, Arts and Culture

- The Capital Works Program includes an additional \$50K for acquisitions to the Library Collection (in various formats including - books, magazines, CD ROMs, DVDs, talking books): – now a \$1.1M program. The additional investment partly restores the real value of the collection which has been eroded by processing costs.

Specific allocations have been made in Priority Projects for -

- Library Services to Older Residents Project \$16.4K
- Library's on Legs Project \$20K
- Peninsula Music Access and Engagement Project \$6.5K
- Arts and Culture Strategy Implementation \$15K

Initiatives – Infrastructure Project Management

This year is a 'steady as she goes' budget for the Unit, with the key focus being the delivery of the annual Capital and Priority Works programs.

Specific allocations have been made in Priority Projects for –

- Geotechnical investigations (on-going) \$50K
- Reading of Inclinometers and report Shire Wide \$20K
- Development of a Bittern Traffic Management Strategy \$25K

Initiatives – Infrastructure Maintenance

An additional \$1.2m has been included for a range of new initiatives or service delivery enhancements. These new initiatives / service enhancements are essentially in response to growing pressures on some existing service standards through increased usage levels or rising expectations of the community, as determined from community engagement, monitoring of activities, analysis of service requests and / or trialing of changed services. The new initiatives / service enhancements, as listed below, provide for adjustments to *what* services standards we deliver and *how* we deliver these services across the three major service delivery contracts.

- High Visibility Cleaning Team during day \$170K
- Footpath Cleansing \$60K
- Proactive Street Tree Replacement Program \$150K
- Amenity Tree Pruning of park and nature strip trees \$100K
- Hand Litter Pick \$30K
- Drainage Maintenance Proactive Response \$200K
- Crushed Rock Re-sheeting Program for unsealed roads \$200K
- Skate Parks \$55K
- Care of trees and shrubs \$50K
- Feral animal control \$50K
- Weeding for biodiversity \$100K
- Hastings Youth Services \$13K

- Foreshore Camping \$22.4K

Specific allocations have been made in Priority Projects for –

- Friends Group Training and Support \$35K
- SIMS Contract Document Review \$25K
- Integrated Facility (Buildings) management service review \$30K
- Remapping of vegetation quality of bushland reserves \$32.5K

Key Strategic Activities

Strategic Activity	Performance Measure	How Data is Reported	Performance Target
Fostering a culturally enriched community	Review of Arts and Culture Strategy	Report to Council	Review and adoption by 30 April 2011
Optimising Health and Wellbeing for all ages	Adoption of the Positive Aging Strategy	Report to Council	Adoption by 31 December 2010
Optimising the accessibility and use of community facilities	Adoption of Toilet Strategy	Report to Council	Adoption by 31 December 2010
Supporting an active, connected and informed community	Community Satisfaction rating on Community Engagement	Local Gov't Vic Annual Community Satisfaction Survey	≥ 72
Making communities safe	Successful implementation of changes to the Food Act	Report to Council	Completion by 30 June 2011

2.4 Goal 4: Supporting a Sustainable Peninsula Economy

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

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

Activities

Unit	Description	Expenditure (Revenue) Net Cost \$'000
Economic Development	Facilitates economic activity that is compatible with the Peninsula's special character and fits within the strategic vision developed by Council and the community, including support for Mornington Peninsula Tourism.	2,151 (776) 1,375

Initiatives – Economic Development

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

The year will see a review of the Tourism industry structure, to better align with Tourism Victoria's new strategic directions.

Specific allocations have been made in Priority Projects for –

- Continued resourcing of the Mornington and Sorrento Community Information and Resource Centre – funding for weekend operations \$40K
- Continuation of the Careers Expo \$30K
- Stony Point Ferry Project \$125K
- Signage Policy Review \$30K

The new Rural Business Officer position will -

- Undertake an Agricultural Audit of activities within the Shire
- Following on from the Agricultural Audit develop a works program that enhances agricultural activity viability.

Key Strategic Activities

Strategic Activity	Performance Measure	How Data is Reported	Performance Target
Facilitating a prosperous rural economy	Completion of the Agricultural Audit	Report to Council	Completion by 30 September 2010
Marketing the Peninsula as a tourism destination	Update of Tourism Marketing Plan	Report to Council	Completion by 30 June 2011
Encouraging a resilient Peninsula economy	Continued implementation of 2009-2014 economic Development Strategy	Report to Council	Completion by 30 June 2011

2.5 Goal 5: Being Responsive, Accountable and Forward Looking

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

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

Activities

Unit	Description	Expenditure (Revenue) Net Cost \$'000
CEO's Office	<p>The CEO is the link between the community and the elected Council, and the Council organisation. The CEO's focus is predominantly long term/strategic in nature, ensuring that the organisation is focused on and resourced to respond effectively to the community's needs as expressed through Council. The area undertakes significant advocacy with other levels of Government and peak bodies.</p> <p>The managers of the following areas (and the Internal Auditor) report directly to the CEO:</p> <ul style="list-style-type: none"> • Corporate Planning and Development • Communications • Teams Support and Development. 	<p>534</p> <p>-</p> <hr/> <p>534</p>
Internal Audit	Responsible for providing an independent review over the Shire's administrative, financial and operational functions.	<p>144</p> <p>(144)</p> <hr/> <p>0</p>
Communications	Responsible for co-ordinating effective and timely communication between Council and the community. This involves production of Peninsula Wide, managing media relations for the Shire, including preparation of media releases, press conferences and on-going communication and liaison with local journalists.	<p>899</p> <p>-</p> <hr/> <p>899</p>
Team Support and Development	<p>Ensuring that the Shire has the human resources and skills necessary to deliver its services. This includes</p> <ul style="list-style-type: none"> • Recruitment and Selection • Employee Relations • Industrial relations • Learning and Development • Occupational Health and Safety • The facilitation of the business planning and business improvement process across the organisation, • The development of long term strategies for staff attraction, development and retention. <p>Revenue primarily includes – Internal Recharges</p>	<p>2,449</p> <p>(1,261)</p> <hr/> <p>1,188</p>
Corporate Planning and Development	<p>Key responsibilities are</p> <ul style="list-style-type: none"> • The development and ongoing review of the Shire Strategic Plan and the organisation's Annual Plan. • Continuously improving the Shire's community engagement practices. 	<p>458</p> <p>-</p> <hr/> <p>458</p>

Governance and Corporate Support	Ensuring that Council satisfies all its legislative requirements in relations to the function of the Council, including Council meeting arrangements, agendas and minutes for meetings, and all aspects of dealing with the Council, and also including <ul style="list-style-type: none"> • Risk Management and Insurances • Customer Service • Purchasing (as part of customer services) Revenue includes, Internal recharges (Insurance), Insurance recoveries and Animal Registrations.	5,610 <u>(1,143)</u> 4,467
Information Services	Provision of an efficient and effective technology and information services base for Shire operations.	4,308 <u>(2,224)</u> 2,084
Finance	Responsible for all budgeting and accounting functions of the Shire including: <ul style="list-style-type: none"> • Financial Accounting (ie as Financial Statements and Audit) • Management Accounting (ie budget and internal financial reporting) • Payroll • Revenue Management 	6,636 <u>(4,656)</u> 1,980
Property and Valuations	The Property area facilitates management of the Shire's property portfolio, including the leasing, licensing, acquisition and disposal of property. The Valuations area is responsible for all aspects of property valuation, including General revaluation, supplementary valuations, valuation objections, asset valuations and any other valuation requirements.	2,022 <u>(6,593)</u> (4,571)
Various Directorate budgets	Each of the four Groups of Council have a Director and small staff whose role is to providing leadership and direction to the Group. This includes advocacy to other levels of government and peak bodies, establishing and communicating strategic direction, and generally steering the operating environment. Sustainable Environment - net cost = \$385k Sustainable Infrastructure - net cost = \$489k Sustainable Communities - net cost = \$973k Sustainable Organisation - net cost = \$449k Sustainable Communities also includes the Social Planning Team.	2,780 <u>(484)</u> 2,297

Initiatives – Communications

The intranet site will be redeveloped for internal use and discussions have commenced with TS&D about the possibility of incorporating some e-learning initiatives onto the new web site (eg. an interactive OH&S training program and other compliance-type training modules).

A series of "Climate Change" flyers and fact files will be produced for distribution.

Initiatives – Team Support and Development

Workplace safety remains a high priority. The emphasis on incident prevention continues with an increase in the frequency of manual handling training and with the 'Mock Court' program now being funded annually. This program puts staff in a Magistrates Court scenario designed to reinforce the

importance of thorough risk management. Further support is also provided to the six OH&S Committees operating across 32 designated work groups.

The business excellence framework audit is an initiative to improve organisational effectiveness using an internationally recognized process developed in Australia. It will help teams identify opportunities for improvement and then guide service improvement efforts. This is further supported by extra training for Managers and Team Leaders in performance management and benchmarking.

Initiatives – Corporate Planning and Development

Within the Priority Projects budget, provision of \$65K has been made for the continuation of the Community Partnerships program (which is administered through Corporate Planning). This is an increase of \$25K to target funding for specific projects that focus on building social capital and community resilience. The existing \$40k allocation will be used to continue to meet the broader objectives of the Community Partnerships program.

In order to continue to enhance community engagement activities across the organisation, a provision of \$25K has been included within the Priority Projects budget to develop a Community Engagement Policy and guidelines.

Initiatives – Sustainable Communities Directorate

Specific allocations have been made in Priority Projects (some of which are ongoing projects) for -

- Men's Health – various events \$5K
- PCT Classrooms Refurbishment \$50K
- Volunteering Community Capacity Building \$50K net
- Responsible Gaming Policy \$5K
- Drug and Alcohol Strategy \$20K
- Reconciliation Action Plan \$25K
- Triple A Housing Policy \$25K
- Municipal Health and Well Being Plan \$30K
- Scooter Policy \$12K
- MPS Sustainable Food Project \$25K
- Disability Action Plan \$15K
- Community Network of welfare services \$3K
- Rooming House Policy \$18K
- Tanti Park Active Community project \$15K
- New Hope Migrant centre \$30K
- Warrenda – Oral History Project \$8K

Initiatives – Governance and Corporate Support

Included in the Insurance and Risk Budget is an allowance for independent risk management inspections of Maternal and Child Health Centres. This will continue the focus of risk management initiatives undertaken in previous years for sporting reserves and halls. The identification of risks and the rectifying of identified risks results in both a safer community and lower, or containment of increases in insurance premiums.

Specific allocations have been made in Priority Projects for:

- The completion of a comprehensive review of all of the Shire's Local Laws is planned to ensure that existing Local Laws are relevant, relevant legislation is embedded in the law, that irrelevant legislation is omitted and that irrelevant or out of date laws are omitted.
- An additional initiative in the governance area is that in risk management with the ongoing development and implementation of legislative compliance software. The Municipal Association of Victoria initially conducted a sector wide tender which is now being implemented by around 24 participating Councils. The software will enable the monitoring of compliance under various acts and regulations.

- Purchasing of a web based Procurement Portal to assist in a range of purchasing functions, including ease of entry of details, links to suppliers, attaching quotes, accessing preferred supplier lists and reporting on performance.

Initiatives – Information Services

Specific allocations have been made in Priority Works for a range of system enhancement projects across the Shire – these include

- New network communications for Dromana at the depot and the Tourism Information Centre
- Replacement of ageing computer hardware at Waste Management centres
- Upgrades to corporate systems, being Email, our SQLServer database, asset management systems and some preliminary preparation for a major upgrade of the Property and Rating system in 2011-2012.
- Continuous improvements to Disaster Recovery programs

Specific allocations have been made in Priority Projects for –

- Aerial Photography 2010 \$120K

Initiatives – Finance

The recurrent budget provides for a continuance of operations.

Specific allocation has been made in Priority Works for the provision of matching funding for successful grant applications \$400K. This is an allocation for the whole of Council.

Initiatives – Property and Valuations

The strategic review of property is continuing with data collected a number of Wards. The collected data is being assessed a report to Council will be prepared which will contain recommendations on nay property assessed as excess and inappropriate. Management Plans will be developed for those properties identified as required by the Shire and sale proposals will be developed for the surplus land holdings. Council has previously foreshadowed its intention to establish a 'Property Acquisitions Reserve' which could be initially funded from the sales of inappropriate or surplus land holdings.

Specific allocations have been made in Priority Projects for –

- Somers Property Survey – South Seas Road \$12K
- Mornington Structure Plan – Implementation Strategy \$20K

Key Strategic Activities

Strategic Activity	Performance Measure	How Data is Reported	Performance Target
Delivering quality service	Completion of Business Excellence Framework audit	Report within Monthly Report	Completion by 30 June 2011
Building a competent and healthy workplace	Annual report on Occupational Health and Safety	Report within Monthly Report	Completion by 30 June 2011
Demonstrating good corporate and democratic operations	Completion of Local Laws Review	Report to Council	Adoption by 31 Dec 2010
Engaging with the community	Adoption of a Community Engagement Policy and Strategy	Report to Council	Adoption by 30 June 2011

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 2010/11 will include the audited Performance Statement which is presented to the Minister for Local Government and the local community.

2.8 Reconciliation with Budgeted Operating Result

Shire Strategic Plan - Goals	Net Cost \$'000	Expenditure \$'000	Revenue \$'000
Nurturing our local character and sense of place	5,046	6,743	(1,697)
Protecting our environment and tackling climate change	12,201	25,289	(13,088)
Creating safe, healthy and engaged communities	54,658	78,933	(24,275)
Supporting a sustainable Peninsula economy	1,375	2,151	(776)
Being responsive, accountable and forward looking	9,337	25,841	(16,504)
Total activities and initiatives	82,618	138,957	(56,340)
Other Recurrent			
Rates and charges	104,214		
Grants Commission	5,546		
Depreciation and Amortisation	(19,996)		
Interest (Net)	(1,499)		
Recurrent Surplus	88,265		
Non Recurrent	10,539		
Surplus for the year	16,187		

3. Budget Influences

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

3.1 Snapshot of Mornington Peninsula Shire

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

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

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

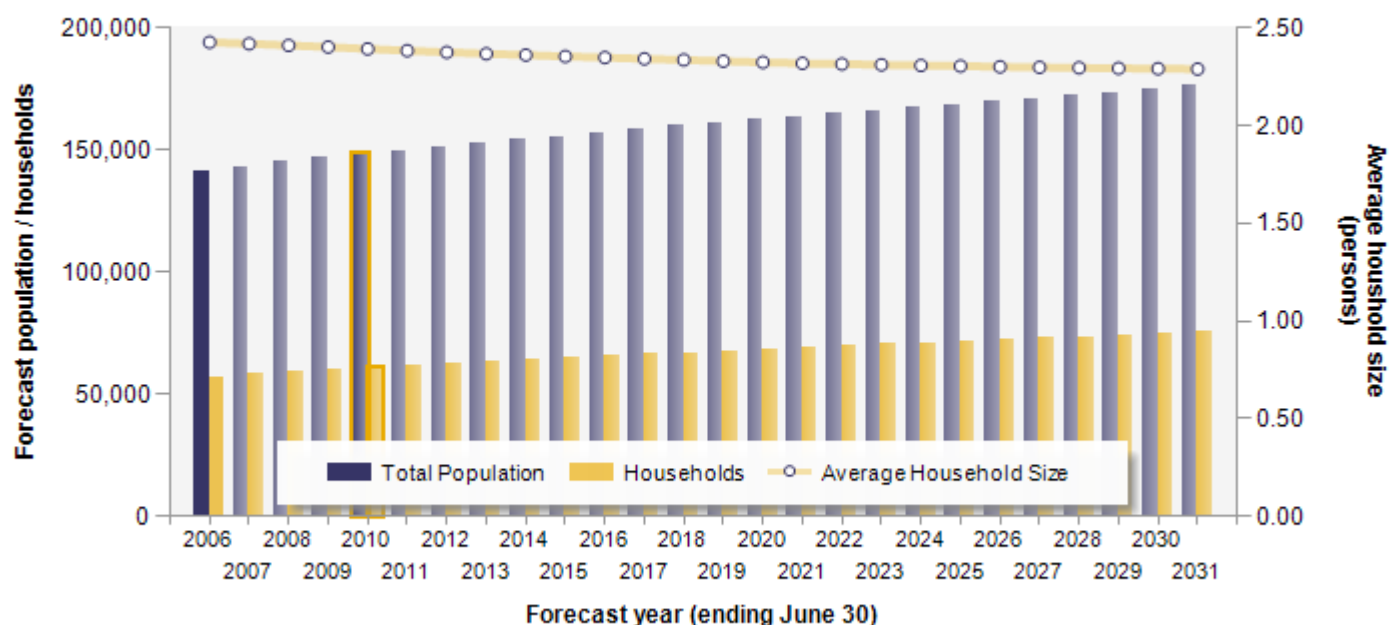
The current Shire was created through the amalgamation of the former Shires of Flinders, Hastings, Mornington, part (Mt Eliza section) of the City of Frankston and part (Pearcedale area) of the City of Casey in 1994.

Population

The 2010 Shire population is forecast at 148,244.

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

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



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

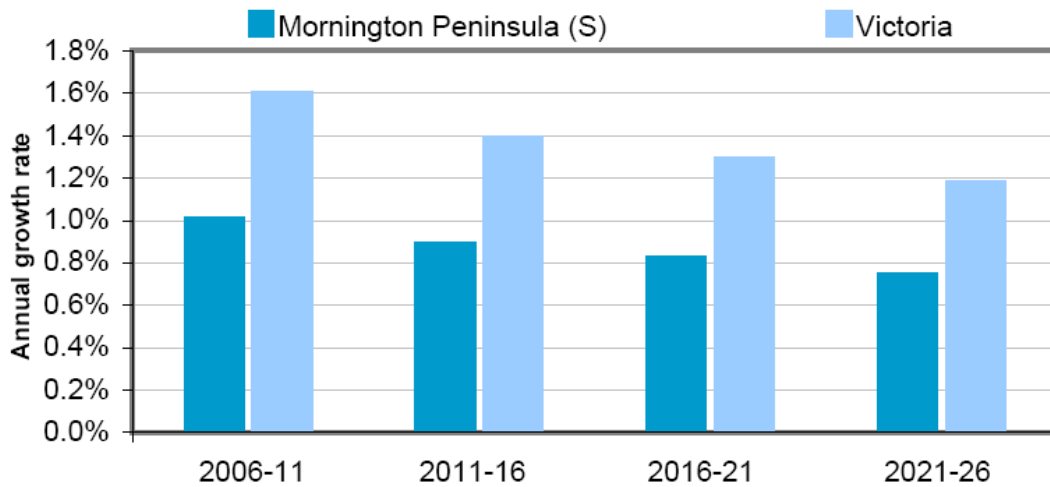
Ageing population

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

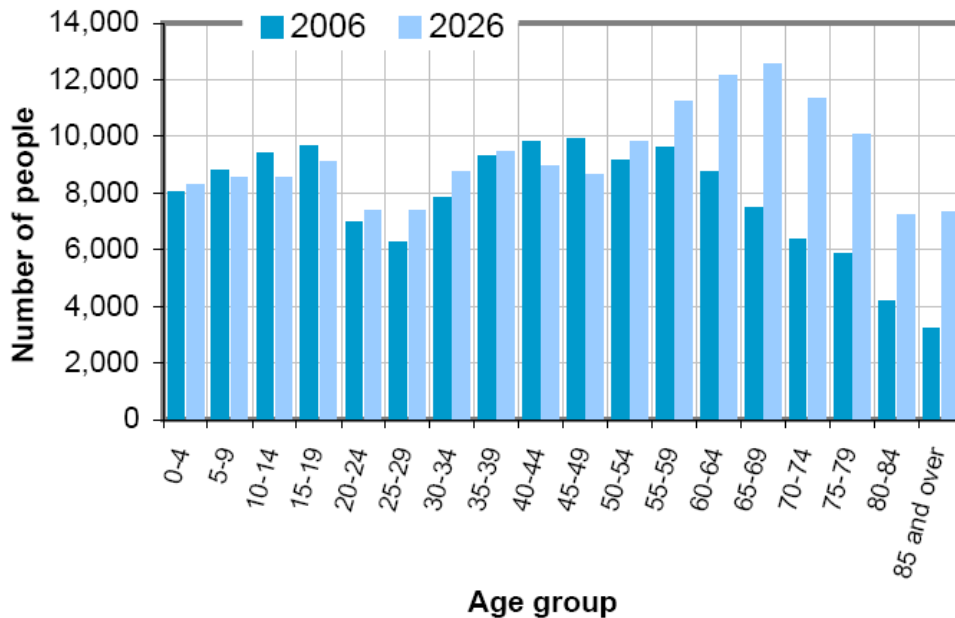
In 2006 the number of people aged 60 years and older comprised 25.5% our population; by 2026 this is expected to increase to 36.4%. Effectively this means that approximately one of every three people residing within Mornington Peninsula will be aged over 60 years.

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

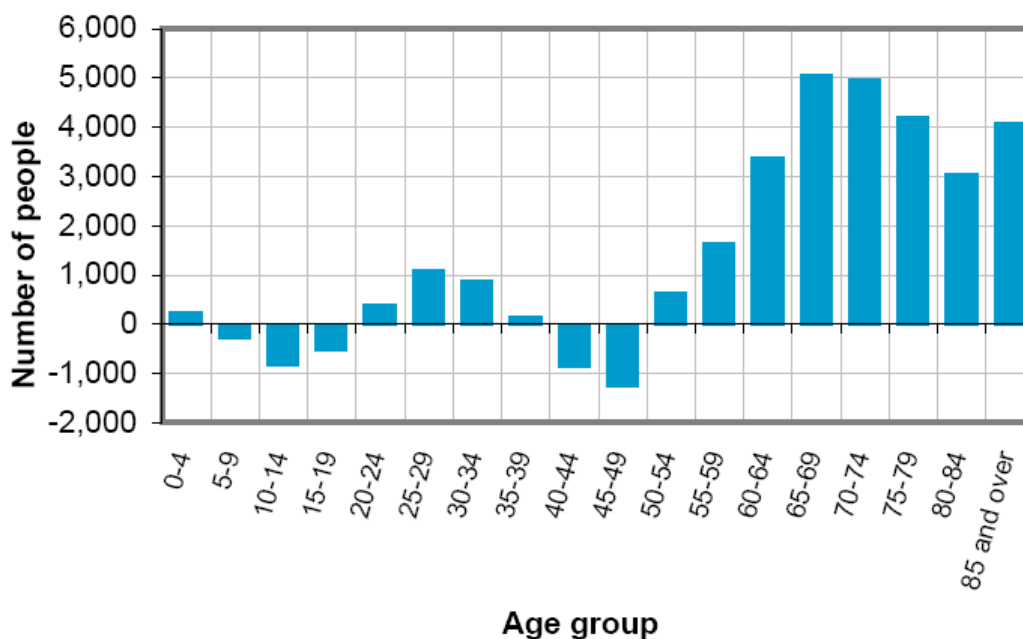
Average annual population growth rate 2006 to 2026



Population by five-year age group, 2006 and 2026



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



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

Births

Despite an ageing population, approximately 1400-1500 babies have been born each year since 1995. In the 2009/10 financial year some 1,600 babies were born in the municipality. (Source: Maternal and Child Health database).

Cultural Diversity

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

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

Housing

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

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

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

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

3.2 Budget Implications

As a result of a range of 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

- Whilst there were no significant impacts expected, any impacts of the Global Financial Crisis from a Council perspective have been mild. Whilst externally a range of ratepayers will have lost both 'wealth' and income, there has been no material effect on rate payments. Similarly there has been no obvious effect on discretionary services such as leisure centres and the golf course, which may also have been affected.

Whilst interest on investments did reduce in 2009/10, interest rates are now increasing and we estimate that interest income will increase by some \$400k in 2010/11.

- The broader State and Federal Government financial positions may still possibly put further pressures on local government through reduced or withdrawn funding arrangements. Whilst 'stimulus packages' have been of some assistance to Council, these will not continue and it is possible that grant income will diminish.
- Climate change issues continue to be high on the Shire agenda. The CSIRO/ Western Port Greenhouse Alliance report indicated a range of climate change impacts over the next 50+ years (sea level rise 0.8m by 2100, enhanced storm surge, more severe storms, more regularly, an increase in rainfall intensity from 32% to 70%, a temperature rise of between 2.0 and 6.4 degrees).

The 2010/11 budget has extended the Shire's commitment to the issues of Integrated Flood Management and Drainage through the provision of an additional \$1.5m for strategy implementation. We are also continuing to place great importance on matters of energy management, re-use, waste management and the 'physical' impacts of climate change.

- The Federal Government Carbon Pollution Reduction Scheme has been deferred and we are not making any financial provision in that regard in the budget. However the State Government has dramatically increased the Land Fill Levy as a means of funding its waste management agenda.
- Increases in waste management costs have been in large part been passed onto users, however the Shire continues to make provisions for a range of issues, such as the costs of monitoring and rehabilitating de-commissioned sites.
- Cost increases impact across the Shire. Whilst CPI (which is targeted at household expenditures) is not a good measure for local government (as the majority of council expenditure is used to employ staff to deliver human-based services, as well as purchase materials to construct, maintain and upgrade assets and infrastructure), the principle of cost increases is a relevant budget consideration.
- Our community continues to expect a high level response to fire prevention, particularly at the interface between private property and Shire bushland reserves. Whilst there have been some early response required to the Bushfires Royal Commission, our expectation is that we will be able to respond to any recommendations either through existing budgets and programs, or through additional funding from the State Government.
- Whilst there has been some very recent 'light at the end of the tunnel' in terms of increased Home and Community Care funding, the core issue of inadequate base funding still must be addressed. The Shire has advocated strongly that the underlying funding formula is deficient. Whilst the continued increase in 'growth' funding is welcomed, increased costs and an increasing demand for the service will make it extremely difficult to provide anything more than the same level of service in home care as 2009/10.

- Victoria Grants Commission's General Revenue allocation has been reducing (some \$3.0m for both Financial Assistance Grants and local road funding) over the last 5-6 years. The Commission has announced that it would be changing part of its funding formula to have regard for absentee owners. The Council's persistence in advocating for this change will generate some \$516k funding in the 2010/11 and ongoing.
- Cost shifting is the transfer of responsibility for delivering Commonwealth and State Government programs and services to local government, with no or insufficient funding. In 2006 a tripartite intergovernmental agreement was signed establishing a framework for allocation of responsibilities to local government, including appropriate funding levels. A state-based agreement was signed by the Victorian Government and the MAV on behalf of Victorian councils in May 2008. While both agreements cover future transfers of responsibility, past cost shifting pressures continue to confront councils as rates revenue is used to redress funding shortfalls. Past instances of cost shifting still impact on services such as home and community care, pre school infrastructure, maternal and child health, public libraries, school crossings and immunisations.

3.3.2 Internal Influences

As well as external influences, there are also a number of internal influences which are expected to have a significant impact on the preparation of the 2010/11 Budget. These matters have arisen from events occurring in the 2009/10 year resulting in variances between the forecast actual and budgeted results for that year and matters expected to arise in the 2009/10 year. These matters and their financial impact are set out below:

- Provision of 4.30% increase in employee costs in accordance with the current Enterprise Bargaining Agreement.
- The continued improvement in our risk management processes (mentioned following) has seen increases in insurance premiums held to a bare minimum.

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

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

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

It has been normal practice for the Shire's insurer, Civic Mutual Plus (CMP) to undertake annual insurance audits in relation to the Shire's public liability and professional indemnity processes and systems.

CMP did not conduct a 2009 audit as the Mornington Peninsula Shire was considered a high performing council and CMP concentrated on those municipalities who were perceived to be underachieving in insurance and risk management.

CMP conducted the 2010 public liability and professional indemnity audit in February. The assessed score was 95% and the Mornington Peninsula Shire has been rated as the equal third highest performing Council in the State.

There is clear evidence that our emphasis on risk management translates into reduced insurance premiums. If the public liability insurance premium paid in 2004/05 was indexed up by CPI, when compared to our actual premium we have saved some \$265k. There is no evidence of a softening insurance market for local government, so this is primarily due to improved and consistent claims experience, and the processes we have in place to observe and avoid risk.

Council adopted a revised Risk Strategy in mid 2009, and that is now the basis of our proactive response to operational risk.

Specific examples of responses to operational risk within the 2010/11 budget include -

- Independent inspections of risk exposures within specific facilities (Governance and Corporate Support)
- The implementation of legislative compliance software (Governance and Corporate Support)
- A range of Occupational Health and Safety audits (Team Support and Development)
- Proactive response to perceived operational risks at Transfer Stations (Renewable Resources)
- Additional funds to enhance street tree inspections (which focus on both issues of safety and amenity)

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

*Most importantly however, our assessment of our **strategic risk** exposures have influenced both the development of the Shire Strategic Plan and 2010/11 budget.*

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

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

Within the 2010/11 budget, the Shire's response to these issue is summarised as follows -

Observed Strategic Risk	Shire response within the 2010/11 Budget
Various aspects of climate change	<ul style="list-style-type: none"> • Increase in drainage of \$1.5m (to \$3.0m) • Enhancement to reactive drainage response (+) \$200k • Local Coastal Vulnerability assessments • Rye Coastal Processes Study • Implementation of Coastal Management Plans • Operation of Eco House at The Briars • Completion of Mornington water re-use scheme • South East Councils Climate Change Project • Achievement of ICLEI energy and water milestones • Corporate water conservation program • Appointment of Climate Change Community Education officer • Appointment of Sustainable Development Officer
Fire safety generally	<ul style="list-style-type: none"> • Continuation of fire prevention works of \$1.5m • Continuation of inspections on private land via Municipal Fire Prevention Officer
An ageing community and the challenges or health ageing	<ul style="list-style-type: none"> • Continued additional Shire contribution to Home and Community Care • Advocacy for improvements to HACC funding formula • Completion of a Positive Ageing Strategy

	<ul style="list-style-type: none"> • Library Services to Older Persons needs assessment • Scooter Policy development • Continued building refurbishment of Senior Citizens facilities
Future issues in waste management	<ul style="list-style-type: none"> • Continued implementation of revised Waste Management Strategy (including education project) • Continued investigation of Alternate Waste Technology options • Strategy for opt-in green waste service • Further works on the leachate treatment plant at Rye • Risk management initiatives at former tip sites • Landfill cell capping provision
Keeping the Peninsula 'green'	<ul style="list-style-type: none"> • Continuation of the current work around the implementation of Melbourne 2030 • Development of Township Design Guideline brochures • Green Wedge Management Plan consultation • Land Management Overlays
The lack of public transport on the Peninsula	<ul style="list-style-type: none"> • Continuation of transportation options through the Access and Mobility function of Aged Care • Continued identification and implementation of opportunities under the Transport Connections Program • Continued advocacy for extension to public transport

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 2009/10 to be preserved.
- Operating revenues and expenses arising from completed 2009/10 capital projects to be included.

3.6 Legislative Requirements

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

The 2010/11 budget, which is included in this report, is for the year 1 July 2010 to 30 June 2011 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 2011 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

Budget Analysis

4.1.2 Analysis of Corporate Performance Budget

	Adopted Budget 2009/10 \$'000	Forecast Actual 2009/10 \$'000	Budget 2010/11 \$000	Var. to 2009/10 Budget (Unfav) \$'000	Var. to 2009/10 F'cast (Unfav) \$'000
Operating Income	137,071	137,309	149,453	12,382	12,144
Operating Expenditure	113,564	115,228	123,809	(10,246)	(8,582)
Funds Available	23,508	22,081	25,644	2,136	3,563
Capital/Priority Works	30,249	24,301	26,209	4,040	(1,908)
Operating Result	(6,741)	(2,220)	(565)	6,175	1,654
Non Operating items	2,550	550	605	(1,945)	55
Result	(4,191)	(1,670)	40	4,230	1,709
Carry Overs/Other Non-Cash Movements	(2,245)	(382)	(1,864)	381	(1,482)
Cash Surplus/(Deficit)	(6,436)	(2,052)	(1,824)	4,611	228

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 2010/11 Corporate Performance Budget forecasts a surplus of Funds Available for capital outlays (after all operating activities) of \$25.644M.

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 (most significantly the drainage strategy).

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 \$26.209M.

Council's operating result for the year is budgeted to be a deficit of \$565K, which will be fully off-set by the disposal of excess and inappropriate assets (primarily land) of \$605K. A cash deficit of \$1,824K is budgeted for.

5. Analysis of Operating Budget

	Reference	Adopted Budget 2009/10 \$'000	Forecast Actual 2009/10 \$'000	Budget 2010/11 \$000	Variance to 2009/10 Budget (Unfav) \$'000	Variance to 2009/10 F'cast (Unfav) \$'000
Operating revenue	5.1	158,776	153,464	169,275	10,499	15,812
Operating expenditure	5.2	141,073	141,142	153,088	(12,015)	(11,946)
Net gain / (loss) on disposal of assets		-	-	-	-	0
Surplus / (deficit) for the year		17,703	12,322	16,187	(1,516)	3,866
Net gain / (loss) on disposal of assets		-	-	-	-	-
Contributed assets		(8,000)	(8,000)	(7,500)	500	500
Underlying surplus (deficit)		9,703	4,322	8,687	(1,016)	4,366

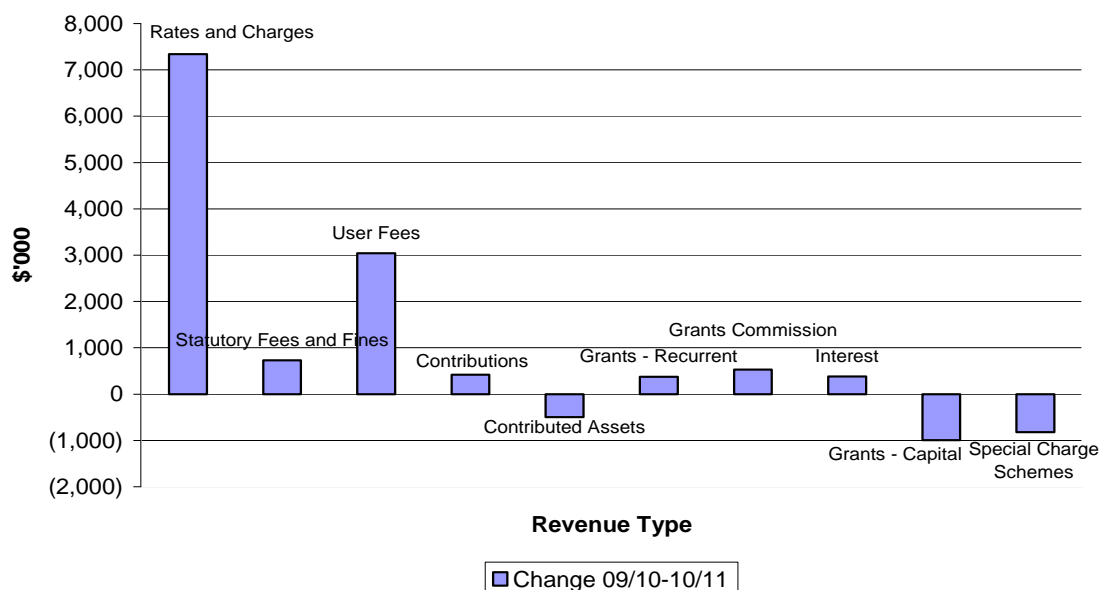
The underlying result is the net surplus or deficit for the year adjusted for contributed assets, gains or losses on the disposal of non-operating assets sold and other once-off adjustment.

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

The budgeted underlying result for the 2010/11 year is a surplus of \$8.687 million which is a decrease of \$1.016 million over the 2009/10 budget and an increase of \$4.366 million over 2009/10 forecast.

5.1 Operating Revenue

Revenue Types	Reference	Adopted Budget 2009/10 \$'000	Forecast Actual 2009/10 \$'000	Budget 2010/11 \$000	Variance to 2009/10 Budget (Unfav) \$'000	Variance to 2009/10 F'cast (Unfav) \$'000
Rates and Charges	5.1.0	96,873	96,873	104,214	7,341	7,341
Statutory Fees and Fines	5.1.1	2,972	2,969	3,703	731	734
User Fees	5.1.2	19,543	20,567	22,587	3,043	2,020
Contributions	5.1.3	2,769	3,781	3,190	421	(591)
Contributed Assets	5.1.4	8,000	8,000	7,500	(500)	(500)
Grants - Recurrent	5.1.5	11,785	12,573	12,160	375	(414)
Grants Commission	5.1.6	5,019	3,663	5,546	527	1,883
Interest	5.1.7	870	870	1,250	380	380
Operating Revenue Before Capital		147,831	149,295	160,149	12,318	10,854
Grants - Capital	5.1.8	7,106	4,062	6,112	(994)	2,050
Special Charge Schemes	5.1.9	3,838	106	3,014	(824)	2,908
Operating Revenue After Capital		158,776	153,464	169,275	10,499	15,812
Total Operating Revenue		158,776	153,464	169,275	10,499	15,812



5.1.0 Rates and Charges (\$7,341K increase to budget and \$7,341K increase to forecast)

Rates and Charges income will increase by \$7.341 million over 2009/10 budget and forecast to \$104.214 million. Rates income increases offset normal increases in employee costs, contracts, services and capital works etc. They also generally fund the various service enhancements outlined in the budget (although these can sometimes be funded by other income sources).

Council's rate increase for 2010/11 will average 6.2%. Given that this is a General Revaluation year, the rate in the \$ will reduce by 4.1%. All rateable property will also pay \$140 Municipal charge, an increase of \$10.

Included in this figure is supplementary rates budgeted to be \$650K.

Section 10 - Rating Strategy includes a more detailed analysis of the rates and charges to be levied for 2010/11.

The Valuation of Land Act determines that the Shire will be subject of a property revaluation every two years. 2010/11 is subject to a general revaluation.

Section 10.4 - General Revaluation of Property for specific impact of the 2010/11 redistribution of the rate burden via the general revaluation

5.1.1 Statutory Fees (\$731K increase to budget and \$734K increase to forecast)

Statutory fees are set by legislation and cannot be varied by Council. Statutory fees were previously included in user fees but have been separated to provide improved reporting.

5.1.2 User Fees (\$3,043K increase to budget and \$2,020K increase to forecast)

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

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

Major variations from the 2009/10 budget include:

Activity	\$ '000	Reason
Waste disposal tipping	+ \$2,277K	Increase in some fees and level of activity, noting that the increase in fees is fully offset by increases in contract payments and increase in the landfill levy.
Foreshore camping	+ \$574K	Increase in fees based on market assessment.
Garbage Bins - Shire Wide	+ \$137K	Increase in fees for additional bins.
Pelican Park	+ \$118K	Primarily due to increases in membership and aquatics income. Noting that additional income has been offset by increases in operating costs.
Somerville Childcare Centre	+ \$81K	Increase in fees.
Animal Registration Fees	+ \$69K	Increase in fees and quantity.
Mt Martha Golf Course	+ \$67K	Primarily increases in tagholder and green fees. Offsetting increases in operating costs.
Boat Parking and Launching fees	+ \$59K	Increase in fee for daily pass and increase in quantity for annual pass.
Property Rental and Bathing box rental Income	+ \$49K	Rental income adjusted as per lease arrangements.
After School Care Program	+ \$36K	Increase in fees and attendance.

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

5.1.3 Contributions: (\$421K increase to budget and \$591K 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	\$2,600K
• Priority Works contributions (carried forward from 2009/10)	\$139K
• Priority Project contributions	\$120K
• Capital Works contributions (including \$189K carried forward from 2009/10)	\$289K
• Other minor developer contributions (street trees etc)	\$20K
• Other operating contributions	\$14K

5.1.4 Contributed Assets: (\$500K decrease to budget and \$500K decrease to forecast)

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

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

5.1.5 Grants - Recurrent (\$375K increase to budget and \$414K decrease to forecast)

Operating grants and subsidies include all 'tied' monies received from State and Federal sources for the purpose of funding the delivery of recurrent Council services to ratepayers. Overall, the level of operating grants and subsidies has increased by 3% on last year's budget.

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

Major variations in grants from the 2009/10 budget include-

Activity	\$ '000	Reason
Aged and Disabled Care	+ \$385K	HACC growth funding.
After School Care Program	+ \$110K	Increase in fee relief funding due to a change in unit rates.
Somerville Child Care Centre	+ \$41K	Increase in fee relief funding due to a change in unit rates.
Maternal and Child Health	+ \$26K	Minor increase in funding applied to recurrent grants.
Library	+ \$20K	Minor increase in funding applied to recurrent grants.
Best Start Program	- \$119K	Reduction in funding as the program moves into recurrent ongoing funding.
Pelican Pantry	- \$75K	Reduction based on the workplace delivery model with Chisholm Institute
Youthlinx	- \$60K	Reduction in funding as the program is reassessed.

5.1.6 Grants Commission (\$527K increase to budget and \$1,883K increase to forecast)

An increase in the Victorian Grants Commission (VGC) funding based on advice from the VGC.

The increase to forecast is due to the timing of the receipt of the first installment of the 2009/10 Grants Commission installment, which was received late in the 2008/09 financial year rather than 2009/10 as budgeted. It should be noted that since the timing of the preparation of the budget that the first installment of the 2010/11 Grants Commission installment has been received, and therefore the variance to forecast has been negated.

5.1.7 Interest Income (\$380K increase to budget and \$380K increase to forecast)

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

Interest on investments is budgeted to increase by \$400K from 2009/10 budget and forecast, primarily due to an improvement in interest rates.

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 2009/10.

5.1.8 Grants – Capital (\$994K decrease to budget and \$2,050K increase to forecast)

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

Overall, the level of capital grants income has decreased to budget.

Significant grants budgeted to be received include –

5.1.9 Special Charge Schemes (\$824K decrease to budget and \$2,908K increase to forecast)

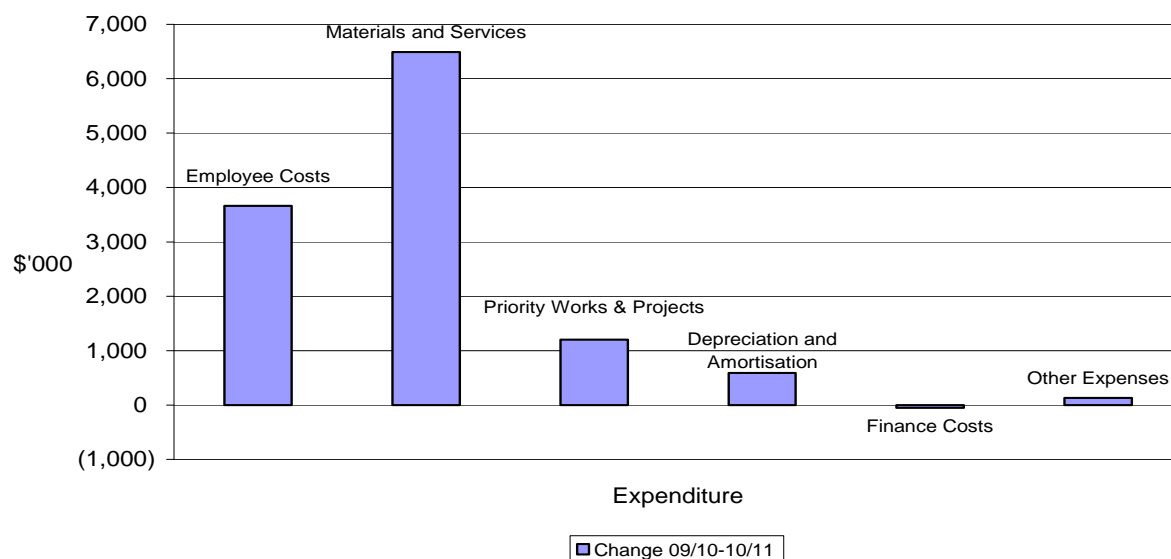
A number of Special Charge Schemes are expected to be adopted by Council in 2010/11 and on adoption, any user charges become a charge on the property and therefore income to Council.

Special Charge Schemes expected to be adopted in 2010/11 are included in the Capital Works summary in section appendix A of this report.

In addition, projects carried forward from 2009/10

5.2 Operating Expenditure

Expenditure Types	Reference	Adopted	Forecast		Variance	Variance
		Budget	Actual	Budget	to 2009/10	to 2009/10
		2009/10	2009/10	2010/11	(Unfav)	(Unfav)
		\$'000	\$'000	\$000	\$'000	\$'000
Employee Costs	5.2.1	48,671	49,439	52,331	(3,660)	(2,892)
Materials and Services	5.2.2	58,172	59,054	64,662	(6,490)	(5,608)
Priority Works & Projects	5.2.3	8,019	6,297	9,219	(1,200)	(2,922)
Depreciation and Amortisation	5.2.4	19,408	19,408	19,996	(588)	(588)
Finance Costs	5.2.5	2,929	2,929	2,875	54	54
Other Expenses	5.2.6	3,875	4,015	4,005	(130)	10
Operating Expenditure		141,073	141,142	153,088	(12,015)	(11,946)



5.2.1 Employee Costs (\$3,660K increase to budget and \$2,892K 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 impact of Council's Enterprise Bargaining Agreement (EBA) increments at 4.3%

The approved employee establishment will increase from 647.7 FTE to 667.62 FTE (19.92FTE).

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

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

		Budget 2009/10 \$'000	Budget 2010/11 \$'000	Variance \$'000
Sustainable Environment	Statutory Planning	3,302	3,540	(238)
	Environment Protection	5,069	5,579	(510)
Sustainable Infrastructure	Infrastructure Strategy	1,154	1,355	(201)
Sustainable Communities	Aged and Disability Services	8,383	9,053	(670)
	Child Youth and Family Care	4,354	4,726	(372)
	Libraries Arts and Culture	3,089	3,331	(242)
Sustainable Organisation	Recreation and Leisure	4,967	5,173	(206)
	Governance and Corporate Support	2,803	3,059	(256)

These are explained by –

- Statutory Planning - award and EBA increases, and increase in the staff establishment for a new position.
- Environment Protection - award and EBA increases and correction to School Crossing budget. In addition, an increase in the staff establishment and in casual salaries have contributed to the increase.
- Infrastructure Strategy - award and EBA increases, and increase in the staff establishment for an adjustment in 2009/10 and a new position in 2010/11.
- Aged and Disabled Care - this is a large budget area where that majority of costs are employee related. Costs associated with increased wages due to the Enterprise Agreement, 2 new positions and workcover premiums (significant and specific to the Unit) are reflected in the increased costs to Council. In addition, an increase in staff establishment from 2009/10.
- Child Youth and Family Care - award and EBA increases, and increase in the staff establishment for new positions, changes to existing positions and increase in casual salaries.
- Libraries Arts and Culture - award and EBA increases, and increase in the staff establishment for new positions and changes to existing positions.
- Recreation and Leisure - award and EBA increases, and increase in the staff establishment for a new positions.
- Governance and Corporate Support – award and EBA increases, and increase in the staff establishment for two new positions.

5.2.2 Materials and Services (\$6,490K increase to budget and \$5,608k increase to forecast)

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

Major variations from the 2009/10 budget include –

Activity	\$ '000	Reason
Waste Disposal tipping and mulching contracts	+ \$1,290K	Increase to take into account expected new contract prices.
SIMS Contracts	+ \$1,200K	Service enhancements.
SIMS Contracts	+ \$1,071K	Annual contract adjustments and growth of new assets.
Waste management landfill levy	+ \$780K	Anticipated increase in landfill levy to \$30/tonne.
Devilbend tipping	+ \$572K	To reflect greater waste volumes and increase in the EPA Landfill levy.
Utilities	+ \$398K	Primarily an increase in electricity costs.
Safer Local Roads	+ \$200K	Service enhancement crushed rock resheeting.
Natural System Services	+ \$165K	Primarily enhancements to feral animal control and weed management.
Strategic Planning legal and external professional costs	+ \$140K	Increase in planning scheme amendments and planning panel costs.
Ward Allowances	+ \$110K	Provision for ward allowance for each of the 11 wards.
Computer Maintenance	+ \$88K	Increase in various system maintenance costs.
Bulk Postage	+ \$85K	Increase for structure plan mailouts, rate notice/installment mailouts and Peninsula Wide magazine additional inserts.
Parking and Travel	+ \$67K	Primarily in Aged and Disability Services.
Best Start Program	+ \$52K	Funding received in previous years.
Melbourne One Call Service (Dial Before You Dig)	+ \$27K	Subscription and software for the service.
Australia Day Festival	+ \$25K	Due to increase in contractor costs and community participation.
E-Waste	+ \$20K	Higher demand for the service.
Fuel and Oil	- \$39K	Due to changes in fleet from 6 cylinder to 4 cylinder vehicles and more diesel vehicles.
Safer Local Roads	- \$507K	Annual contract adjustments.

5.2.3 Priority Works and Projects (\$1,200K decrease to budget and \$2,922k to forecast)

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

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

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

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

In addition, projects carried forward from 2009/10 \$1,863k, as listed in Appendix B and Appendix C of this report.

5.2.4 Depreciation and Amortisation (\$588k increase to budget and \$588k to forecast)

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

The increase of \$588K for 2010/11 is due to the full year effect of depreciation on the 2009/10 capital works program, any assessed impacts due to the completion of the 2010/11 capital works program, and the revaluation of existing assets.

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

5.2.5 Finance Costs Expense (\$54k decrease to budget and \$54k decrease to forecast)

Borrowing costs relate to interest charged by financial institutions on funds borrowed or through finance leases. Council is planning to borrow \$3.0m for major capital works projects in 2010/11 and the additional debt servicing is included in the budget.

Borrowing costs for 2010/11 are made up of –

- Interest on Loans \$2.749m
- Interest on Leases \$127k

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

5.2.6 Other Expenses (\$130k increase to budget and \$10k decrease to forecast)

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

The year's budget increase is primarily due to an increase in organization wide training, including mandatory professional development training. In addition, an increase in insurance excess, community grants paid and other minor adjustments have resulted in the increase.

6. Analysis of Budgeted Cash Position

This section analyses the expected cash flows from the operating, investing and financing activities of Council for the 2010/11 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 2009/10 \$'000	Budget 2010/11 \$'000	Variance (Outflow) \$'000
Operating Activities	6.1.1			
Receipts		160,355	168,884	8,529
Payments		(132,876)	(138,189)	(5,313)
NET CASH INFLOW (OUTFLOW)		<u>27,479</u>	<u>30,695</u>	<u>3,216</u>
Investing Activities	6.1.2			
Receipts		2,550	2,605	55
Payments		(34,154)	(33,674)	480
NET CASH INFLOW (OUTFLOW)		<u>(31,604)</u>	<u>(31,069)</u>	<u>535</u>
Financing Activities	6.1.3			
Receipts		1,500	3,000	1,500
Payments		(3,810)	(4,451)	(642)
NET CASH INFLOW (OUTFLOW)		<u>(2,310)</u>	<u>(1,451)</u>	<u>859</u>
NET INCREASE (DECREASE) IN CASH HELD		<u>(6,435)</u>	<u>(1,825)</u>	<u>4,611</u>
Cash at beginning of year		27,718	23,912	(3,806)
Cash at end of year	6.1.4	<u>21,283</u>	<u>22,087</u>	<u>805</u>

6.1.1 Operating Activities (\$3.216m increase)

The movement in cash inflows from operating activities is due mainly to the increase from rates and charges off-set by a reduction in grant funding and an increase in the operating costs of Council (e.g. employee costs due to award and EBA increases, contract adjustments and any service enhancements such as the additional funding for fire management and area vegetation management).

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 (\$535k decrease)

The variation in investing activities is primarily due to the fact that the 2009/10 year includes capital works projects carried over from the previous year.

6.1.3 Financing Activities (\$859k decrease)

The 2010/11 budget proposes to borrow an additional \$3.0m. Importantly, we will be repaying more than we are proposing to borrow in 2009/10, (\$1.086m more) therefore improving our loan liability and various borrowing ratios.

6.1.4 Cash and Cash Equivalents at end of the year (\$805k increase)

Overall, total cash and investments is budgeted to increase by \$805k to \$22.087m as at 30 June 2011.

7. Analysis of Capital Budget

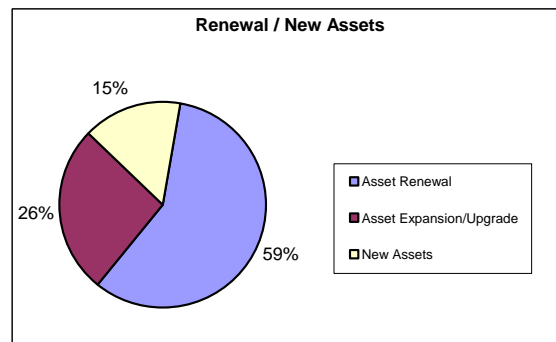
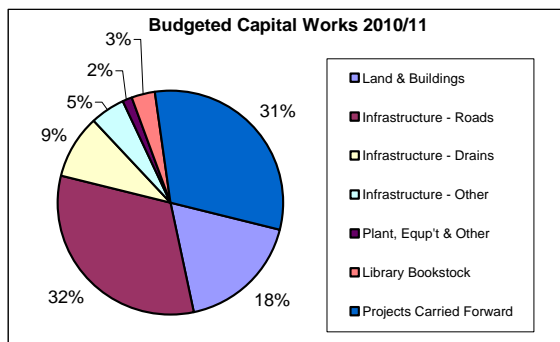
This section analyses the planned capital expenditure budget for the 2010/11 year and the sources of funding for the capital budget.

7.1 Capital Works

Capital Works Areas	Reference	Budget 2009/10 \$'000	Forecast 2009/10 \$'000	Budget 2010/11 \$'000	Variance to 2009/10 Budget \$'000
Projects carried forward	7.1.1	7,236	-	10,496	
Budgeted works					
Land	7.1.2	500	391	50	(450)
Buildings	7.1.3	5,972	4,863	5,958	(14)
Infrastructure - Roads	7.1.4	14,872	12,487	10,847	(4,025)
Infrastructure - Drainage	7.1.5	2,210	1,397	3,100	890
Infrastructure - Other	7.1.6	1,589	3,182	1,615	26
Plant, Equipment & Other	7.1.7	726	821	508	(218)
Library Bookstock	7.1.8	1,050	1,071	1,100	50
Sub Total		26,919	24,212	23,178	798
Total Capital Works		34,155	24,212	33,674	(2,332)

Budgeted works represented by:

Asset Renewal		16,121	7,230	19,553
Asset Expansion/Upgrade		12,723	11,038	8,913
New		5,311	5,945	5,208
	7.1.9	34,155	24,212	33,674



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

7.1.1 Carried Forward Works (\$10.496m)

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 2009/10 year it is forecast that \$10.496 million of capital works will be incomplete and be carried forward into the 2010/11 year. The more significant projects include:

▪ Community Hub Hastings	\$2,117k
▪ SCS – Wonderland Terrace Mt Martha	\$1,032k
▪ The Eyrie, McCrae	\$ 919k
▪ Mornington North Precinct	\$ 438k
▪ SCS – Tintagel/Freemans Mt Eliza	\$ 438k
▪ SCS – Barkly St Mornington	\$ 486k
▪ SCS – Jerula Ave Mt Eliza	\$ 500k
▪ Roads to Recovery	\$ 529k
▪ Black Spot Projects	\$ 877k
▪ National Bike path projects	\$ 347k

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 (\$5.958m)

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

The more significant projects include –

• Major Building refurbishments	\$3.000m
• Recreation Building improvements	\$ 170k
• Leachate Treatment Plant – Rye Landfill	\$ 500k
• Rosebud West Community Centre	\$1.400m
• Toilet Strategy – Implementation	\$ 200k
• Foreshore Camping Areas – Amenity Block Refurbishment	\$ 200k
• Regional and Local Comm. Infrastructure Program	\$ 363k

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

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

7.1.3 Infrastructure – Roads (\$10.847m)

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

• Safer Local Roads	\$4.000m
• Roads to Recovery program	\$1.067m
• Special Charge Schemes	\$ 444k
• National Black Spot Program (Council contribution)	\$ 500k
• Footpath/Shared Path/Bike Paths/Boardwalk Rehabilitation	\$1.600m
• Footpath Strategy Implementation	\$ 278k

• Local Area Traffic Management treatments	\$ 200k
• Kerb & Channel Rehabilitation	\$ 300k
• Hastings Commercial Area – Parking & Traffic Management Strategy	\$ 200k
• Rye Traffic Management Strategy	\$ 200k
• Mornington North Precinct – Road & Pedestrian Improvements	\$ 150k
• Traffic Management Treatments	\$ 250k
• Bicycle Strategy – Implementation	\$ 300k
• Mornington Activity Centre Structure Plan – Implementation	\$ 500k
• Dromana Streetscape Strategy – Pier Precinct	\$ 500k
• Portsea Strategy – Implementation	\$ 200k

7.1.5 Infrastructure - Drains (\$3.100m)

Drains includes drains in road reserves, retarding basins and waterways. The most significant inclusion in 2010/11 is the second year funding of the Integrated Flood Management & Drainage Strategy (including \$900k for Priority Works).

The more significant projects include –

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

7.1.6 Infrastructure – Other (\$1.615m)

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 –

• Oval rehabilitation	\$ 115k
• Playground Development (new and refurbished)	\$ 250k
• Long Term - Recreation Master Plans	\$ 500k
• Skate & BMX Strategy - Implementation	\$ 250k
• Peninsula DriveSafe Program – (High Risk Targets)	\$ 100k

7.1.7 Plant, Equipment & Other (\$508k)

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 4 of a 5 year project, 'Enterprise Content Management System', \$185k, has been included in 2010/11 budget.

7.1.8 Library Book Stock (\$1,100k)

The program includes an additional \$50K for acquisitions and preparation of the Library Collection (in various formats including - books, magazines, CD ROMs, DVDs, talking books): – now a \$1.1M program. The additional investment partly restores the real value of the collection which has been eroded by processing costs.

7.1.9 Asset Renewal (\$19.553m), Expansion/Upgrade (\$8.913 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, \$19.553m will be for the renewal/refurbishment/reconstruction of existing assets. Importantly, this investment in the existing asset base is now being largely driven by appropriate asset management strategies.

Whilst not relevant to a commentary on Capital Works, some \$1.2m will also be expended through Priority Works on asset refurbishment.

Of the total program, \$5.208m will be for the construction of new assets.

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

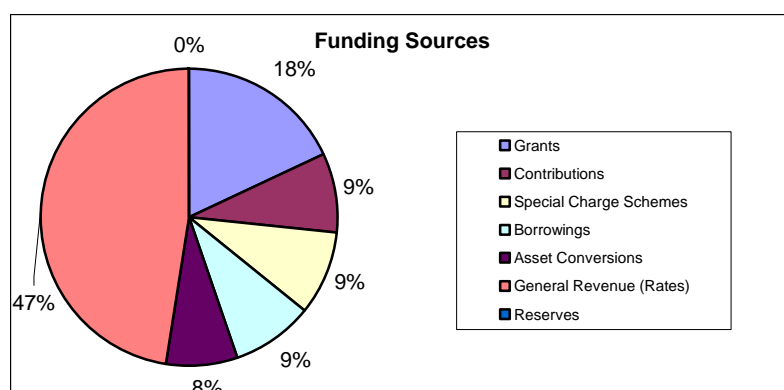
- Leachate Treatment Plant – Rye Landfill
- Traffic Management Treatments
- Local Area Traffic Management treatments
- Mornington Activity Centre Structure Plan – Implementation
- Hastings Commercial Area – Parking & Traffic Management Strategy
- Skate & BMX Strategy – Implementation
- Bicycle Strategy – Implementation

Of the total program, \$8.913m 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
- Roads to Recovery – Truemans Rd / Browns Rd – Roundabout
- Playground Development
- Footpath Strategy - Implementation
- Integrated Flood Management & Drainage Strategy
- Drainage Upgrades
- Rye Traffic Management Strategy
- Mornington North Precinct – Road & Pedestrian Improvements
- Portsea Strategy – Implementation
- Dromana Streetscape Strategy – Pier Precinct
- National Black Spot Program (Council contribution)
- Long Term Recreation Master Plans – Implementation

7.2 Funding Sources

Sources of Funding	Reference	Adopted Budget 2009/10 \$'000	Forecast Actual 2009/10 \$'000	Budget 2010/11 \$'000	Variance to 2009/10 Budget (Unfav) \$'000	Variance to 2009/10 F'cast (Unfav) \$'000
External						
Capital Grants	7.2.1	7,106	4,062	6,112	(994)	2,050
Contributions	7.2.2	2,320	3,245	2,909	589	(336)
Special Charge Schemes	7.2.3	3,838	106	3,014	(824)	2,908
New Borrowings	7.2.4	1,500	1,500	3,000	1,500	1,500
Sub Total		14,765	8,913	15,035	270	6,122
Internal						
Cash and Investments	7.2.5	16,310	14,219	16,034	(276)	1,815
Asset Conversion	7.2.6	2,550	550	2,605	55	2,055
Reserve Investments	7.2.7	530	530	-	(530)	(530)
Sub Total		19,390	15,299	18,639	(751)	3,340
Total Funding Sources		34,155	24,212	33,674	(481)	9,462



7.2.1 Grants - Capital (\$6.112m)

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 –

- Rosebud West Community Centre \$ 800k
- Roads to Recovery program \$1,067k
- Peninsula DriveSafe Program \$ 100k
- Regional and Local Comm Infrastructure Program \$ 363k

Projects carried forward from 2009/10 include –

- Community Hub Hastings \$2,117k
- Roads to Recovery \$ 529k
- Black Spot \$ 632k
- Hastings Boat Ramp Floating Pontoon \$ 134k
- National Bike path projects \$ 370k

7.2.2 Contributions (\$2.909m)

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 –

- Rosebud West Community Centre \$ 100k

Plus projects carried forward from 2009/10 \$189k and the balance to be received are expected from developer contributions

7.2.3 Special Charge Schemes (\$3.014m)

A number of Special Charge Schemes are expected to be adopted by Council in 2010/11 and on adoption, any user charges become a charge on the property and therefore income to Council.

Special Charge Schemes expected to be adopted in 2010/11 are included in the Capital Works summary in section appendix A of this report.

In addition, projects carried forward from 2009/10 including -

- SCS – Wonderland Terrace Mt Martha \$1,400k
- SCS – Tintagel/Freemans Mt Eliza \$ 450k
- SCS – Barkly St Mornington \$ 300k
- SCS – Jerula Ave Mt Eliza \$ 500k
- SCS - Bayview Avenue Rosebud \$ 142k

7.2.4 Proposed New Borrowings (\$3.000m)

For the 2010/11 year, Council has proposed new borrowings of \$3.0m to fund capital works projects.

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

7.2.5 Operations (Cash and Investments) (\$16.034m)

Council generates cash from its operating activities, which is used as a funding source for the capital works program. It is forecast that \$16.034 million will be generated from operations to fund the 2010/11 capital works program.

7.2.6 Asset Conversions (\$2.605m)

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 2010/11 plans to generate at least \$550k in sales, plus \$2m carried forward from 2009/10.

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 (\$nil)

8. Analysis of Budgeted Financial Position

This section analyses the movements in assets, liabilities and equity between 2009/10 and 2010/11. It also considers a number of key performance indicators.

8.1 Budgeted Balance Sheet

	Reference	Budget 2009/10 \$'000	Forecast Actual 2009/10 \$'000	Budget 2010/11 \$'000	Variance to 2009/10 Budget (Outflow) \$'000	Variance to 2009/10 Fcst (Outflow) \$'000
Current						
Assets	8.1.1	33,143	35,772	36,142	2,999	370
Liabilities	8.1.2	(25,757)	(25,680)	(28,125)	(2,368)	(2,445)
NET CURRENT ASSETS		7,386	10,092	8,017	631	(2,075)
Non Current						
Assets	8.1.1	1,601,318	1,598,689	1,743,228	141,910	144,539
Liabilities	8.1.2	(40,166)	(40,244)	(38,005)	2,161	2,239
NET NON CURRENT ASSETS		1,561,152	1,558,445	1,705,223	144,071	146,778
NET ASSETS	8.1.3	1,568,538	1,568,537	1,713,240	144,703	144,703
Equity	8.1.4					
Accumulated Surplus		834,188	834,188	858,546	24,358	24,358
Reserves		734,349	734,349	854,694	120,345	120,345
Total Equity		1,568,537	1,568,537	1,713,240	144,703	144,703

8.1.1 Current Assets (\$2.999m increase to budget and \$370m increase to forecast) and Non-Current Assets (\$141.910m increase to budget and \$144.539m 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 2009/10 budget is largely influenced by budget assumptions in 2009/10 in respect of the level of year end accruals. The increase to 2010/11 forecast is due to small increases in cash, current receivables and land held for resale.

The increase in non current assets is due to the revaluation of infrastructure assets in 2009/10.

8.1.2 Current Liabilities (\$2,368k increase to budget and \$2.445m increase to forecast) and Non Current Liabilities (\$2.161m decrease to budget and \$2.239m 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 borrowings of Council and are expected to increase in 2010/11 having regard for the mix between current and non current liabilities. The Council is budgeting to repay loan principal of \$3.618 million over the year. Repayments on finance leases of \$414k are also budgeted for.

8.1.3 Net Assets (\$144.703m increase to budget and \$144.703m increase to forecast)

This term is used to describe the difference between the value of total assets and the value of total liabilities. It represents the net worth of Council as at 30 June.

Property, Infrastructure, Plant and Equipment is the largest component of Council's worth and represents the value of all the land, buildings, roads, vehicles, equipment, etc which has been built up by the Council over many years.

The increase against budget is due to the revaluation of infrastructure assets in 2009/10. The increase to forecast is 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 (\$144.703m increase to budget and \$144.703m 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 2011, 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 2010/11 year. This is consistent with previous years.
- Other debtors and creditors to remain consistent (4 year trend) with 2009/10 levels;
- Proceeds from the sale of property in 2009/10 will be received in full in the 2010/11 year;
- Employee entitlements to be increased by the percentage increase indicated in the Strategic Resources Plan. A small increase in the average rate of leave taken is expected;
- Repayment of loan principal to be \$3.672m and \$414k for leases; and
- Total capital expenditure to be \$23.178m in 2010/11 and as per the Infrastructure Strategy over the balance of the plan.



COMMITTED TO A
SUSTAINABLE
PENINSULA

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 2010/11 Budget.

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

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

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

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

9.2 Financial Resources

The following table summaries the key financial results for the next four years as set out in the SRP for years 2009/10 to 2012/13.

Indicator	Forecast		Strategic Resource Plan		Trend +/-
	Actual	Budget	Projections		
	2009/10	2010/11	2011/12	2012/13	
	\$'000	\$'000	\$'000	\$'000	
Operating result	17,048	10,816	11,393	15,401	o
Underlying operating result	6.3	4.0	5.3	6.3	+
Cash and investments	20,504	22,167	22,508	23,733	+
Cash flow from operations	28,639	24,959	25,340	31,580	+
Capital works	34,341	22,815	29,990	31,850	o

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 \$3.2m over the four years.
 - Cash from operations is forecast to grow by some \$2.9m over the four years period
 - Loan liability will reduce over the four year period, even allowing for borrowing for Southern Peninsula Aquatic Centre.

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

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

The adopted SRP acknowledged the need for real rate increases, and planned for a real increase of CPI plus 2%. In 2010/11 the rate increase will be 6.2%, with approximately half being directed to fund year-on-year operations and the balance to fund the new initiatives outlined in the budget.

Having regard for the budget changes proposed in 2010/11, the SRP has been updated for the balance of the plan, with the following years being forecast with a 5% rate increase.

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

- **Infrastructure Strategy** – Capital expenditure over the four year period will total \$119m at an average of \$30m 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 are forecast to decrease from \$42.4m as at 30 June 2009 to \$41.3m over the four year period.

Council has recognised that it is necessary to improve our capacity for capital works through increased rate income and thus shift our reliance on loan funds to major projects only. To that end, Council has sought to reduce loan borrowings in 2009/10 to \$1.5m; to fund planned works in 2009/10 as we build our capacity. In 2010/11, it is proposed to borrow \$3m for various capital projects and 2011/12 and 2012/13, \$5m annually for Southern Peninsula Aquatic Centre.

Significantly, because we have previously funded the renewal of assets within our rating strategy the infrastructure gap, 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	Recommended	Outcome
		guideline	Guideline	
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		Strategic Resource Plan		Trend +/-
	Actual	Budget	Projections		
	2009/10	2010/11	2011/12	2012/13	
Underlying result	8.6%	7.1%	5.0%	5.7%	o
Liquidity	148%	129%	117%	116%	o
Self Financing	21.3%	15.2%	15.4%	18.4%	o
Investment Gap	1.3	1.1	1.5	1.6	o
Renewal Gap	67.1%	68.8%	67.5%	67.9%	o
Indebtedness	32.0%	27.6%	26.8%	26.2%	+
Debt Servicing ratio	1.8%	1.7%	1.7%	1.7%	+
Debt Management ratio	45.2%	41.0%	37.7%	34.4%	+
Debt Commitment ratio	6.9%	6.8%	6.9%	7.1%	o
Debt Exposure Ratio	9.3%	9.2%	9.4%	9.4%	O

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

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 (note – the KFIs are also included for completeness)

Indicator	Forecast		Strategic Resource Plan		Trend +/-
	Actual	Budget	Plan Projections		
	2009/10	2010/11	2011/12	2012/13	
Rate revenue per assessment	\$1,042	\$1,110	\$1,154	\$1,200	+
% movement in rate revenue from previous year	7.1%	7.6%	4.8%	4.1%	-
Rate revenue per residential assessment	\$1,014	\$1,089	\$1,133	\$1,182	+
Revenue Ratio	58.4%	61.6%	65.2%	64.3%	o
Fees and Charges as a % of Total Revenue	14.7%	17.3%	16.2%	15.8%	o
Operating Expenditure per Assessment	\$1,546	\$1,631	\$1,640	\$1,695	+
% change in Operating Expenditure per assessment from the previous year	1.3%	5.5%	0.5%	3.4%	o
Capital expenditure per assessment	\$289	\$243	\$316	\$336	o
Investment Gap	1.3	1.1	1.5	1.6	o
Renewal Gap	67.1%	68.8%	67.5%	67.9%	o

Assets per assessment	\$18,991	\$18,960	\$18,923	\$19,081	o
Liabilities per assessment	\$655	\$648	\$651	\$656	o
Indebtedness	32.3%	28.8%	27.4%	26.8%	+
Debt Servicing ratio	1.8%	1.7%	1.7%	1.7%	+
Debt Management ratio	45.2%	41.0%	37.7%	34.4%	+
Debt Commitment ratio	6.9%	6.8%	6.9%	7.1%	o
Debt Exposure ratio	9.3%	9.2%	9.4%	9.4%	o
Underlying result	8.6%	7.1%	5.0%	5.7%	o
Operating result as a % of Total revenue	13.7%	9.6%	7.3%	9.2%	o
Liquidity	148%	129%	117%	116%	o
Self Financing	21.3%	15.2%	15.4%	18.4%	o

Key to Forecast Trend:

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

Notes to indicators

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

The Strategic Resource Plan has been updated the balance of the plan with the following years being forecast with a 5% rate increase, whilst the projected growth in new properties will decline slightly.

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

As above, the Strategic Resource Plan has been updated the balance of the plan with the following years being forecast with a 5% rate increase

Rate revenue per residential assessment – *The trend increases for the next four years.*

As above, noting that 90%+ of rateable property is residential. .

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 consistent 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.*

Investment Gap – *The trend is consistent 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.

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.

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 consistent 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 consistent 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.

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

The Shire is generating surpluses consistently. The 2010/11 result reflects the expectation of receiving significant capital grants and contributions towards funding a new aquatics centre (SPA)

Operating Result as a % of Total revenue – *The trend is relatively consistent over the four years*

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%. After adjusting for the probability of employees taking LSL in the next 12 months the ratio exceeds the recommended target for low risk as measured by adjusted liquidity.

Self Financing – *The trend is consistent over the four years*

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

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		Strategic Resource Plan	
	Actual	Budget	Projections	
	2009/10	2010/11	2011/12	2012/13
	\$'000	\$'000	\$'000	\$'000
Employee costs	47,439	52,247	54,076	55,968
Employee numbers	654	667	670	673

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

Within the Strategic Resource Plan, rates and charges are acknowledged as 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.

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

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

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 2009/10 budget survey,

- On a 'per assessment' basis MPSC was the sixth lowest of the 73 Councils (that responded) at \$1,032 average rates and charges per assessment.
- Of the five Councils lower than MPSC, three Councils had rates and charges revenue of less than \$7m
- Of the metropolitan and Interface Councils, only Monash (at \$1,001 per assessment) and Whitehorse (at \$1,025 per assessment) were lower than MPSC .
- We were by far the lowest Interface Council on a per assessment basis (next lowest was Melton at \$1,270. Highest was Wyndham at \$1,417 although Nillumbik did not respond).

The following information sourced from the recently published 'Local Government in Victoria 2009' report, further highlights the difference in rates and charges for Interface Councils.

Interface Council	Rates per assess't	Residential rates per assess't
Nillumbik	\$1,664	\$1,662
Cardinia	\$1,375	\$1,230
Hume	\$1,353	\$1,033
Wyndham	\$1,344	\$1,087
Yarra Ranges	\$1,296	\$1,195
Whittlesea	\$1,260	\$1,030
Melton	\$1,236	\$1,152
Mornington Peninsula	\$973	\$928

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

10.2 Current Year Rate Increase

The 2010/11 operating position requires rate revenue of \$104.214m (including \$650k for supplementary rates) to satisfy the on-going operational costs of the Shire, provide for a number of specific enhanced and expanded service levels, and fund an acceptable capital expenditure program.

Of particular focus in 2010/11 is the Shire's commitment to Year 2 of the implementation of the Integrated Flood and Drainage Strategy, and a range of service enhancements focusing on maintenance, amenity and community building.

Council's rate increase for 2010/11 will average 6.2%; with approximately half for 'the things we usually do', and half specifically for the Drainage Strategy and service enhancements.

Being a revaluation year, the rate in the \$ will reduce 4.1%, from 0.0019702 cents to 0.0018883 cents.

All rateable properties also pay a Municipal Charge, and this will increase by \$10, from \$130 to \$140.

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

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

Rate or charge	2010/11 (\$m)	Prev. year budget
General rate	88.407	81.938
Cultural & Recreation Land	0.120	0.113
MP Agricultural rate	1.662	1.698
Municipal charge	13.135	12.084
Steel Works	0.840	0.840
Supplementary rates (estimate)	0.650	0.650
Land Sustainability rebate	(0.350)	(0.300)
Heritage rebate	(0.050)	(0.050)
Valuation objections	(0.200)	(0.100)
Total rates and charges	104.214	96.873

10.3 Rating Structure

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

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

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

Council will continue to apply a Capital Improved Value (CIV) basis on the grounds that it provides the most equitable distribution of rates across the municipality. There are currently no plans to change that basis, but Council does review its rating structure every four years.

The existing rating structure also comprises a differential rate (for agricultural properties under the Valuation of Land Act), and a rate concession for recreational land (for eligible properties under the Cultural and Recreational Lands Act). The agricultural rate is structured in accordance with the requirements of Section 161 'Differential Rates' of the Act. Under the Cultural and Recreational Lands

Act 1963, provision is made for a Council to grant a rating concession to any 'recreational lands' which meet the test of being 'rateable land' under the Act. The agricultural rate is set at 30% of the general rate and the rate concession for recreational land is determined on a formula consistent with the Act. Unlike many other Councils, there is no separate waste collection charge or recycling charge.

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

The following summarises in more detail the various rates to be made for the 2010/11 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 4.1 %, from 0.19702 cents to 0.18904 cents. This has regard for the impacts of the property revaluation and the average Shire increase in the value of property of 10.3%.

The municipal charge increase by \$10, to \$140.

When included with the various other components of rates and charges, such as supplementary rates and provision for valuation objections, this will generate an overall rate increase of 6.2% when the supplementary valuations from the previous year are annualised.

	Proposed 2010/11	Previous year	Variance
Rate in \$	0.0018883	0.0019702	(-) 4.1%
MP Agricultural rate	0.0005665	0.0005911	(-) 4.1%
Cerberus rate	0.0009442	0.0009851	(-) 4.1%
Municipal Charge	\$140	\$130	(+) 7.1%

It is proposed that the Land Sustainability rate rebate will continue at 25% on the unimproved land component for eligible recipients, at an estimated cost of \$350k in 2010/11 (\$306k actual in 2009/10) Provision of \$50k has been made for Heritage rate rebates (\$47k actual in 2009/10) .

10.3.2 General Rate

The general rate in the dollar proposed is 0.18883 cents. For information, general rates in the dollar over previous years have been –

- 2004/05 reval 0.18385 cents
- 2005/06 0.19074 cents
- 2006/07 reval 0.19074 cents
- 2007/08 0.20199 cents
- 2008/09 reval 0.18430 cents
- 2009/10 0.19702 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 at \$140 for 2010/11, and increase of \$10 per property. For 2010/11, Council is comfortably within the upper limit set by legislation –

- Total general rates and municipal charge \$104.210m
- 20% of this amount \$20.842m
- Current municipal charge levy \$13.135m
- Current percentage 12.6%

10.3.4 MP Agricultural Rate

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

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

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

Protecting and enhancing agriculture is a major issue to be addressed in the Green Wedge Management Plan.

Progress on the plan has been slower than expected, in large part due to the complexity of issues it must address, but also due to the changing policy agenda at State Government level. Since the requirement for a Green Wedge Management Plan was first introduced, the State Government has made many changes to policy that have impacted on the proposed form and content of Green Wedge Management Plans. Two examples of major policy shifts have been the decisions regarding the role and function of Catchment Management Authorities and the utilisation of land in the designated growth corridors.

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

10.3.5 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 \$350k.

The current rebate for Land Sustainability is entering its eighth year of operation and for reasons consistent with the MP Ag rate, no change is proposed for 2010/11. When Council considers the many issues associated with the Green Wedge Management Plan, it will be an opportunity to consider any change to approach.

10.3.6 Heritage Rebate

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

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

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

A desk top review of the rebate indicated that the major benefit is not in the financial benefit it provides to eligible property owners, but more the recognition and support for owners of heritage properties. In fact, the rebate is considered a small financial benefit having regard for the cost of

maintaining a heritage listed property. It does however recognize in a small way the regard the community has for its past heritage, and to the extent that it entices owners of heritage listed property to continue to maintain the property, it is seen as beneficial.

No change to the heritage rebate is proposed.

10.4 General Revaluation of Properties

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

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 2010 revaluation has seen a modest increase in the valuation of property, with an average 10.3% over the last two years. As is usual however, there will be areas of the Shire where the valuation movement is materially more (or less) than the Shire average, and this will impact on rates levied. Similarly some classes of property (boatsheds) have increased more than the Shire average, so those property types will see an increase in rates more than the average, irrespective of what decision Council makes on rates and charges. Some classes of property (commercial and industrial) have decreased, and they will see a decrease in rates paid.

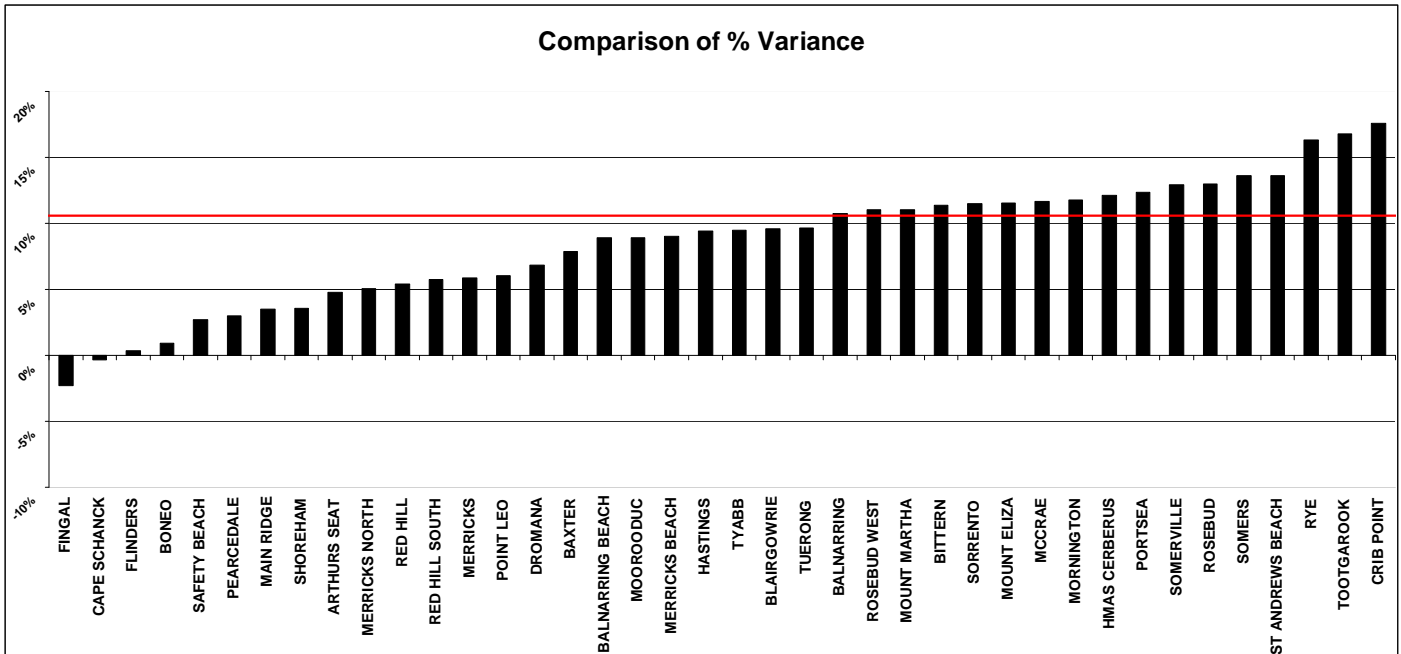
Within the property types, the following movements have occurred –

Type	No.	Previous Valuation	New Valuation	Variance	% Variance
Residential	86,521	39,034,011,502	43,604,841,780	4,570,830,278	11.71%
Commercial	3,062	2,311,060,141	2,321,643,233	10,583,092	0.46%
Industrial	1,533	690,420,700	731,422,100	41,001,400	5.94%
Farms	1,289	2,869,075,000	2,934,694,000	65,619,000	2.29%
Boatsheds	1,309	106,615,000	140,030,000	33,415,000	31.34%
Cult and Rec	29	123,192,000	140,868,750	17,676,750	14.35%
Steel works	2	134,000,000	128,500,000	-5,500,000	-4.10%
Cerberus	111	35,391,000	39,678,000	4,287,000	12.11%
	93,856	45,303,765,343	50,041,677,863	4,737,912,520	10.46%

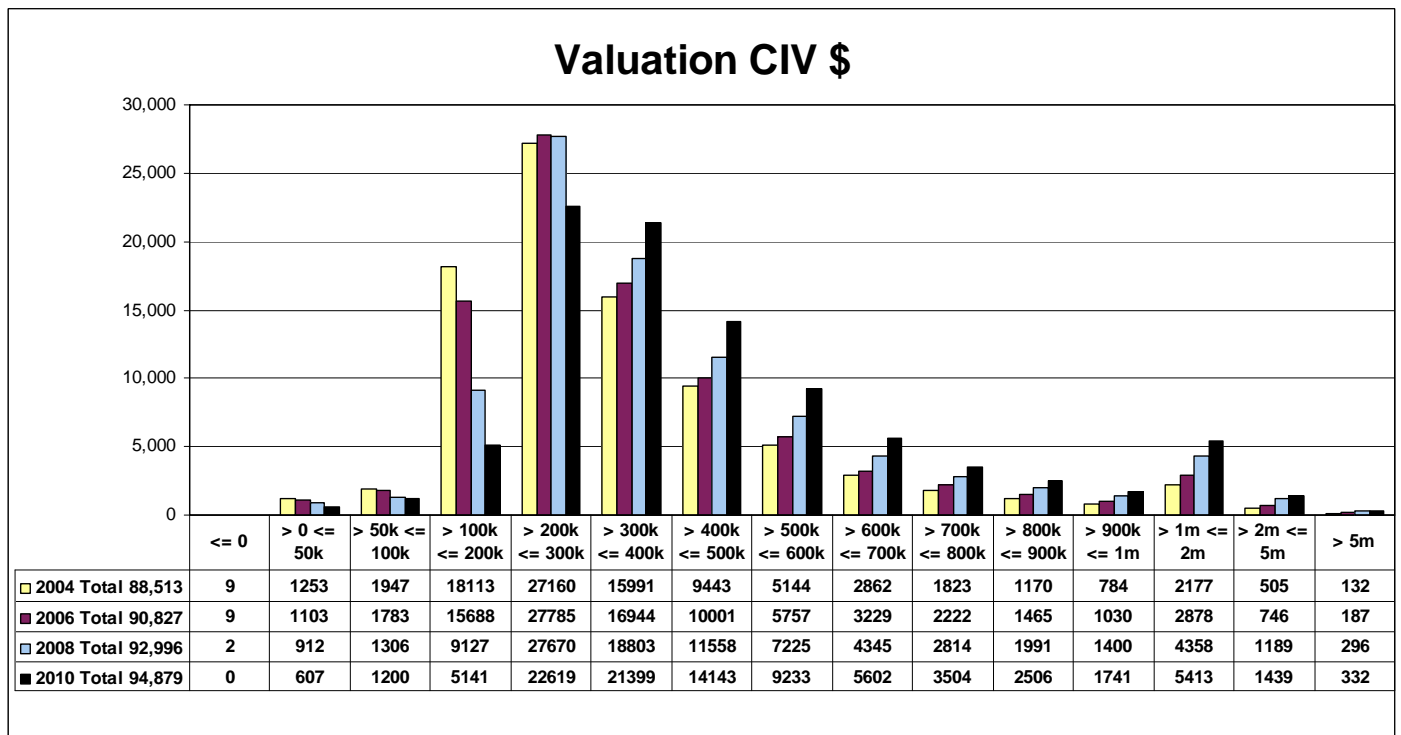
Note 1 Revaluation of the Steel works does not impact on rates because they pay a fixed rate (\$840k) under State Legislation.

Note 2 Only 93,825 properties will pay a Municipal Charge (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.

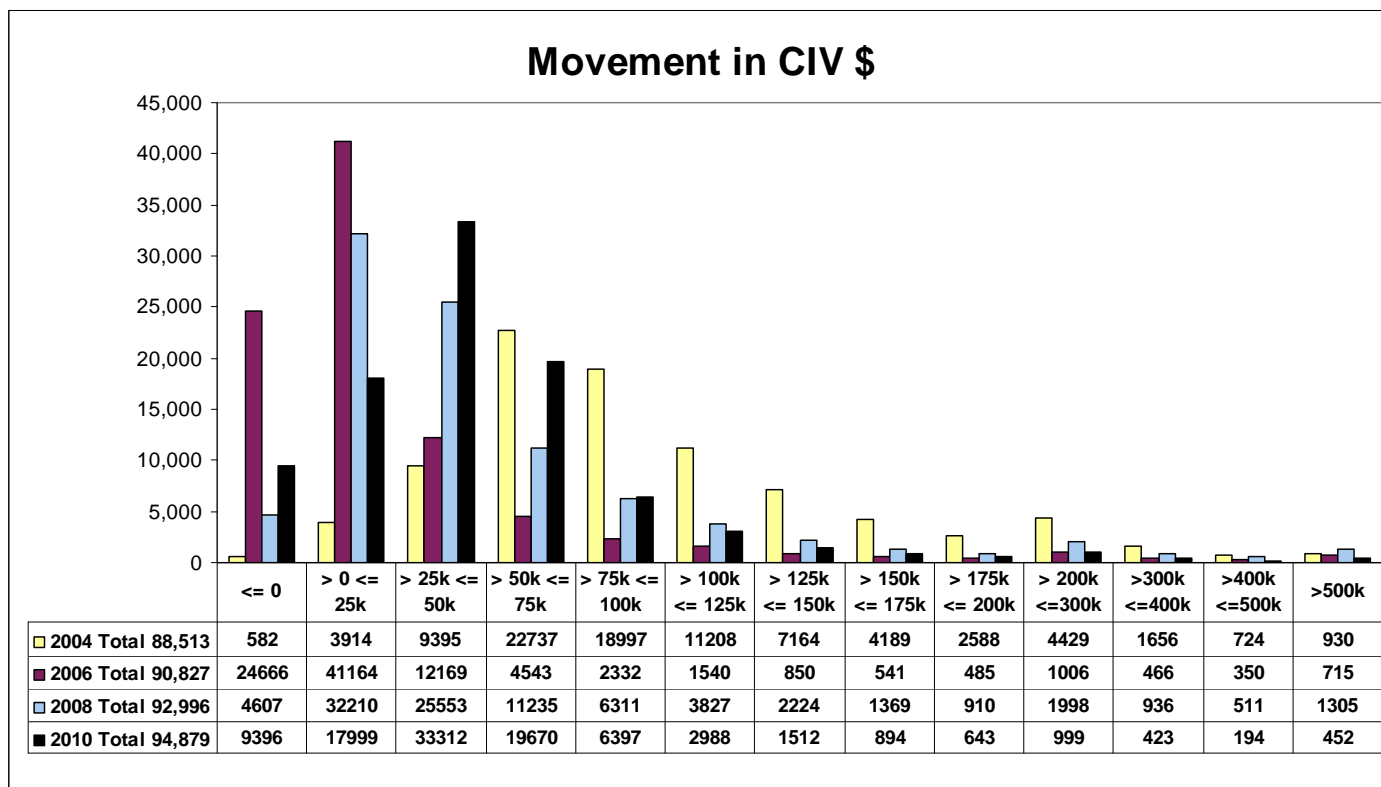


In relation to the number of properties within a particular range, the following will assist.

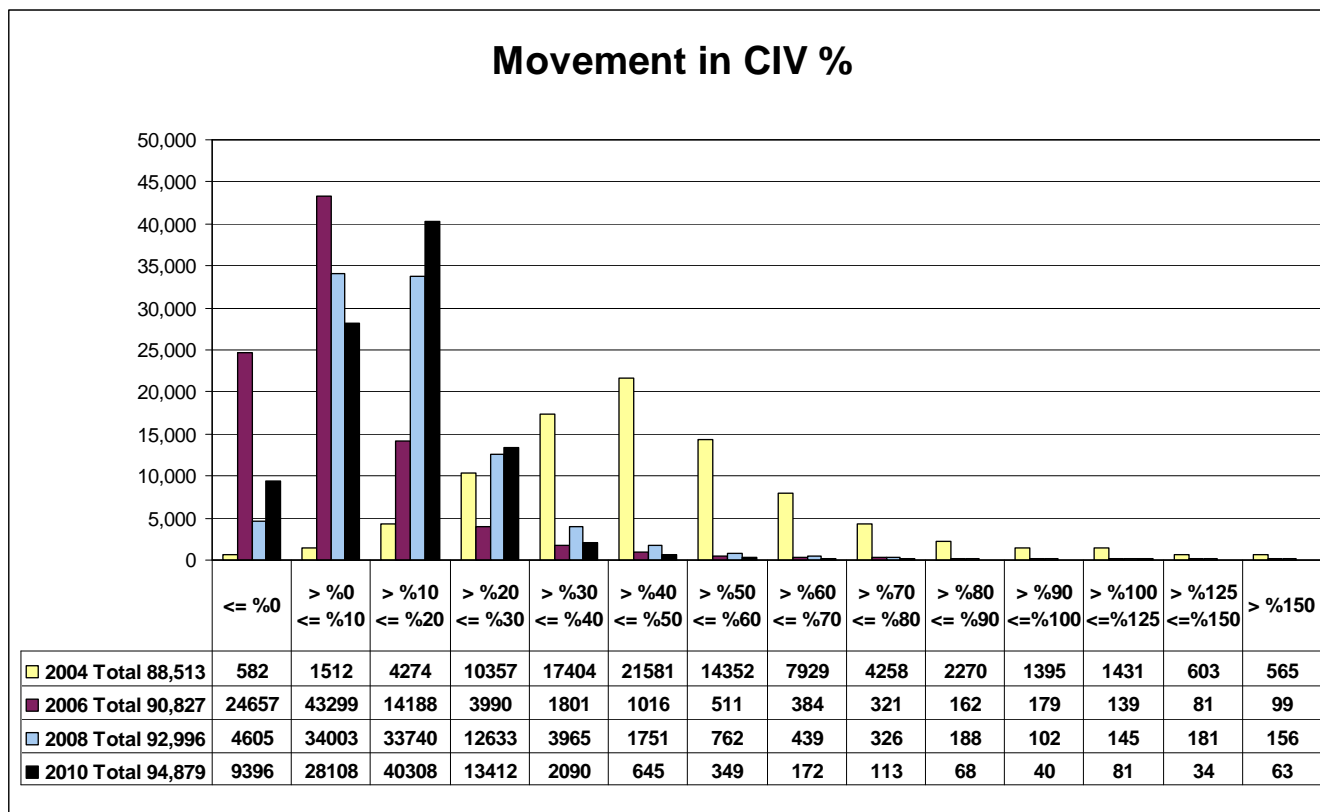


Note 3 The total number of properties for 2010 is 93,856. The difference is explained because the graph represents the fact that we maintain a separate valuation for farm houses and farm property. This is consequence of rating a farm house at general rate, and the balance of the farm property at the MP Agricultural rate. Also included is Cultural and Recreation property and Steel Works (which are rated under State Legislation)

In terms of movement in valuations from the 2008 valuation, the following may assist. Notably, some 9,396 properties have seen no (or negative) movement since the 2008 valuation, and some 51,311 properties have seen a valuation movement of \$50k or less.



Finally, in terms of a % movement in 2010 valuations when compared to 2008, the following may assist.



10.5 Other Matters

Given that 2010/11 is a general revaluation year, provision of \$200k 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, as previously advised there have been some recent structural changes to State Government Land Tax assessment (for example, there are effectively two opportunities for valuation objection now, one when Council rate notices are issued and also when Land Tax notices are issued), and this 'encourages' valuation objections.

In relation to supplementary valuations, a consistent level of supplementary rates compared to past year's budgets is expected. 2009/10 supplementary valuations were comparatively less in number and higher in value, and saw proportionally more commercial property as 'superannuation' funds invested in commercial development; this was in fact a flow on from the 'boom' in commercial development in 2008. We expect that the subdivision of 'broad acre' land will continue to slow, but building construction continuing in the recently subdivided areas of the Shire. We also expect 'in fill' subdivision to continue. The impact of Martha Cove subdivision will be even slower than previously expected.

To that end, provision of \$650k has been made for supplementary valuations, consistent with the budget for 2009/10.

Some 29 properties are levied rates and charges under the provisions of the Cultural and Recreation Lands Act. These include properties such as golf courses, sailing clubs etc that satisfy the provisions of the Act. The basis of levying rates and charges under the Cultural and Recreation Lands Act is not valuation, but essentially the cost of Council servicing the facility off-set by the benefit enjoyed by the users and the community. Further, any change to the basis of rating can only be introduced in a revaluation year.

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

10.6 Impacts

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

NOTE – EVERY PROPERTY WILL ALSO PAY A MUNICIPAL CHARGE OF \$140.

AREA	2010 VALUATION	2008 VALUATION	Variance %	Proposed 2010/11 0.0018883	2009/10 0.0019702	INCREASE IN RATES	
						\$	%
Balcombe Ward							
Ward lowest val. Dwelling	\$209,000	\$188,000	11.2%	\$395	\$370	\$24	6.5%
Mount Martha area	\$434,000	\$357,000	21.6%	\$820	\$703	\$116	16.5%
Mount Martha area	\$620,000	\$601,000	3.2%	\$1,171	\$1,184	(\$13)	(1.1%)
Ward highest val. Dwelling	\$3,520,000	\$3,381,000	4.1%	\$6,647	\$6,661	(\$14)	(.2%)
Cerberus Ward							
Ward lowest val. Dwelling	\$155,000	\$137,000	13.1%	\$293	\$270	\$23	8.4%
Bittern area	\$703,000	\$732,000	(4.0%)	\$1,327	\$1,442	(\$115)	(8.0%)
Crib Point area	\$332,000	\$293,000	13.3%	\$627	\$577	\$50	8.6%
Ward highest val. Dwelling	\$920,000	\$792,000	16.2%	\$1,737	\$1,560	\$177	11.3%
Kangerong Ward							
Ward lowest val. Dwelling	\$147,000	\$132,000	11.4%	\$278	\$260	\$18	6.7%
Safety Beach area	\$395,000	\$352,000	12.2%	\$746	\$694	\$52	7.6%
Dromana area	\$575,000	\$580,000	(.9%)	\$1,086	\$1,143	(\$57)	(5.0%)
Ward highest val. Dwelling	\$4,138,000	\$3,862,000	7.1%	\$7,814	\$7,609	\$205	2.7%
Mornington Ward							
Ward lowest val. Dwelling	\$205,000	\$174,000	17.8%	\$387	\$343	\$44	12.9%
Mornington area	\$664,000	\$616,000	7.8%	\$1,254	\$1,214	\$40	3.3%
Mornington area	\$243,000	\$200,000	21.5%	\$459	\$394	\$65	16.4%
Ward highest val. Dwelling	\$4,413,000	\$3,924,000	12.5%	\$8,333	\$7,731	\$602	7.8%
Mt Eliza Ward							
Ward lowest val. Dwelling	\$262,000	\$262,000	0.0%	\$495	\$516	(\$21)	(4.2%)
Mount Eliza area	\$782,000	\$768,000	1.8%	\$1,477	\$1,513	(\$36)	(2.4%)
Mount Eliza area	\$423,000	\$399,000	6.0%	\$799	\$786	\$13	1.6%
Ward highest val. Dwelling	\$5,121,000	\$4,082,000	25.5%	\$9,670	\$8,042	\$1,628	20.2%
Nepean Ward							
Ward lowest val. Dwelling	\$234,000	\$202,000	15.8%	\$442	\$398	\$44	11.0%
Sorrento area	\$672,000	\$543,000	23.8%	\$1,269	\$1,070	\$199	18.6%
Sorrento area	\$2,155,000	\$2,014,000	7.0%	\$4,069	\$3,968	\$101	2.6%
Ward highest val. Dwelling	\$11,750,000	\$10,250,000	14.6%	\$22,188	\$20,195	\$1,993	9.9%
Red Hill Ward							
Ward lowest val. Dwelling	\$172,000	\$141,000	22.0%	\$325	\$278	\$47	16.9%
Balnarring area	\$355,000	\$293,000	21.2%	\$670	\$577	\$93	16.1%
Balnarring Beach area	\$846,000	\$798,000	6.0%	\$1,598	\$1,572	\$25	1.6%
Ward highest val. Dwelling	\$3,937,000	\$3,410,000	15.5%	\$7,434	\$6,718	\$716	10.7%

AREA	2010 VALUATION	2008 VALUATION	Variance %	Proposed 2010/11 0.0018883	2009/10 0.0019702	INCREASE IN RATES	
						\$	%
Rosebud Ward							
Ward lowest val. Dwelling	\$176,000	\$145,000	21.4%	\$332	\$286	\$47	16.3%
Rosebud area	\$252,000	\$233,000	8.2%	\$476	\$459	\$17	3.7%
Rosebud area	\$306,000	\$254,000	20.5%	\$578	\$500	\$77	15.5%
Ward highest val. Dwelling	\$2,442,000	\$2,328,000	4.9%	\$4,611	\$4,587	\$25	.5%
Rye Ward							
Ward lowest val. Dwelling	\$173,000	\$152,000	13.8%	\$327	\$299	\$27	9.1%
Rye area	\$447,000	\$335,000	33.4%	\$844	\$660	\$184	27.9%
Rye area	\$732,000	\$648,000	13.0%	\$1,382	\$1,277	\$106	8.3%
Ward highest val. Dwelling	\$1,877,000	\$1,629,000	15.2%	\$3,544	\$3,209	\$335	10.4%
Truemans Ward							
Ward lowest val. Dwelling	\$183,000	\$169,000	8.3%	\$346	\$333	\$13	3.8%
Rosebud area	\$309,000	\$276,000	12.0%	\$583	\$544	\$40	7.3%
Rosebud West area	\$390,000	\$326,000	19.6%	\$736	\$642	\$94	14.7%
Ward highest val. Dwelling	\$1,304,000	\$1,182,000	10.3%	\$2,462	\$2,329	\$134	5.7%
Watson Ward							
Ward lowest val. Dwelling	\$124,500	\$118,500	5.1%	\$235	\$233	\$2	.7%
Somerville area	\$358,000	\$310,000	15.5%	\$676	\$611	\$65	10.7%
Tyabb area	\$274,000	\$251,000	9.2%	\$517	\$495	\$23	4.6%
Ward highest val. Dwelling	\$718,000	\$650,000	10.5%	\$1,356	\$1,281	\$75	5.9%

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	2009/10	2010/11	2011/12	2012/13
Debt servicing Loan interest to operating revenue	1.8%	1.7%	1.7%	1.7%
Debt management Total liabilities to rate revenue	45.2%	41.0%	37.7%	34.4%
Liquidity Current assets to current liabilities	148	129	117	116
Liquidity (adjusted) Current assets to current liabilities	194	169	155	153
Indebtedness Non Current Liabilities to Own Source Revenue	32.0%	27.6%	26.8%	26.2%
Debt commitment Loan interest and principal to rate revenue	6.9%	6.8%	6.9%	7.1%
Debt exposure Total liabilities to realisable assets	9.3%	9.2%	9.4%	9.4%
Aggregate level of loan and financial lease liability \$'000	41,023	39,991	40,540	40,597

The following table summarises Council's current loan liability as at 1 July 2010, and projected principal repayments for 2010/11.

Loan No.	Financial Institution	Purpose	Debt Principal 01-Jul-10 \$'000	Principal to be paid 2010/11 \$'000	Debt Principal 30-Jun-11 \$'000
5	NAB	Unfunded Sup'n Liab.	5,460	1062	4,398
6	NAB	Regional Drainage	926	153	773
7	NAB	Regional Drainage	642	92	550
8	NAB	General	2,048	238	1,810
9	NAB	General	2,135	229	1,906
10	CBA	General	2,036	187	1,849
11	CBA	General	6,845	514	6,331
12	CBA	General	6,518	430	6,088
13	CBA	Unfunded Sup'n Liab.	4,216	258	3,958
14	CBA	General	2,608	148	2,460
15	R& DCB	General	2,768	130	2,638
16	R& DCB	General	2,889	120	2,769
71	BT Sec	General	4	4	-
			39,095	3565	35,530
17	New	General	-	53	2,947
			39,095	3618	38,477
	Finance Leases	Bins	1,928	414	1,514
			41,023	4032	39,991

After making loan repayments of \$3,618m, Council's loan liability will be \$38.477m as at 30 June 2011. When Finance leases are included, and after making finance lease payments of \$414k in 2010/11, Council's total liability will be \$39.991m.

Notably, in 2010/11 Council will again repay more than it proposes to borrow, thus reducing its liability as per the Strategic Resource Plan.

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

- \$8.4m is for the Shire's Unfunded Superannuation liability
- \$1.3m 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 2010 as a basis.

Year	New Borrowings \$'000	Loan Principal Paid \$'000	Loan Interest Paid \$'000	Balance 30 June \$'000
2009/10	Nil	3,773	2,918	41,023
2010/11	3,000	4,033	2,755	39,991
2011/12	5,000 Indicative	4,451	2,809	40,540

2012/13	5,000 Indicative	4,943	2,896	40,597
---------	---------------------	-------	-------	--------

Proposed borrowings in 2011/12 and 2012/13 are an indicative provision for Southern Peninsula Aquatic Centre. It should be noted that project timing is not confirmed, no formal design, quantity survey or estimate of cost has been completed and other funding options have not been confirmed. This simply assists in the future financial planning for the facility.

It should also be noted that Council will confirm on borrowings for 2011/12 and 2012/13 on an annual basis through the budget process for that year.

11.2 Infrastructure

Over recent years, Council has been developing an Infrastructure Strategy which sets out the capital expenditure requirements of the Council for the next 5 to 10 years by class of asset and project and is a key input to the long term financial plan.

The Asset Management Policy which is currently in a public consultation phase will be 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 consider infrastructure needs to meet future community service expectations.

Much progress has been made for roads. 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 assets, gathering key asset maintenance data to update the Asset Management plans.

The Infrastructure Strategy also sources 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.

Importantly, the way forward with Infrastructure is now imbedded in good policy and strategy, and a good understanding of community need and expectation in relation to provision and standards.

We still have much work to progress the planning for future capital works, and the Municipal Association of Victoria's STEP program is continually being reinforced to enhance local government thinking in the areas of asset management and capital works planning. Their work however is consistent with what we are trying to achieve, being

- 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 represents 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
2009/10	34,341	13,718	Nil	530	Nil	10,093
2010/11	22,815	4,909	3,000	Nil	Nil	14,906
2011/12	29,990	4,500	5,000	4,000	Nil	16,490
2012/13	31,850	8,500	5,000	1,000	Nil	17,350

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

11.3 Human Resources

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

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

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

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

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



COMMITTED TO A
SUSTAINABLE
PENINSULA

Budgeted Statements

Budgeted Corporate Performance Statement

For the four years ending 30 June 2014

	Adopted	Forecast	Budget 2010/11 \$'000	Strategic Resource Plan	
	Budget	Actual		Projections	
	2009/10 \$'000	2009/10 \$'000		2011/12 \$'000	2012/13 \$'000
Income					
Rates	96,873	96,873	104,214	109,191	113,655
Grants and subsidies	11,745	12,316	12,140	12,565	13,005
User charges	22,564	23,587	26,303	26,961	27,635
Grants Commission	5,019	3,663	5,546	5,685	5,827
Interest income	870	870	1,250	1,306	1,365
	137,071	137,309	149,453	155,707	161,486
Expenses					
Sustainable Environment	13,472	14,195	14,656	15,141	15,608
Sustainable Infrastructure	46,586	46,606	52,407	53,772	55,812
Sustainable Communities	30,478	31,078	32,423	33,539	34,529
Sustainable Organisation	16,314	16,507	17,343	17,940	18,470
The CEO's Office	3,785	3,913	4,105	4,179	4,372
Interest expense	2,929	2,929	2,875	2,927	3,008
	113,564	115,228	123,809	127,499	131,799
Funds available	23,508	22,081	25,644	28,209	29,688
Capital and priority works and services					
New borrowings	1,500	1,500	3,000	5,000	5,000
Debt servicing principal	(3,377)	(3,377)	(3,672)	(4,064)	(4,527)
Lease payments	(432)	(432)	(414)	(445)	(479)
Priority projects (net)	(2,908)	(1,656)	(2,702)	(2,500)	(2,500)
Priority works (net)	(4,671)	(4,026)	(4,514)	(4,500)	(4,500)
Capital expenditure	(34,155)	(24,212)	(23,179)	(30,650)	(32,650)
Capital grants	7,106	4,062	2,330	2,000	4,500
Capital contributions	2,320	3,245	2,720	2,500	4,000
Special charge schemes	3,838	106	222	-	-
Transfers from reserves	530	489	-	-	-
	(30,249)	(24,301)	(26,209)	(32,659)	(31,156)
Operating result	(6,741)	(2,220)	(565)	(4,450)	(1,468)
Non-operating					
Asset sales	2,550	550	605	4,500	1,500
	2,550	550	605	4,500	1,500
Result	(4,191)	(1,670)	40	50	32
Carry-forwards					
Priority projects	-	-	(1,171)	-	-
Priority works	-	-	(692)	-	-
Capital expenditure	-	-	(10,496)	-	-
Income relating to carry-forwards	-	-	6,911	-	-
Transfers from reserves	-	-	41	-	-
Asset sales	-	-	2,000	-	-
	-	-	(3,408)	-	-
Transfers from reserves	(613)	(572)	(105)	(67)	(70)
Other non-cash adjustments	(1,632)	190	1,648	437	1,263
Cash surplus / (deficit)	(6,436)	(2,052)	(1,824)	420	1,225
Cash at beginning of period	27,719	25,964	23,912	22,087	22,508
Cash at end of period	21,283	23,912	22,087	22,508	23,733

Budgeted Standard Income Statement

For the four years ending 30 June 2014

	Adopted Budget 2009/10 \$'000	Forecast Actual 2009/10 \$'000	Budget 2010/11 \$'000	Strategic Resource Plan Projections 2011/12 2012/13 \$'000 \$'000	
Revenues from ordinary activities					
Rates and charges	96,873	96,873	104,214	109,191	113,655
Statutory fees and fines	2,971	2,969	3,703	3,166	3,245
User fees	23,383	20,673	25,600	24,008	24,608
Contributions	2,769	3,781	3,190	2,500	4,000
Contributed assets	8,000	8,000	7,500	7,000	6,500
Grants - Recurrent	16,804	16,236	17,706	18,250	18,831
Grants - Capital	7,106	4,062	6,112	2,000	4,500
Interest	870	870	1,250	1,306	1,365
Total revenues	158,776	153,464	169,275	167,421	176,705
Expenses from ordinary activities					
Employee costs	48,671	49,439	52,331	54,076	55,968
Materials and services	66,190	65,351	73,881	73,717	76,223
Depreciation and amortisation	19,408	19,408	19,996	20,381	21,016
Finance costs	2,929	2,929	2,875	2,927	3,008
Other expenses	3,875	4,015	4,005	4,141	4,282
Total expenses	141,073	141,142	153,088	155,242	160,498
Net gain / (loss) on disposal of assets	-	-	-	-	-
Surplus / (deficit) for the year	17,703	12,322	16,187	12,179	16,207
Other comprehensive income					
Other	-	-	-	-	-
Total comprehensive income for the year	17,703	12,322	16,187	12,179	16,207

Budgeted Standard Balance Sheet

For the four years ending 30 June 2014

	Adopted	Forecast	Budget 2011 \$'000	Strategic Resource Plan	
	Budget	Actual		Projections	
	2010 \$'000	2010 \$'000		2012 \$'000	2013 \$'000
Current assets					
Cash assets	21,283	23,912	22,087	22,508	23,733
Receivables	7,854	7,854	8,734	9,111	9,360
Inventories	199	199	192	197	196
Other	1,307	1,307	1,129	1,098	1,028
Land held for resale	2,500	2,500	4,000	1,000	500
Total current assets	33,143	35,772	36,142	33,914	34,817
Non-current assets					
Other financial assets	8	8	8	8	8
Receivables	750	750	650	600	570
Land and buildings	707,556	686,531	826,021	833,999	842,638
Plant, furniture and equipment	12,799	8,516	8,325	8,500	8,500
Infrastructure	880,155	902,834	908,182	914,000	920,000
Intangibles	50	50	42	42	42
Total non-current assets	1,601,318	1,598,689	1,743,228	1,757,149	1,771,758
Total assets	1,634,461	1,634,461	1,779,370	1,791,063	1,806,575
Current liabilities					
Payables	11,954	11,735	13,130	13,099	13,353
Interest-bearing liabilities	4,164	4,086	4,451	4,943	5,386
Provisions	9,640	9,859	10,544	10,912	11,295
Total current liabilities	25,757	25,680	28,125	28,954	30,034
Non-current liabilities					
Interest-bearing liabilities	38,323	38,401	35,540	35,597	35,211
Provisions	1,843	1,843	2,465	2,552	2,640
Total non-current liabilities	40,166	40,244	38,005	38,149	37,851
Total liabilities	65,923	65,924	66,130	67,103	67,885
Net assets	1,568,537	1,568,537	1,713,240	1,723,960	1,738,690
Equity					
Accumulated surplus	834,188	834,188	858,546	869,266	883,996
Asset revaluation reserve	733,849	733,849	854,694	854,694	854,694
Other reserves	500	500	-	-	-
Total equity	1,568,537	1,568,537	1,713,240	1,723,960	1,738,690

Budgeted Standard Cash Flow Statement

For the four years ending 30 June 2014

	Adopted Budget 2009/10 \$'000	Forecast Actual 2009/10 \$'000	Budget 2010/11 \$'000	Strategic Resource Plan Projections 2011/12 2012/13 \$'000 \$'000	
Cash flows from operating activities					
<i>(inclusive of GST, wherever applicable)</i>					
Receipts					
General rates	96,873	96,873	104,214	109,191	113,655
User charges and other	30,164	26,650	29,914	27,174	27,853
Cash contributions	2,769	3,692	3,190	2,500	4,000
Government grants	23,911	19,928	24,181	19,463	22,526
Interest	870	870	1,250	1,306	1,365
Net GST refund	5,768	5,768	6,135	5,941	6,119
	160,355	153,781	168,884	165,575	175,518
Payments					
Employee costs	48,671	48,844	51,702	53,526	55,418
Materials and contracts	77,401	74,442	79,607	79,127	80,850
Interest and other costs of finance paid	2,929	2,929	2,875	2,927	3,008
Other expenses	3,875	4,015	4,005	4,141	4,282
	132,876	130,230	138,189	139,721	143,558
Net cash inflows / (outflows) from operating activities	27,479	23,551	30,695	25,854	31,960
Cash flows from investing activities					
Payments for					
Land and buildings	7,643	5,254	8,893	13,325	14,150
Infrastructure assets	24,645	16,717	23,133	15,015	16,000
Plant, furniture and equipment	1,866	1,872	1,648	1,650	1,700
	34,154	23,843	33,674	29,990	31,850
Proceeds from					
Sale of land and buildings	2,500	500	2,550	4,450	1,450
Sale of plant, furniture and equipment	50	50	55	50	50
	2,550	550	2,605	4,500	1,500
Net cash inflows / (outflows) from investing activities	(31,604)	(23,293)	(31,069)	(25,490)	(30,350)
Cash flows from financing activities					
Proceeds from borrowings	1,500	1,500	3,000	5,000	5,000
Repayment of borrowings	(3,377)	(3,377)	(4,037)	(4,498)	(4,907)
Repayment of finance leases	(433)	(433)	(414)	(445)	(479)
Net cash inflows / (outflows) from financing activities	(2,310)	(2,310)	(1,451)	57	(386)
Net increase / (decrease) in cash held	(6,435)	(2,052)	(1,825)	421	1,224
Cash at beginning of year	27,718	25,964	23,912	22,087	22,508
Cash at end of year	21,283	23,912	22,087	22,508	23,733

Budgeted Standard Capital Works Statement

For the four years ending 30 June 2014

	Adopted	Forecast	Budget 2010/11 \$'000	Strategic Resource Plan	
	Budget	Actual		Projections	
	2009/10 \$'000	2009/10 \$'000		2011/12 \$'000	2012/13 \$'000
Capital works areas					
Land	537	391	50	50	50
Buildings	7,106	4,863	8,843	13,275	14,100
Infrastructure - Roads	18,558	12,487	16,122	9,815	10,500
Infrastructure - Drainage	2,241	1,397	4,019	3,200	3,400
Infrastructure - Other	3,847	3,182	2,992	2,000	2,100
Plant, Equipment and Other	816	821	548	500	500
Library Bookstock	1,050	1,071	1,100	1,150	1,200
Total Capital Works	34,155	24,212	33,674	29,990	31,850
Represented by:					
Asset Renewal	16,121	7,230	19,553	13,472	13,992
New Assets	5,311	5,945	5,208	10,917	11,725
Asset Expansion / Upgrade	12,723	11,037	8,913	5,601	6,133
Total Capital Works	34,155	24,212	33,674	29,990	31,850



COMMITTED TO A
SUSTAINABLE
PENINSULA

Statutory Disclosures

Statutory Disclosures

This section presents information which the Act and the Regulations require to be disclosed in the Council's annual budget.

Projected Operating Result

The projected operating result for 2010/11 = \$16.187m

The projected revenue and expenses relevant to determining the operating result are disclosed in the Budgeted Statements section – Standard Statement of Financial Performance 2010/11.

Borrowings

- Projected amount to be borrowed for 2010/11 = \$3.0m
- Total amount of debt redemption for 2010/11 = \$4.086m
- Projected debt servicing cost for 2010/11 = \$2.875m

The total amount proposed to be borrowed for the year, the total amount of debt redemption for the year and the projected debt servicing cost for the year is disclosed in Long Term Strategies section 11.1.

Capital Works Program

- Projected capital works program for 2010/11 = \$33.674m (including \$10.5m carried forward from 2009/10).
- Funding sources for the capital works program for 2010/11
 - External \$ 15.035m
 - Internal \$ 19.639m

The projected capital works program and the funding sources for that program are disclosed in section 7 – Analysis of Capital Works and Appendix D – Capital Works Program.

Rates and Charges

The proposed rate in the dollar for each type of rate to be levied:

- A general rate of 0.0018883 in the dollar of all rateable residential properties;
- A rating concession of 0.0005665 in the dollar of all eligible farm properties;

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

Type of Rate	2009/10 \$	2010/11 \$
General	81,940,293	88,406,009
Mornington Peninsula Agricultural Rate	1,697,788	1,662,504
Cultural and Recreation	111,275	120,312
Steel Works	840,000	840,000
Estimated Supplementary Rates	650,000	650,000
	85,239,356	91,678,825
Municipal Charge	12,084,150	13,135,500
	97,323,506	104,814,325
Less Valuation Objections	(100,000)	(200,000)
Less Land Sustainability Rebate	(300,000)	(350,000)
Less Heritage Rebate	(50,000)	(50,000)
	96,873,506	104,214,325

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 are:

Type of Rate	Percentage Change
General	(-) 4.1%
Mornington Peninsula Agricultural Rate	(-) 4.1%

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

Type of Rate	2009/10 \$	2010/11 \$
General	91,538	92,425
Mornington Peninsula Agricultural Rate	1,292	1,289
Naval Base	125	111
Steel works (rating agreement)	1	2
Cultural and Recreation	29	29
The total number of assessments is:	92,985	93,856

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

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 Rate	2009/10 \$	2010/11 \$
General	42,142,107,343	46,797,937,113
Mornington Peninsula Agricultural Rate	2,869,075,000	2,934,694,000
Naval Base	35,391,000	39,678,000
Steel works (rating agreement)	134,000,000	128,500,000
Cultural and Recreation	123,192,000	140,868,750
Total	45,303,765,343	50,041,677,863

The proposed unit amount to be levied for each type of charge under section 162 of the Act:

Type of Charge	Per Rateable Property	
	2009/10 \$	2010/11 \$
Municipal Charge	130	140
Total	130	140

The estimated amounts to be raised for each type of charge to be levied compared to the previous year are:

Type of Charge	2009/10 \$	2010/11 \$
Municipal	12,084,150	13,135,500
Total	12,084,150	13,135,500

The estimated total amount to be raised by rates and charges: \$104.211m

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 (e.g. valuation appeals);
- Changes of use of land such that rateable land becomes non-rateable land and vice versa;
- Changes of use of land such that residential land becomes commercial land or agricultural land and vice versa.
- Approved applications for land sustainability and heritage rebates

Differential Rates

Rates to be levied

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

- A rate of 0.0005665 in the dollar of CIV for all eligible MP Agricultural (farm) properties.

The MP Agricultural differential rate will be determined by multiplying the Capital Improved Value of each rateable land (categorised by the characteristics described below) by the relevant percentages indicated above.

The money raised by the differential rate will be applied to the normal operations of Council. The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land.

The geographic location of the land within this differential rate is wherever located within the municipal district, without reference to ward boundaries.

Objectives

In determining on this differential, Council's objectives 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.

MP Agricultural (farm) property

The types and classes of rateable land within this differential rate are those having the following relevant characteristics.

"Mornington Peninsula Agricultural Land" means:

"A portion of rateable land where the rateable land:

- (a) is not less than two hectares in area; and
- (b) is used primarily for grazing (including agistment), dairying, pig-farming, poultry-farming, fish-farming, tree-farming, bee-keeping, viticulture, horticulture, fruit-growing, or the growing of crops or any combination of those activities; and
- (c) that is used by a business:
 - i. that has significant and substantial commercial purpose or character; and

- ii. that seeks to make a profit on a continuous or repetitive basis from its activities on the land;
and
- iii. that is making a profit from its activities on the land or that has a reasonable prospect of making a profit from its activities in the way it is operating.

And where:

The residential or commercial building or buildings and the outbuildings, improvements and land comprising the curtilage to the residential or commercial building or buildings (whether the curtilage is fenced off or not) are excluded from the total parcel of rateable land.

Curtilage means an area of land measuring 2000 square metres around the principal residential building or commercial building and if there is both a principal residential building and a principal commercial building on such land, a curtilage shall be the area around the residential building alone”

Key Strategic Activities

This section presents a number of key strategic activities to be undertaken during the 2010/11 year and performance targets and measures in relation to these.

Key Strategic Activity	Performance Measure	How data is reported	Performance Target
Nurturing our local character and 'sense of place'			
Emphasising the regional role of the Peninsula	Completion of the Spatial Employment Strategy	Report to Council	Adoption by 30 June 2011
Encouraging a distinct 'sense of place'	Completion of Local Housing Sustainable Settlement Strategy	Report to Council	Adoption by 30 June 2011
Pursuing safe environments and e.s.d through good design	Publication of Township Guideline design brochures	Availability of brochures on Shire web site	Completion by 30 June 2011
Protecting coastal and rural landscapes	Adoption of the Green Wedge Management plan	Report to Council	Completion by 30 June 2011
Recognition and protection of our heritage assets	Completion of Stage 2 of the Heritage Review (Analysis and classification methodology)	Report to Council	Completion by 30 June 2011
Protecting our environment and tackling climate change			
Sustaining our natural systems	Implementation of the Land Sustainability rebate scheme	Annual Report	Take up of ≥ 700 applications for the year
Managing our coast line	Completion of Local Coastal Vulnerability Assessments for Hastings and Rosebud West	Report to Council	Completion by 30 June 2011
Pursuing sustainable resource use	Commissioning of the Mornington Water Re-use Scheme	Report to Council	Completion by 30 June 2011
Creating safe, healthy and engaged communities			
Fostering a culturally enriched community	Review of Arts and Culture Strategy	Report to Council	Review and adoption by 30 April 2011
Optimising Health and Wellbeing for all ages	Adoption of the Positive Aging Strategy	Report to Council	Adoption by 31 December 2010
Optimising the accessibility and use of community facilities	Adoption of Toilet Strategy	Report to Council	Adoption by 31 December 2010
Supporting an active, connected and informed community	Community Satisfaction rating on Community Engagement	Local Gov't Vic Annual Community Satisfaction Survey	≥ 72
Making communities safe	Successful implementation of changes to the Food Act	Report to Council	Completion by 30 June 2011

Supporting a sustainable Peninsula economy			
Facilitating a prosperous rural economy	Completion of the Agricultural Audit	Report to Council	Completion by 30 September 2010
Marketing the Peninsula as a tourism destination	Update of Tourism Marketing Plan	Report to Council	Completion by 30 June 2011
Encouraging a resilient Peninsula economy	Continued implementation of 2009-2014 economic Development Strategy	Report to Council	Completion by 30 June 2011
Being responsible, accountable and forward thinking			
Delivering quality service	Completion of Business Excellence Framework audit	Report within Monthly Report	Completion by 30 June 2011
Building a competent and healthy workplace	Annual report on Occupational Health and Safety	Report within Monthly Report	Completion by 30 June 2011
Demonstrating good corporate and democratic operations	Completion of Local Laws Review	Report to Council	Adoption by 31 Dec 2010
Engaging with the community	Adoption of a Community Engagement Policy and Guidelines	Report to Council	Completion by 30 June 2011
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	88-93
2.	Activities and initiatives to be funded in the budget	Section 127(2)(b)	20-34
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)	20-34
4.	Key strategic activities to be undertaken and performance targets and measures for each	Section 127(2)(d)	99
5.	Details of the rates to be declared	Section 158(1)	95-98
6.	Total proposed borrowings	Regulation 8(a)	95
7.	Debt redemption	Regulation 8(b)	95
8.	Rate in the dollar	Regulation 8(c)(i)	95
9.	Estimate of rates by type	Regulation 8(c)(ii)	95
10.	Total amount to be raised by rates	Regulation 8(c)(iii)	96
11.	% change to rate in dollar	Regulation 8(c)(iv)	96
12.	Number of assessments by type of rate and change	Regulation 8(c)(v)	96
13.	Total number of assessments	Regulation 8(c)(vi)	96
14.	Basis of valuation used	Regulation 8(c)(vii)	96
15.	Estimated total value of land by type and change	Regulation 8(c)(viii)	96
16.	Municipal charge	Regulation 8(c)(ix)	96
17.	Unit amount to be levied as service rate or charge	Regulation 8(c)(x)	96
18.	Amount to be raised by service rate or charge and change	Regulation 8(c)(xi)	96
19.	Total amount to be raised from rates and charges	Regulation 8(c)(xii)	96
20.	Any significant changes that may affect the amounts to be raised	Regulation 8(c)(xiii)	97



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 2010/11 year.

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

- New works for 2010/11
- Projects carried forward from the 2009/10 year

Capital Works Program 2010 / 2011

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	1,263,000	3,975,000	5,238,000
Asset Expansion/Upgrade	-	220,000	220,000
New Assets		500,000	500,000
Total Buildings	1,263,000	4,695,000	5,958,000
Infrastructure - Roads			
Asset Renewal	272,000	5,340,500	5,612,500
Asset Expansion/Upgrade	1,016,567	2,168,000	3,184,567
New Assets		2,050,000	2,050,000
Total Infrastructure - Roads	1,288,567	9,558,500	10,847,067
Infrastructure - Drains			
Asset Renewal		2,100,000	2,100,000
Asset Expansion/Upgrade		900,000	900,000
New Assets		100,000	100,000
Total Infrastructure - Drains	-	3,100,000	3,100,000
Infrastructure - Other			
Asset Renewal	100,000	640,000	740,000
Asset Expansion/Upgrade		545,000	545,000
New Assets	-	330,000	330,000
Total Infrastructure - Other	100,000	1,515,000	1,615,000
Plant/Equipment/Other			
Asset Renewal	-	508,000	508,000
Asset Expansion/Upgrade	-	-	-
New Assets		-	-
Total Plant/Equipment/Other	-	508,000	508,000
Library Collection			
Asset Renewal		1,100,000	1,100,000
Asset Expansion/Upgrade		-	-
New Assets		-	-
Total Library Collection	-	1,100,000	1,100,000
Total Capital Works 2009/10			
Asset Renewal	1,635,000	13,663,500	15,298,500
Asset Expansion/Upgrade	1,016,567	3,833,000	4,849,567
New Assets	-	3,030,000	3,030,000
Total Capital Works 2009/10	2,651,567	20,526,500	23,178,067
Developer Contributions (not project aligned - refer section 7.2.2)	2,620,000	(2,620,000)	-
New Borrowings (not project aligned - refer section 7.2.4)	3,000,000	(3,000,000)	-
Total External Funding	8,271,567	14,906,500	23,178,067

Capital Works Area	Externally Funded	Internally Funded	Project Cost
--------------------	----------------------	----------------------	-----------------

Works carried forward from 2009/10

Asset Renewal	2,732,660	2,522,073	5,254,733
Asset Expansion/Upgrade	3,354,153	709,332	4,063,485
New Assets	676,572	1,501,182	2,177,754
Total Works carried fwd from 2009/10	6,763,385	4,732,587	11,495,972

Summary

Asset Renewal	4,367,660	16,185,573	20,553,233
Asset Expansion/Upgrade	4,370,720	4,542,332	8,913,052
New Assets	676,572	4,531,182	5,207,754
Developer Contributions	2,620,000	(2,620,000)	-
New Borrowings	3,000,000	(3,000,000)	-
Total Summary	15,034,952	19,639,087	34,674,039

Sources of Funding	Externally Funded
--------------------	----------------------

Grants

Rosebud West Community Centre	800,000
RTR - Truemans Rd / Browns Rd - Roundabout	1,016,567
RTR - Racecourse Rd, M'ton-Tyabb to Watt Rd	50,000
Peninsula DriveSafe - High Risk Targets	100,000
RCLIP funded projects	363,000
	2,329,567

Contributions

Developer Contributions	2,620,000
Rosebud West Community Centre	100,000
	2,720,000

Special Charge Scheme

SCS - St.Johns Wood Rd, Blairgowrie	147,000
SCS - Weeroonna St, Rye	75,000
	222,000

Projects Carried Forward from 2009/10

SCS - Wonderland Terrace, Mt Martha	1,400,000
Playground Developments	88,700
Wallaroo Child and Family Centre	100,000
SCS - Tintagel/Freemans, Mt Eliza	450,000
SCS - Barkly St, Mornington	300,000
SCS - Jerula Ave, Mt Eliza	500,000
RTR - Truemans Rd/Browns Rd - Roundabout	283,433
Community Hub Hastings	2,117,200
B/Spot Tyabb Tooradin Rd Bungower Rd South	64,110
B/Spot Hodgins/Boes/Henderson Rd	375,550
B/Spot Browns/Springs/Truemans Rd	192,360
SCS - Road Construction - Bayview Ave, Rosebud	142,100
Hastings Boat Ramp Floating Pontoon	134,472
R2R Graydens Rd (Coolart Road Intersection)	216,150
R2R Racecourse Rd M'ton Tyabb Rd	29,654
National Bike Path - Truemans Rd Tootgarook	234,091
National Bike Path - Frankston Flinders Rd, Hastings	135,565
	6,763,385

New Borrowings

3,000,000

Total External Funding

15,034,952

Capital Works 2010 / 2011

No.	Prog.No.	Project Description	Location	Contrib'n \$	Budget \$	Comments	Committed Conditional
Land							
425	7012	Land Acquisition (Splays, Easements and Small Parcels)	Shire-Wide	50,000	50,000	Annual Program - For the acquisition of splays, easements and small parcels of land. Contribution = Asset Sales	Conditional
Land Total				50,000	50,000		
Buildings							
764	7027	Toilet Strategy - Implementation	Shire-Wide	-	200,000	Next stage of implementation of the toilet strategy, conditional upon Council adopting the toilet strategy.	Conditional
1992	7402	Building Improvements - Recreation Facilities	Shire-Wide	-	170,000	Provision for building improvements at Council's recreation facilities.	Committed
1993	7403	Building Improvements - Municipal Buildings	Shire-Wide	-	75,000	Provision for improvements to Municipal Buildings.	Conditional
1998	7401	Building Renovations - Major Building Refurbishment	Shire-Wide			Annual Program - Major refurbishment program for Council buildings \$3,000,000.	Committed
	K047	Blairgowrie Senior Citizens	William Rd Blairgowrie		375,000		
	K064	Dromana Senior Citizens	Pier Street Dromana		350,000		
	K065	Narambi Reserve, Mornington	Narambi Rd Mornington		200,000		
	K066	Sorrento Pre School	Darling Road Sorrento		210,000		
	K067	Red Hill Pre School/M&CHC	Arthurs Seat Rd Red Hill		300,000		
	K068	Mornington Park Hall	Flinders Drive Mornington		416,000		
	K069	RJ Rowley Res, Rye - Roof Renewal	R J Rowley Recreation Res Rye		20,000		
	K070	727 Nepean Highway, Mornington - Roof (Emergency House)	Nepean Highway Mornington		10,000		

No.	Prog.No.	Project Description	Location	Contrib'n \$	Budget \$	Comments	Committed Conditional
	K071	Balnarring Bowls Club Disabled Works	Bruce Street Balnarring		75,000		
	K072	Municipal Office (Rosebud) - Airconditioning Repl.	Besgrove St Rosebud		675,000		
	K038	Currawong Community Centre	Currawong Street Mornington		71,000		
	K073	Somers Pre School	Ocean View Crescent Somers		208,000		
	K048	Program Design Cost	Shire-Wide		90,000		
2036	7480	Leachate Treatment Plant - Rye Landfill	Truemans Road Rosebud West	-	500,000	Construction of Leachate Treatment Plant at Rye Landfill. Plant will be required for leachate disposal, current practice of tanker truck disposal will be prohibited in the future and current leachate quality would not be suitable for discharge to sewer without treatment. Waste water treatment plant will be required to reduce ammonia levels.	Conditional
2916	7610	Rosebud West Community Centre	Allambi Avenue Rosebud West	900,000	1,400,000	Construction of Rosebud West Community Centre abutting Eastbourne Primary School. Centre includes multi-purpose community spaces, maternal and child health facilities, occasional child care facilities, associated outdoor play spaces, car parking, landscaping and utilities.	Committed
2983	7594	Dromana Visitors Centre - Major Upgrade (Investigation/Design)	Point Nepean Road Dromana	-	50,000	Investigation and design for major upgrade.	Committed
3176	7626	Foreshore Camping Areas - Amenity Block Refurbishment	Rosebud Beach Rosebud	-	200,000	Refurbishment of amenity blocks at the Rosebud/Rye/Sorrento camping areas	Committed
3179	7636	Regional and Local Comm. Infrastructure Program	Shire-Wide	363,000	363,000		
Buildings Total				1,263,000	5,958,000		
Infrastructure - Roads							
360	7038	Traffic Management Treatments	Shire-Wide	-	250,000	Annual Program - Minor traffic management improvements including blackspots, school children safety and local area traffic management	Committed
361	7050	Footpaths / Shared Paths / Bike Paths / Boardwalks - Rehabilitation	Shire-Wide	-	1,600,000	Annual Program - Rehabilitation of Walk Ways / Bike Paths / Footpaths / Shared Pathways / Boardwalks that have been identified through service requests and community workshops/forums.	Committed

No.	Prog.No.	Project Description	Location	Contrib'n \$	Budget \$	Comments	Committed Conditional
691	7042	Rural Intersection Safety	Shire-Wide	-	30,000	Annual program - Significant pavement deterioration occurs on unsealed roads at intersections with arterial sealed roads. Priority intersections have been identified.	Committed
1284	7558	Kerb and Channel - Rehabilitation	Shire-Wide	-	300,000	Annual Program - Kerb & Channel works identified by service requests This program is for sections of K&C that have failed where the road is still in good condition and not in need of total rehabilitation.	Committed
1344	7368	Sorrento Strategy - Design	Esplanade Sorrento	-	10,000	Design of Sorrento Strategy.	Committed
1345	7371	Portsea Strategy - Implementation	Point Nepean Road Portsea	-	200,000	Staged implementation of Portsea Strategy.	Committed
2354	7489	Rye Traffic Management Strategy - Implementation	Point Nepean Road Rye	-	200,000	Implementation of the Rye Traffic Management Strategy.	Conditional
2354	7444	Hastings Comm'l Area Parking & Traffic Mgt Strategy - Impl	High Street Hastings	-	200,000	Staged implementation of Hastings Commercial Area Strategy	Committed
1552	7362	Footpath Strategy - Implementation	Shire-Wide	-	278,000	Implementation of Footpath Strategy. Refer also Council contribution to Footpath Special Charge Schemes - St JohnsWood Rd \$147k & Weeroona Rd \$75k	Committed
2298	7482	Safer Local Roads Program	Shire-Wide	-	4,000,000	Safer Local Roads Program - Capital Projects	Committed
2334	7584	Activity Centre Structure Plan - Impl. Mornington Structure Plan	Main Street Mornington	-	500,000	Implementation Program Mornington Activity Centre Structure Plan.	Committed
2407	7496	LATM - Shire Wide	Shire-Wide	-	200,000	Local Area Traffic Management installation in Rosebud West & Mt Eliza	Committed
2548	7549	Bicycle Strategy	Shire-Wide	-	300,000	Implementation of the Bicycle Strategy will occur in a staged approach, and will include: constructing on-road bicycle lanes, enhancing intersections to ensure they are bicycle friendly and constructing links on the off-road bicycle network to assist the recreational cyclist.	Committed

No.	Prog.No.	Project Description	Location	Contrib'n \$	Budget \$	Comments	Committed Conditional
2746	7551	Mornington North Precinct - Road & Pedestrian Infrastructure Improvements	Racecourse Road Mornington	-	150,000	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.	Committed
2756	7552	Blackspot Program (Council contribution)	Shire-Wide	-	500,000	Council on-going contribution towards the implementation of blackspot funded projects.	Committed
3038	7596	RTR - Truemans Rd / Browns Rd - Roundabout	Truemans Road Rosebud West	1,016,567	1,016,567	Construction of roundabout.	Committed
3038	7623	RTR - Racecourse Rd - M'ton-Tyabb Rd to Watt Rd	Racecourse Road Mornington	50,000	50,000	Design stage 1 - kerb and channel, drainage and resheet.	Committed
3084	7621	Dromana S'cape Strategy - Pier Precinct	Point Nepean Road Dromana	-	500,000	Reconstruction of Pier Street car park including boardwalk and squadron mast and Dromana Hotel foreshore car park and associated landscaping	Conditional
3099	7624	Guardrail - Renewal / New	Shire-Wide	-	50,000	Rehabilitation and renewal of ageing guardrail and provision of new guardrail.	Committed
3086	7628	Rye Waste Disp Centre - LT Slip Lane (Design)	Rye	-	20,000	Design left turn slip lane for traffic entering the Rye Waste Disposal Centre from Truemans Road	Committed
3083	7629	Safety Beach CC - Path to Lift Access	Nepean Highway Safety Beach	-	48,500	Linking path from foreshore path to lift access, routed past Safety Beach Sailing Club boat storage. Combination of concrete path and boardwalk supplemented by seating and landscaping.	Committed
3177	7631	SCS - St.Johns Wood Rd, Blairgowrie (Footpath)	St Johns Wood Road Blairgowrie	147,000	294,000	Footpath Construction - Contribution = Owners	Committed
3178	7632	SCS - Weeroona St, Rye (Footpath)	Weeroona Street Rye	75,000	150,000	Footpath Construction - Contribution = Owners	Committed
Infrastructure - Roads Total				1,288,567	10,847,067		
Infrastructure - Drainage							
344	7053	Drainage - Rehabilitation & Erosion Control	Shire-Wide	-	500,000	Annual Program	Committed
845	7054	Drainage - Upgrades	Shire-Wide	-	400,000	Annual Program	Committed

No.	Prog.No.	Project Description	Location	Contrib'n \$	Budget \$	Comments	Committed Conditional
2431	7559	Drainage - Soak Pit Refurbishment	Shire-Wide	-	100,000	Annual Program - Refurbishment of Soak Pits	Committed
2951	7593	Integrated Flood Management and Drainage Strategy	Shire-Wide			Climate change has raised the need to act expeditiously to plan to achieve knowledge of the performance of the Peninsula's Drainage Infrastructure network and flood vulnerable areas. To put this knowledge into practice by establishing flood mitigation programs, planning controls and community understanding. \$2,100,000	Committed
		Drainage design/consultation			200,000		
	D405	Peninsula Avenue Rye	Peninsula Ave, Rye		1,500,000		
	D406	Dromana Drainage Works	Dromana		400,000		
Infrastructure - Drainage Total				-	3,100,000		

No.	Prog.No.	Project Description	Location	Contrib'n \$	Budget \$	Comments	Committed Conditional
Infrastructure - Other							
350	7062	Signage - Traffic / Parking Areas	Shire-Wide	-	15,000	Annual Program	Committed
351	7063	Signage - General	Shire-Wide	-	20,000	Annual Program	Committed
362	7016	Oval Rehabilitation	Shire-Wide	-	115,000	Annual program of oval drainage improvements	Committed
575	7065	Foreshore Facilities Rehab. - Boat Ramps / Boarding Jetties	Shire-Wide	-	50,000	Annual Program	Committed
576	7586	Bus Shelter - Rehabilitation	Shire-Wide	-	80,000	Annual periodic rehabilitation / improvement to bus shelters or replacement with low cost bus shelters.	Committed
579	7066	Signage - Safety/Warning Signs on Res. and Foreshores	Shire-Wide	-	5,000	Annual Program	Committed
757	7067	Signage - Local Laws on Reserves	Shire-Wide	-	15,000	Annual Program - Additional signage and replacement of outdated signage on roads and public places associated with new local law controls.	Committed
946	7260	Playground Developments - New / Refurbishment	Shire-Wide	-	250,000	Development of new playgrounds and/ or major upgrades to existing facilities.	Conditional
954	7263	Long Term - Recreation Master Plans - Implementation	Shire-Wide	-	500,000	Continuing program for the implementation of the Recreation Master Plan. In accordance with the priority listing developed.	Conditional
1057	7273	Parks & Reserves (Active) - Asset Replacement	Shire-Wide	-	80,000	On going project to rectify safety issues as identified in safety audit	Committed
1997	7400	BBQ - Upgrades / New	Shire-Wide	-	40,000	Annual Program	Committed
2329	7483	Signage - Directional	Shire-Wide	-	25,000	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	Conditional
2524	7504	Signage - Township/Corporate	Shire-Wide	-	50,000	To replace signage at township entrances and Council buildings	Committed

No.	Prog.No.	Project Description	Location	Contrib'n \$	Budget \$	Comments	Committed Conditional
3172	7625	Safety Signage - Camping Grounds	Point Nepean Road Rosebud	-	20,000	Entry signage and noticeboards across all camping grounds.	Committed
2889	7554	Skate & BMX Strategy	Shire-Wide	-	250,000	Implement Skate & BMX Strategy	Conditional
3089	7630	Peninsula DriveSafe - High Risk Targets	Shire-Wide	100,000	100,000	Road safety strategy action to counter our highest risk & worst crash trends on local roads.	Committed
Infrastructure - Other Total				100,000	1,615,000		
Plant							
345	7010	Plant & Equipment - Replacement (Motor Vehicles & Min.Plt)	Council	55,000	173,000	Annual Program Periodic replacement of plant and equipment.	Conditional
2301	7463	Plant & Equipment - Replacement (Pelican Pantry)	Marine Parade Hastings	-	40,000	Annual Program - Periodic replacement of plant & equipment	Committed
2302	7464	Plant & Equipment - Replacement (Recreation Facilities)	Marine Parade Hastings	-	30,000	Annual Program - Periodic replacement of plant & equipment	Committed
Plant Total				55,000	243,000		
Furniture & Equipment							
346	7028	Office Furniture - Replacement	Shire-Wide	-	20,000	Annual Program	Conditional
1056	7272	Hall Improvements - Asset Replacement	Shire-Wide	-	50,000	Annual Program - Replacement of items at end of life and or where there is a safety risk.	Conditional
1676	7363	Photocopier - Replacement	Council	-	10,000	Annual replacement program	Committed

No.	Prog.No.	Project Description	Location	Contrib'n \$	Budget \$	Comments	Committed Conditional
2666	7522	Enterprise Content Management System - (ECMS)	Shire-Wide	-	185,000	<p>Year 4 of a 5 year program to Implement our Corporate Information System (Enterprise Content Management System).</p> <p>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, and to make available and share this information to all who can benefit from it so that the best decisions are made. Currently, information is held in a variety of systems and databases (some of which can 'talk' to each other, but some cannot). 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.</p> <p>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.</p>	Committed
Furniture & Equipment Total				-	265,000		
Library Collections							
349	7031	Library Books / Materials - Acquisitions	Shire-Wide	-	1,100,000	Annual Program - For annual acquisition of bookstocks for the libraries	Committed
Library Collections Total				-	1,100,000		
Capital Works Total				2,756,567	23,178,067		

Capital Works Carry-Forwards To 2010 / 2011

No.	Posting A/c	Location	Contrib'n (\$)	Budget (\$)	Comments	Committed Conditional
17028	Replacement of Office Furniture					
	Z108 Library Office Furniture and Equipment			20,000	Project not yet complete	Conditional
	7032 Acquisitions - M'ton Pen Reg Gallery			20,000	Project deferred to 2010/11	Conditional
17050	Rehab. - Walkways/Bikepaths/Footpaths					Committed
	E523 Balcombe Creek Boardwalk			32,800	Project not yet complete	
	E541 Warringine Boardwalk Rehab			26,200	Project not yet complete	
17260	Playground Developments					
	7260 Playground Developments - Transfer from Reserve		88,700			
	S038 Rosebud Pier			55,100	Project not yet complete	Conditional
	S044 Mt Arthur Rd			29,300	Project not yet complete	Conditional
	S067 Hastings Foreshore			4,300	Project not yet complete	Conditional
17263	Implementation of Recreation Master Plans					Conditional
	T006 Dunns Rd Master Plan Implement			5,000	Project not yet complete	
	T017 Mt Eliza Tennis Club Upgrading Surface			7,700	Project not yet complete	
	T024 Civic Reserve Schematic Plans Tender			24,000	Project not yet complete	
	7381 Skate Park Facility - Mt Eliza			85,000	Project deferred to 2010/11	Conditional
	7385 SCS-Wonderland Terrace, Mt Martha		1,400,000	1,031,500	Project not yet complete	Committed
17401	Building Renovations - Major					
	K023 Mount Martha House			188,800	Project not yet complete	Committed
17402	Recreation Building Imp.					
	I053 Somerville RC Equipment Storage			33,000	Project deferred to 2010/11	Committed
	7444 Hastings Comm'l Area Parking & TMT Imp			53,200	Project not yet complete	Committed
17465	LT Coastal Mgt/Master Plan					

No.	Posting A/c	Location	(\$)	(\$)	Comments	Conditional
	Z000	Safety Beach Shared Footpath		252,200	Project not yet complete	Committed
	7473	St Mitchell Circuit & M'ton Railway		127,000	Project deferred to 2010/11	Conditional
	7486	Southern Peninsula Aquatic Recreation Centre		279,500	Project deferred to 2010/11	Conditional
	7489	Rye Traffic Man Strategy Implementation		157,000	Project deferred to 2010/11	Conditional
	7490	Police Point Park Improvements		67,700	Project deferred to 2010/11	Conditional
17496	LATM Shire Wide					
	L303	LATM Rosebud West		49,600	Project not yet complete	Committed
	7500	B/Spot Roundabout Field/Marshall Rye		30,990	Project complete - refund required	Committed
	7501	B/Spot Roundabout Craigie/Racecourse		11,425	Project complete - refund required	Committed
	7533	Bus Stop DDA Program		107,200	Project not yet complete	Committed
	7536	Playground Developments - Transfer from Reserve	40,800			
	7536	Share Paths Harrop Creek to The Briars		40,800	Project not yet complete	Committed
	7548	Dromana Community Hall Extension		37,500	Project deferred to 2010/11	Conditional
	7551	Mornington Nth Precinct Rd and Ped.Infra.Imps		438,000	Project not yet complete	Conditional
	7553	Boneo Road Footbridge		37,300	Project not yet complete	Conditional
	7554	Skate & BMX Strategy		162,500	Project not yet complete	Conditional
	7565	Wallaroo Child & Family Centre	100,000	23,200	Project not yet complete	Committed
	7570	Emil Madsen Reserve Pavilion Upgrade		60,350	Project not yet complete	Committed
	7577	B/Spot - Browns Road		20,300	Project not yet complete	Committed
	7585	SCS - Tintagel / Freemans, Mt.Eliza	450,000	438,400	Project deferred to 2010/11	Committed
	7587	SCS - Barkly St, Mornington	300,000	485,700	Project deferred to 2010/11	Committed
	7592	SCS - Jerula Ave, Mt.Eliza	500,000	499,917	Project deferred to 2010/11	Conditional
	7596	RTR - Truemans Rd / Browns Rd - Roundabout	283,433	283,433	Project not yet complete	Committed
17593	Integrated Flood Mgt & Drainage Strategy					
	D401	The Eyrie, McCrae		919,000	Project not yet complete	Committed
	7597	Carpark Construction - Vancouver St		101,000	Project not yet complete	Committed
	7604	Community Hub Hastings	2,117,200	2,117,200	Project not yet complete	Committed
	7606	B/Spot Tyabb Tooradin Rd Bungower Rd South	64,110	64,110	Project not yet complete	Committed

No.	Posting A/c	Location	(\$)	(\$)	Comments	Conditional
	7607 B/Spot Hodgins/Boes/ Henderson Rd		375,550	558,550	Project not yet complete	Committed
	7609 B/Spot Browns/Springs/Truemans Rd		192,360	192,360	Project not yet complete	Committed
	7610 Rosebud West CC Planning and Design			157,800	Project not yet complete	Committed
	7611 SCS - Road Construct - Bayview Ave, Rosebud		142,100	270,100	Project not yet complete	Committed
	7613 Hastings Boat Ramp Floating Pontoon		134,472	129,254	Project not yet complete	Committed
	7615 Moorooduc Pavilion			48,000	Project deferred to 2010/11 (Ext'l contrib'n)	Committed
	7616 R2R Graydens Rd (Coolart Road Inter)		216,150	216,150	Project not yet complete	Committed
	7618 R2R Racecourse Rd M/ton Tyabb Rd		29,654	29,654	Project not yet complete	Committed
	7619 Hasting Connect			120,000	Project deferred to 2010/11	Committed
	7627 Nat. Bike Path - Truemans Rd Tootgarook		234,091	211,314	Project not yet complete	Committed
	7633 Nat. Bike Path - Frankston Flinders Rd, Hastings		135,565	135,565	Project deferred to 2010/11	Committed
			<u>6,804,185</u>	<u>10,495,972</u>		
	7547 Land Sales 2008/09		<u>1,000,000</u>		Land Sale (Project not yet complete)	Conditional
			<u><u>7,804,185</u></u>	<u><u>10,495,972</u></u>		
			Net	2,691,787		



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 2010/11 is budgeted to be \$4.514m (gross), plus \$692k (gross) of projects carried forward from 2009/10. A detailed list of works is attached.

Priority Works 2010 / 2011

No.	Prog.No.	Project Description	Location	Contrib'n \$	Budget \$	Comments	Committed Conditional
Land							
1123	6112	Risk management initiatives at former land fill sites	Shire-Wide	-	200,000	EPA requirement to address risk management initiatives by providing an accumulating site rehabilitation reserve at former landfill sites. Ongoing program determined by EPA auditor.	Conditional
2305	6226	Landfill Cell Capping Provision	Truemans Road Rosebud West	-	200,000	Provision for Landfill Cell Capping at Rye Landfill	Committed
3098	6286	Site Remediation - 193A Eastbourne Rd, R'bud	Eastbourne Road Rosebud	-	20,000	Fencing & filling of site to make it safe	Committed
Land Total				-	420,000		
Buildings							
830	6036	Shire Office renovations (Three Offices)	Shire-Wide	-	50,000	Allows for any minor building restructure or office modifications in any of the three major offices.	Committed
840	6012	Building - Demolition	Shire-Wide	-	60,000	Annual allocation for building demolition.	Conditional
854	6039	Access All - Disabled Facilities (Council Buildings)	Shire-Wide	-	30,000	Construction of disabled facilities (inclusive of access & toilet facilities) to Council owned/managed buildings.	Committed
944	6065	Sewerage Connection - Council Buildings	Shire-Wide	-	20,000	Progressive connection of sewerage to Council owned buildings: at Balnarring, Rye, Tyabb, Shoreham, Sorrento and Portsea commercial areas. South East Water has completed construction of sewer mains in the above areas.	Conditional
1005	6146	Landfills / Transfer Stations / Hoppers - Infrastructure Upgrades	Shire-Wide	-	200,000	To address urgent OH&S issues identified in an Infrastructure audit.	Committed
1288	6107	Building Renovations - Minor Building Refurbishment	Shire-Wide	-	100,000	Minor works on building or bringing to current day standard.	Committed
1927	6172	Asbestos Removal Program	Shire-Wide	-	20,000	Asbestos Removal Program - Following initial audit conducted in SIMS , actions to remove identified asbestos in various sites, which will include roofing, switchboards, wall cladding etc	Conditional
Buildings Total				-	480,000		

No.	Prog.No.	Project Description	Location	Contrib'n \$	Budget \$	Comments	Committed Conditional
Infrastructure - Roads							
558	6004	Access All - Disabled Facilities (Road Res. and Carparks)	Shire-Wide	-	50,000	Upgrade of existing facilities Shire wide, (includes provision of kerb laybacks at parking bays, nearby pram crossings as well as ramp accesses).	Committed
1278	6105	Tree Removal Program	Shire-Wide	-	50,000	Annual program for the removal of inappropriate trees that abut or are on the road reserve causing damage to council's road assets. ie tree roots damaging K&C or causing the pavement to crack. Part of the program will remove trees that are considered too close to the road and present a potential danger to motorists.	Committed
1349	6109	Minor Traffic Improvements	Shire-Wide	-	50,000	Provides for minor traffic requests that arise through the year.	Conditional
1582	6151	Main Roads - Improvement Works	Shire-Wide	-	30,000	Contribution to works carried out in conjunction with Vicroads.	Conditional
1816	6167	Special Charge Scheme Design	Shire-Wide	-	30,000	Provision to allow for the investigation and design of potential Special Charge Schemes before they are adopted as a scheme.	Conditional
3003	6274	Bungower Rd - Offset Plan	Two Bays Road Mount Eliza	-	48,603	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. These works will be undertaken by the Shire's bushland maintenance services.	Committed
2904	6273	Arthurs Seat Rd Shared Pathway - Offset Plan	Arthurs Seat Road Red Hill	-	9,753	Implement Offset Plan for restoring and maintaining bushland over 10 year period as per planning permit condition P04/1177.	Committed
3174	6288	Humphries Rd - Resurfacing	Humphries Road Mount Eliza	-	44,530	Joint project with Frankston City Council. Half cost of resurfacing sections between Chetwyn and Blake Courts and between Mountain Ave and Moorooduc Hwy.	Committed
Infrastructure Roads Total				-	312,886		

No.	Prog.No.	Project Description	Location	Contrib'n \$	Budget \$	Comments	Committed Conditional
Infrastructure - Drainage							
3048	6278	Integrated Flood Management and Drainage Strategy	Shire-Wide	-	900,000	Catchment Investigation 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.	Committed
Infrastructure Drainage Total				-	900,000		
Infrastructure - Other							
348	6001	Fireplugs - New Installations	Shire-Wide	-	50,000	Annual Program.	Conditional
358	6002	Cricket Pitches - Resurfacing	Shire-Wide	-	15,000	Annual program - Resurfacing of cricket pitches and playing fields - Upgrades to minimum standards, Shire wide.	Conditional
399	6003	Developer Works - Contribution	Shire-Wide	-	40,000	Council contribution to developer works, Various minor works, mainly drainage upgrades.	Conditional
578	6006	Foreshore Facilities (Ped. Ramps / Steps / Fences) - Rehabilitation	Shire-Wide	-	50,000	Annual periodic rehabilitation / improvement of foreshore facilities under Shire responsibility - foreshore walks, pedestrian ramps, steps, stairs, picnic tables, fences, etc. Shire wide.	Committed
627	6007	Sports Club Support	Shire-Wide	-	25,000	To support clubs with minor works not covered in SIMS, subject to audit.	Conditional
750	6028	Watson's Creek and Westernport Parks Catchment Program Partnership	Baxter-Tooradin Road Baxter	-	10,000	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.	Committed
	6030	Implementation of Leash Free Areas	Shire-Wide		10,000	Continuing program.	Committed
846	6013	Street Lighting - Improvements	Shire-Wide	-	65,000	Various locations throughout the Shire where street lighting is inadequate. (Normally via request from residents).	Conditional
909	6015	Half Cost Fencing	Shire-Wide	-	20,000	Annual Program.	Conditional

No.	Prog.No.	Project Description	Location	Contrib'n \$	Budget \$	Comments	Committed Conditional
919	6064	Streetscape Works (Minor) - Commercial Centres	Shire-Wide	-	195,000	Minor street works as identified in the Streetscape Consultant report. Including new provision for Beautification - Community projects \$100k & 150yr Township Celebrations \$40k	Committed
928	6044	Boatramps - Dredging	Shire-Wide	-	250,000	Continuing program - including Rye Boat Ramp Channel Dredging \$200k	Conditional
1328	6108	Street Furniture	Shire-Wide	-	70,000	Annual Program.	Committed
1333	6170	Recreation Strategic Plans	Shire-Wide	-	90,000	Including development of a Bunguyan Reserve Master Plan and Basketball Feasibility studies for Western Port & Southern Peninsula.	Committed
1478	6147	Infrastructure - Investigations, Studies, Analysis and Reports	Shire-Wide	-	50,000	Emergency investigations required to address urgent drainage and traffic issues prior to recommendation of remedial works.	Conditional
1562	6149	Signage - Bushland / Roadside Reserves	Shire-Wide	-	20,000	Signage for roadsides and bushland reserves to upgrade the level of interpretive, regulatory and directional signage in line with the Open Space Strategy.	Committed
1643	6152	Parks & Reserves (Passive) - Rehabilitation	Shire-Wide	-	50,000	Progressive rehabilitation of garden beds and some grassed areas in high profile Shire wide parks and reserves.	Committed
2304	6275	Long Term - Coastal Management/Master Plan - Implementation	Shire-Wide	-	350,000	Implementation of Councils Coastal Master Plans and Management Plans.	Committed
2346	6228	Corporate Water Conservation Program	Shire-Wide	-	150,000	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'	Committed
2376	6230	Rosebud Foreshore Camping - Development Works	Point Nepean Road Rosebud	-	50,000	To locate and install camp site ID markers following survey works.	Conditional
2684	6261	Telecommunication Tower Projects	Shire-Wide	-	24,000	Availability of \$6K for capital works projects to each of the four recreation reserves which have a telecommunications tower on-site, as per the "Guidelines and agreement for the expenditure of funds received from phone towers" policy. Reserves include: Red Hill Rec.Res, Bunguyan Res, Long Point Res. and Truemans Res.	Conditional
2778	6279	Water Recycling Project - Boneo Rd	Tba	-	470,000	Includes - Mornington Racecourse; Civic Reserve and Dallas Brooks Reserve	Committed
3095	6285	Const'n of Fencing / Ped. Path - Elmie Tce, Mt Martha	Elmie Terrace Mount Martha	-	15,000	Construction of fencing and pedestrian path (finalisation of agreement of adverse possession claim).	Committed

No.	Prog.No.	Project Description	Location	Contrib'n \$	Budget \$	Comments	Committed Conditional
3171	6287	Statutory Linemarking Changes	Shire-Wide	-	50,000	This project is to update sections of linemarking to the new standards following changes to the Victorian Road Rules in 2009.	Committed
Infrastructure Other Total				-	2,119,000		
Artworks							
685	6009	MPRG - Conservation of Works	Dunns Road Morrington	-	25,000	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.	Conditional
Artworks Total				-	25,000		
Information Technology							
1835	6171	IT Systems - Upgrades and Development	Council	-	257,400	Provision for IT systems upgrades and development	Committed
Information Technology Total				-	257,400		
Priority Works Total				-	4,514,286		

Priority Works Carry-Forwards To 2010 / 2011

No.	Posting A/c	Location	Contrib'n (\$)	Budget (\$)	Comments	Committed Conditional
56039	Disabled Facilities Council Buildings				Project deferred to 2010/11 (External funding from 2009/10)	Committed
	F017 CCTV Cameras and Disabled Facilities			17,914		
56012	Building Demolition			40,700	Project deferred 2010/11	Conditional
56067	Coastal Reserves Biodiversity Conservation					
	X021 William Rd Beach, Mt.Eliza			3,700	Project not complete (Externally Funded)	Committed
	X051 COG Balcombe Creek Restoration			22,300	Project not complete (Externally Funded)	Committed
	X052 COG Balcombe Creek Floodplain			13,500	Project not complete (Externally Funded)	Committed
	X053 Harrop Creek Restoration			4,500	Project not complete (Externally Funded)	Committed
	X054 Wetland Revegetation Balcombe Creek			7,800	Project not complete (Externally Funded)	Committed
	X057 Warringine Creek Vegetation			7,600	Project not complete (Externally Funded)	Committed
	X060 Western Portals Connecting Communities			7,500	Project not complete (Externally Funded)	Committed
	X061 The Coastal Banksia Woodland Swamp			13,500	Project not complete (Externally Funded)	Committed
	X063 Future Farming LGA Pest Control			17,500	Project not complete (Externally Funded)	Committed
	X064 Bush Guardians Public Land			6,000	Project not complete (Externally Funded)	Committed
	X068 Coastal Banksia			23,000	Project not complete (Externally Funded)	Committed
	X069 Westernport Ramsar Protection			28,000	Project not complete (Externally Funded)	Committed
	X072 Kackeraboite Creek Restoration			3,000	Project not complete (Externally Funded)	Committed
	X073 Kings Creek (River Health Incentive)			6,800	Project not complete (Externally Funded)	Committed
	X074 Olivers Creek (River Health Incentive)			6,300	Project not complete (Externally Funded)	Committed
	X075 Sunshine Creek (River Health Incentive)			4,000	Project not complete (Externally Funded)	Committed
	X076 Watson Creek (River Health Incentive)			4,400	Project not complete (Externally Funded)	Committed
	X077 Mornington Mt Martha Foreshore			5,000	Project not complete (Externally Funded)	Committed
	X079 Bittern Coastal Wetlands			12,000	Project not complete (Externally Funded)	Committed

		Contrib'n	Budget		Committed
	X080 Greens Bush Road Reserve		5,000	Project not complete (Externally Funded)	Committed
	X081 Friends of Williams Rd		5,000	Project not complete (Externally Funded)	Committed
	X082 COG Crake Pond Dwarf Galaxies		9,800	Project not complete (Externally Funded)	Committed
	X083 Arthurs Seat Escarpment Weed Management		45,000	Project not complete (Externally Funded)	Committed
56171	IT Systems Upgrades				
	Y060 Video Conferencing		25,000	Project deferred 2010/11	Committed
				Project deferred to 2010/11 (External funding from a prev.year.)	
	6189 Sorrento Mechanics Institute		70,100		Committed
	6230 Rosebud Foreshore Camp Site Markers		85,500	Project deferred 2010/11	Committed
				Project deferred to 2010/11 (External funding from a prev.year.)	
	6236 Flinders Foreshore Jetty Shed		22,250		Committed
	6277 Martha Cove Fish Ladder	139,200	139,200	Project not yet complete	Committed
	6282 Library WiFi Project		10,000	Project not yet complete	Committed
	6283 Contribution to Vic Roads (Wilson Rd, M'ton)		20,000	Project deferred 2010/11	Committed
		<u>139,200</u>	<u>691,864</u>		
	6262 Land Sales 2008/09	<u>1,000,000</u>		Land Sale (Project not yet complete)	Conditional
		<u><u>1,139,200</u></u>	<u><u>691,864</u></u>		



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 \$2.841m (gross) in 2010/11, plus carryover projects from 2009/10 \$1.171m (gross). A detailed project list and a list of carryover projects is attached.

Priority Projects 2010 / 2011

No.	Proj. No.	Project Description	Location	Contrib'n \$	Budget \$	Comments
930	6502	Community Partnerships program	Shire-Wide	-	65,000	Council contribution to Community Partnerships.
1078	6581	Community and Special Events	Shire-Wide	-	165,000	Provision of various events: Peninsula Townships 150th Celebrations \$40k Arts Wetland Project - West Rosebud 2010 \$5k Volunteer Expo \$10k NAIDOC Week \$5k Bay2Bay Family Cycling Day \$50k Events Evaluation \$10k Community Education Forum \$15k Interfaith Festival \$10k Peninsula Festival of Arts \$20k
1688	8646	Provision for matching funding for grant applications	Shire-Wide	-	400,000	Provision for matching funding for grant applications. Allows Council to respond to successful grant applications without sacrificing other budget items. Of this amount \$200k has been flagged for the ZEN feasibility study and \$100k as a contribution to Sporting Pavilion improvements.
1825	6718	Green Wedge Action Plan	Shire-Wide	-	20,000	Development of comprehensive action plans for the Green Wedge.
1905	6727	Aerial Photography 2011	Shire-Wide	-	120,000	Two yearly update of aerial photography for the Shire.
1953	6736	Careers Expo	Council	-	30,000	Conduct of the annual Careers Expo.
2491	6766	Geotechnical Investigations	Shire-Wide	-	50,000	Slope stability investigation including stage 2 of Shire-wide investigation.
2499	6498	Integrated Facility (Building) Management Service Review	Shire-Wide	-	30,000	Commence the review of an integrated facility (building) management service - stage 1 in 06/07 and completion under stage 2 in 07/08. Similar review model to Safer Local Roads, including extensive consultation.
2676	6794	Responsible Gaming Policy	Shire-Wide	-	5,000	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.

No.	Proj. No.	Project Description	Location	Contrib'n \$	Budget \$	Comments
2678	8619	Triple A Housing Policy	Shire-Wide	-	25,000	Supports the Shire's Housing Policy which aims to promote better housing outcomes and choices for people on the Peninsula, especially households that are disadvantaged or vulnerable
2679	8620	Municipal Health and Well Being Plan	Shire-Wide	-	30,000	Review and redevelopment of the action plan. The Health and Well being Plan is a strategic document and resource that serves as an umbrella to a number of other plans and policies. The Plan is a mandatory requirement of the State Government through the State Health act.
2680	6795	Drug and Alcohol Strategy	Shire-Wide	-	20,000	Support the application and review of the Shire D&A strategy.
2682	6797	Positive Ageing Strategy	Shire-Wide	-	40,000	The Mornington Peninsula Shire has identified the need for a strategic approach to planning for its ageing population due to the rapidly growing demands for services, local community opportunities for older living, and the increasing pressure on expenditure, revenue and infrastructure.
2703	8649	Parking Precinct Plan Mornington Town Centre	Main Street Mornington	-	15,000	Preparation of a parking precinct plan for Mornington based on the structure plan proposals.
2761	8650	Western Port Ferry (Planning)	Stony Point Road Crib Point	-	125,000	Year 2 of funding agreement.
2811	6910	Reconciliation Action Plan	Shire-Wide	-	25,000	The Recognition Action Plan will bring 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.
2820	6916	Men's Health - Various Events	Shire-Wide	-	5,000	Various events that promote men's health.
2858	6926	Parking Precinct Plans	Shire-Wide	-	25,000	Parking Precinct Plans are the mechanism required to assess the required level of parking provision in a particular area and to establish the basis for development contributions or cash in lieu payments.
2868	6930	Stream watch/Water watch program	Shire-Wide	-	25,000	This is an on-going community education and information project aimed at establishing Streamwatch and Waterwatch programs in various locations on the Peninsula.
2892	6931	Contract Document Review	Council	-	25,000	Contract document review of SIMS contracts using external consultant.
2905	8699	Remapping of vegetation quality of bushland reserves	Shire-Wide	-	32,500	The Shire's Contract 1244 - "Bushland Reserves Retention,, Restoration, Rehabilitation" requires that there is a remapping of vegetation quality after five years of works to provide a benchmark check of progress.

No.	Proj. No.	Project Description	Location	Contrib'n \$	Budget \$	Comments
2908	8653	Friends Group Training and Support	Shire-Wide	-	35,000	The number of friends groups continues to increase; the groups tend to be smaller and less skilled initially. To ensure they achieve their agreed goals, to provide something in return and to maintain standards it is essential that these groups receive training.
2927	8700	Equestrian Strategy	Shire-Wide	-	40,000	Review and update of the current Equestrian Strategy.
2950	8701	Bittern Traffic Management Strategy	Frankston-Flinders Road Bittern	-	25,000	To develop a Traffic Management Strategy for Bittern.
2967	8702	PathLinks Walking Path Maps	Shire-Wide	-	8,000	Reprint of the seven maps in this popular series of maps, showing the walking and cycling trails around the peninsula.
2982	8703	Arts & Culture Strategy - Implementation	Shire-Wide	-	15,000	Following tabling of the revised Arts & Culture Strategy to Council in late March 2009, funding will be required to assist in implementation.
2986	8704	Scooter Policy	Shire-Wide	-	12,000	Development of a Scooter Policy, including education campaign and forums.
2991	8705	MPS Sustainable Food Project	Shire-Wide	-	25,000	This project will provide the foundations for a Sustainable Food Policy for the Shire.
3010	8677	Heart of Rosebud Precinct Plan	Point Nepean Road Rosebud	-	45,000	This will allow for detailed design proposals following the Rosebud Structure Plan recommendations.
3011	8678	Township Design Guideline Brochures	Shire-Wide	-	15,000	Development and printing of Township Design Guideline brochures for each locality along Port Phillip coast and Western Port townships.
3013	8706	Land Management Overlay Implementation	Shire-Wide	-	15,000	Land Management Overlay Implementation - Review and drafting of erosion control overlays.
3017	8681	3D visualisation computer model update	Council	-	20,000	Maintenance of 3D computer visualisation model for major activity centres.
3029	8641	Road Safety Program	Shire-Wide	-	40,000	Road Safety Program (Consultation with Schools) (program formally in Traffic Management Treatments).
3062	8707	Opt-in Green Waste Kerbside Collection	Shire-Wide	120,000	120,000	Provide opt -in kerbside green waste collection service for residents in UGB.
3066	8708	Implementation of Food Act Amendments	Shire-Wide	-	60,000	The Food Amendment (Regulation Reform) Act 2009 has amended the Food Act 1984 to give Victoria a better system for regulating the safety of food sold for human consumption. The amendments are intended to reduce the compliance costs for businesses (including community groups that sell food) by allowing regulation to be better matched to the level of food safety risk.

No.	Proj. No.	Project Description	Location	Contrib'n \$	Budget \$	Comments
3067	8709	Community Animal Shelter - 2nd Stage Program Review	Watt Road Mornington	-	30,000	Community Animal Shelter Program Review - 2nd stage. Including: Improvement to dog pens, new cat cages, cat isolation facility and minor OH&S improvements for staff including improved washing facilities.
3071	8710	South East Council Climate Change Project	Shire-Wide	-	15,000	Three separate projects focused on Climate Change mitigation actions within the community.
3073	8711	Validation of Infrastructure Assets	Shire-Wide	-	55,000	The Road Management Plan Internal Audit, Report 2, Item 6.10, identified this project as a medium risk to the organisation if not undertaken and completed. The audit identified the need to verify the data kept in the shire's asset management database & GIS for all Shire pits & drains, their length, condition & location. This project is an on-going investigation and validation of the shire's drainage system. Drainage assets are being recognised through the research of shire records and drawings and validated on-site or by utilisation of Google street view.
3075	8712	Sustainable Management of Community Buildings Research Study	Shire-Wide	-	5,000	RMIT University has been successful in winning a \$300,000 grant from the Australian Research Council to develop a management model for community buildings. The Mornington Peninsula Shire Council is one of 6 Victorian councils supporting the university in this research. The Shire will contribute \$5,000 in 2010-11 as part of stage 2 in the 3 year study. The Shire will also provide assistance with staff resources during the condition assessments of a number of Shire buildings. The Municipal Association of Victoria is also a partner organisation. The objective of the research is to develop a reliable predictive model for maintenance and renewal expenditure forecasts.
3079	8713	"Library on Legs" Project	Shire-Wide	-	20,000	An innovative pilot library outreach model that aims to promote the importance of early literacy to your parents on the Peninsula, especially to families that are disadvantaged or disengaged in some way. The initiative is grounded in community development and will build strong partnerships within existing services, networks and resources.
3081	8714	Disability Action Plan	Shire-Wide	-	15,000	Implementation of the Disability Action Plan priorities (year 1 of 3).

No.	Proj. No.	Project Description	Location	Contrib'n \$	Budget \$	Comments
3085	8715	Community Network of welfare services	Shire-Wide	-	3,000	Community Network of welfare services, community agencies, other Government departments that operate for the purpose sharing information, advocacy around local issues, coordinate service response, community development and professional development. (yr1 of 3)
3091	8716	Warrenda - Oral History project		-	8,000	Oral history project to document tacit and community knowledge about the history and stories related to the old Warrington Park Office Warrenda and surrounds.
3093	8717	Library Services to Older Residents	Shire-Wide	-	16,400	<p>The recently released MPS PACE/ MAV report on lifelong learning needs and opportunities for those aged over 80 on the Mornington Peninsula suggested that due to a combination of physical constraints and locational, cultural and personal issues, significant numbers of older residents do not have access to library services .</p> <p>For some years the library has provided a limited though effective volunteer-based book delivery service to approximately 200 elderly housebound residents and those in care institutions.</p> <p>Contrasting this service with ABS data which records over 12,500 residents in the municipality over 75 and broad library membership figures which suggest that approximately 50% or 6,250 are members, this suggests that the scope of the library's home library service is reaching a relatively small proportion of the age cohort.</p> <p>A needs assessment is required to identify library access issues for older people on the Peninsula, particularly those frail and housebound, identifying barriers to use of library services by this group and evaluating service delivery and cost options.</p>

No.	Proj. No.	Project Description	Location	Contrib'n \$	Budget \$	Comments
3096	8718	Peninsula Music Access and Engagement Project	Shire-Wide	-	6,500	Libraries Arts and Culture (LAC) and the Social Planning and Community Development units are proposing to conduct a strategic cultural mapping project of music access, learning and performance across the Peninsula. The project, led by the Cultural Planner as Project Officer, will identify: * Needs, issues and priorities of stakeholders via a community-based forum; * The range of music genres: groups, audiences, current business/organisational capacity, promotional opportunities: networking capacity and the potential for new links; and * Opportunities for coordination and marketing to expand, build and strengthen access, learning and performance that could support community led proposals, programs and activities.
3102	8719	Funding for Sorrento & Mornington V.I.C's	Shire-Wide	-	40,000	Funding to agencies for the provision of information services in Sorrento and Mornington. Predominately to cover staffing costs on weekends and public holidays.
3112	8720	Stony Point Coastal Management Framework	Stony Point Road Crib Point	-	10,000	Contribution to the Planning /Land Use framework precinct plan for the Stony Point "harbour" area.
3114	8721	Rooming House Policy development	Shire-Wide	-	18,000	Development of a rooming house policy to sit alongside the Caravan Park, homelessness, social housing development, older persons and housing policies under the Triple A Housing Strategy. The Rooming House policy will provide a status report of the current situation and future scenarios, with specific guidelines for Council that link legislative framework and the social justice outcomes sand assist Council in making informed decisions
3115	8722	Tanti Park Active Community project	Robertson Drive Mornington	-	15,000	Tanti Park Active Community project is a three year project combining community safety matters and community art to work with and build community capacity and resilience and improve local confidence in the neighbourhood. (Year 1 of 3)
3117	8723	Family and Financial Support program review	Shire-Wide	-	15,000	Review of Family and financial Support programs. Various contracts focusing on community support services will be reviewed and as appropriate, competitively tendered in accordance with the Local Government Act procurement provisions.

No.	Proj. No.	Project Description	Location	Contrib'n \$	Budget \$	Comments
3121	8724	Public Recreation Space Strategy	Shire-Wide	-	70,000	To provide and assessment of the availability and accessibility of public recreational space across the Shire, to identify gaps in provision and recommend actions to address gaps and increased/changing demands over time e.g associated with residential consolidation around major activity centres.
3122	8725	Police Point Conservation Management Plan	Portsea Foreshore Portsea	-	45,000	Development of a Conservation Management Plan for the Police Point reserve.
3123	8726	Dromana Activity Centre Structure Plan	Point Nepean Road Dromana	-	50,000	Development of a Structure Plan for the Dromana Activity Centre.
3125	8727	PCT Classrooms Refurbishment - Financial contribution to project	Wilsons Road Mornington	-	50,000	Council contribution to PCT Classrooms Refurbishment (3RPP Project).
3127	8728	Review of Coastal Mgt Plans S/Beach (1999), Sorrento (2000) and Mt Eliza (2004)	Tba	-	15,000	Coastal Management Plans need to be comprehensively reviewed at least every five years to ensure they reflect policy changes and set appropriate priorities for the future.
3133	8729	Water Saving Urban Design	Shire-Wide	-	10,000	Water testing x 2 sites
3134	8730	Alternative Resource Recovery Technology (ARRT)	Council	-	20,000	Development of ARRT for the Shire over the next four years.
3137	8731	Local Coastal Vulnerability Assessments	Shire-Wide	-	40,000	Local Coastal Vulnerability Assessments being undertaken in Hastings and West Rosebud to better understand the impacts of climate change on these regions.
3141	8732	Climate Change Community Engagement Strategy - Impl.	Shire-Wide	-	60,000	Implementation of actions identified in the Climate Change Community Engagement Strategy.
3142	8733	Waste Strategy Impl - Education Project	Shire-Wide	-	25,000	A number of education projects need to be implemented as part of the Municipal Waste Management Strategy.
3143	8734	Waste Strategy Impl - Resource Recovery	Shire-Wide	-	50,000	Working with industry to improve Commercial and Industrial material recovery.
3145	8735	Bunyip Food Belt - Feasibility Study	Council	-	20,000	Funding for feasibility study.
3148	8736	Soil Mapping - Various Locations	Shire-Wide	-	50,000	Soil Mapping for Tyabb, Baxter, Somerville & Pearcedale.
3149	8737	Signage Policy Review	Council	-	30,000	Review of Signage Policy.
3151	8738	Somers Land Survey - South Seas Rd	South Sea Road Somers	-	12,000	Survey to address potential issues of adverse possession.
3152	8739	Mornington Structure Plan - Implementation Strategy	Main Street Mornington	-	20,000	To provide expert, independent support for analysis of business opportunities within Mornington Structure Plan rollout.
3155	8740	Hastings Streetscape -Community Art Program	High Street Hastings	-	20,000	Hastings Streetscape focuses on community art directed at the promotion of sustainable transport.
3159	8741	Reading of Inclinometers and report Shire Wide	Shire-Wide	-	20,000	Reading of Inclinometers and report Shire Wide.
3160	8742	Community Engagement Policy & Guidelines	Council	-	25,000	Development of Community Engagement Policy & Guidelines

No.	Proj. No.	Project Description	Location	Contrib'n \$	Budget \$	Comments
3161	8743	New Hope Migrant Centre Pilot Project	Council	-	30,000	This is a pilot project for one year. It is a partnership approach between MPSC and the New Hope Foundation (NHF) to identify and address the needs of the CALD communities on the Peninsula. The main focus of the project will be the needs of the ageing CALD population in the region. The project will also map and identify the needs of new and emerging communities on the Peninsula.
3162	8744	Volunteering Community Capacity Building	Council	20,000	70,000	
3163	8745	Rosebud Activity Centre Structure Plan	Point Nepean Road Rosebud	-	20,000	Funding to assist with the implementation of the Rosebud Activity Centre Structure Plan
3166	8746	Mornington Coastal Management Plan	Mothers Beach Mornington	-	10,000	Finalisation of the Mornington Coastal Management Plan.
3168	8747	Environmental Weed Control Brochure (Prep/Print)	Shire-Wide	-	20,000	Preparation and printing of an Environmental Weed Control Brochure
3170	8748	Rye Coastal Process Study	Rye Foreshore Reserve Rye	-	35,000	Review of the Rye coastal processes as part of a boating precinct plan
				140,000	2,841,400	

2,701,400

Priority Projects Carry-Forwards To 2010 / 2011

No.	Posting A/c	Project Description	Contrib'n (\$)	Budget (\$)	Comments
Sustainable Environment					
6482		Rosebud Activity Centre Structure Plan		11,200	Project not yet complete
6483		Hasting Activity Centre Structure Plan		41,500	Project deferred to 2010/11
6496		Business Development Plan for Mornington		11,000	Project not yet complete
6617		Green Business Network	8,000	14,200	Project not yet complete
6717		Mton Coastal Mgt Plan incl Mton Pk		10,000	Project deferred to 2010/11
6718		Green Wedge Action Plan		18,300	Project deferred to 2010/11
6742		Prep of Conservation Master Plans		11,500	Project not yet complete
6770		Domestic Wastewater Management Impl		13,000	Project not yet complete
6774		M`ton Pen Sustainable Water Initiatives		12,000	Project not yet complete
6779		Flinders Village Landscape Masterplan		22,000	Project deferred to 2010/11
6901		Crib Point Investigation Area Study		15,100	Project not yet complete
6923		Red Hill Character Assessment and Design		41,000	Project deferred to 2010/11
6926		Parking Precinct Plans		14,900	Project not yet complete
6927		Port Phillip Urban Design Framework		43,000	Project deferred to 2010/11
8603		Local Housing and Settlement Strategy		23,100	Project not yet complete
8605		Tyabb Structure Plan		44,200	Project deferred to 2010/11
8606		Character Assessment and Design Guide		50,000	Project deferred to 2010/11
8649		Parking Precinct Plan Mornington Township		21,750	Project not yet complete
8662		Implement Animal Shelter Program		15,300	Project not yet complete
8669		Spatial Employment Strategy		40,000	Project deferred to 2010/11
8670		Mount Eliza Town Centre Plan		30,000	Project deferred to 2010/11
8671		Somerville Town Centre Plan		30,000	Project deferred to 2010/11

No.	Posting A/c	Project Description	Contrib'n (\$)	Budget (\$)	Comments
8674		Biodiversity Action Plan modelling Hastings Port Land Use and Transport Strategy Investigation		40,000	Project deferred to 2010/11
8676		areas		20,000	Project deferred to 2010/11
8679		Heritage Review - Stage 2 Analysis		48,100	Project not yet complete
8680		Green Wedge Management Plan consult		20,000	Project deferred to 2010/11
8692		Sorrento Recreational Boating Precinct		42,500	Project deferred to 2010/11
Sustainable Infrastructure					
6766		Geotechnical Investigations		12,600	Project not yet complete
8647		Hastings Travel Smart Program		145,700	Project not yet complete
8683		Road Network Geometry Data Collection		12,000	Project deferred to 2010/11
8684		Footpath Condition Assessment		40,000	Project deferred to 2010/11
8685		Asset Handover Process Refinement		17,000	Project not yet complete
8689		Road Network Improvement Strategy		22,175	Project not yet complete
8697		Opt in Green Waste Service		19,000	Project not yet complete
8698		Landfill and Transfer Station Tender		20,400	Project not yet complete
Sustainable Communities					
6797		Positive Ageing Strategy		27,900	Project not yet complete
6911		Somerville Community Needs Assessment		29,000	Project deferred to 2010/11
6938		Community Arts-Metro Access Project		10,000	Project deferred to 2010/11
8666		Climate Change and Social Justice Project		4,000	Project not yet complete
8667		Aboriginal Cultural Awareness Developing Integrated Children services in		2,000	Project not yet complete
8668		Rosebud/Rosebud West		10,000	Project deferred to 2010/11
8629		Contribution - Timor Volunteer Assignment		10,000	Project deferred to 2010/11

No. Posting A/c	Project Description	Contrib'n (\$)	Budget (\$)	Comments
Sustainable Organisation				
8646	Provision - Matching Grant Applications		50,000	Project not yet complete
8672	Local Law Review and Rewrite		20,000	Project not yet complete
8673	Implement MAV initiated Legislation		16,000	Project not yet complete
		8,000	1,171,425	



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

Unit	Reference	Adopted Budget 2009/10 \$'000	Forecast Actual 2009/10 \$'000	Budget 2009/10 \$'000	Variance to Budget (Unfav) \$'000	Variance to F'cast (Unfav) \$'000
Recurrent						
Unit budgets (in total)		(76,482)	(76,507)	(82,618)	(6,136)	(6,110)
Net Interest		(1,903)	(1,903)	(1,499)	404	404
Depreciation & Amortisation		(19,408)	(19,408)	(19,996)	(588)	(588)
		<u>(97,793)</u>	<u>(97,818)</u>	<u>(104,112)</u>	<u>(6,320)</u>	<u>(6,294)</u>
Funded by						
Rates and Charges		96,873	96,873	104,214	7,341	7,341
Grants Commission		5,019	3,663	5,546	527	1,883
		<u>101,892</u>	<u>100,536</u>	<u>109,760</u>	<u>7,867</u>	<u>9,224</u>
Recurrent Surplus/(Deficit)		<u>4,100</u>	<u>2,718</u>	<u>5,648</u>	<u>1,548</u>	<u>2,930</u>
Non-Recurrent						
Priority Works		(4,671)	(4,058)	(5,067)	(396)	(1,009)
Priority Projects		(2,908)	(1,669)	(3,865)	(957)	(2,196)
Capital Income		13,265	7,413	12,035	(1,230)	4,622
Reserve Transfers		(83)	(83)	(64)	19	19
Asset Revaluations and Adjustments		0	0	0	0	0
New Subdivisions		8,000	8,000	7,500	(500)	(500)
Operating surplus (deficit)		<u>17,703</u>	<u>12,322</u>	<u>16,187</u>	<u>(1,515)</u>	<u>3,866</u>

The overall surplus/ deficit on recurrent operations is budgeted to be a surplus of \$5,648K or a favourable variance of \$1,548K to last year's budget and \$2,930K to forecast.

In total, the Units are budgeted to cost of \$82,618K or an increase to last year's budget of \$6,136K and \$6,110K to forecast. This will cover both the on-going costs for the year and also planned service expansions and enhancements.

Unit Budgets (in total) (\$6.136m increase to budget and \$6.110m increase to forecast)

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

- Strategic Planning (+) \$316K. Increased costs include the reallocation of a Trainee position from Statutory Planning. Increases in external professional services and legal costs associated with Planning Scheme amendments and planning panel costs; heritage advisor costs due to complexity and cost; and structure plan mail outs printing/postage have also contributed to the increase.
- Statutory Planning (+) \$245K. Primarily due to on-going year on year costs, such as EBA increases. A Planner position previously charged to the capital works program, will now be charged directly to the Statutory Planning Team. It is worth noting that external professional services and legal costs have been retained at the same level as 2009/10.
- Environment Protection (+) \$355K. Increase in the most part due to a correction to the labour budget for School Crossing Supervisors to reflect annualised salaries in the EBA. In addition,

- Infrastructure Maintenance (+) \$2,546K. Key service improvements in: Cleansing (+ \$260K), Cleansing – graffiti removal at skate parks (+ \$25K), Cleansing – drainage maintenance (+ \$200K), Roads - crushed rock re-sheeting program (+ \$200K), Furniture and Signs - skate parks programmed maintenance (+ \$30K), Parks and Roadsides - street tree inspections (+ \$50K), Parks and Roadsides – amenity tree pruning (+ \$100K), Parks and Roadsides – proactive street tree removal/replacement (+ \$150K), Buildings (+ \$33K), Feral animal control (+ \$50K), Weeding for biodiversity (+ \$100K). Annual contract adjustments and provisions for growth have also been provided for within the Unit budget.
- Renewable Resources (+) \$619K. Primarily increases in Waste Disposal tipping (+ \$600K) and mulching (+ \$690K) contracts to take into account price increases; EPA Landfill Levy proposed increase in rates to \$30/tonne (+ \$780K); and Devil Bend tipping fees increase for the increase in volume of waste and increase in landfill levy \$571K. A number of other changes including contract indexations have been included, noting that user fees and charges have also been increased offsetting some of the increased operating costs.
- Child Youth and Family Care (+) \$412K. Increase is primarily due funding received in previous years for the Best Start program. In addition, an increase in the staff establishment and the normal Award and EBA increments.
- Aged and Disabled Care (+) \$380K. Council's contribution to HACC services has been 'capped' internally at 34% over recent years. With a large labour budget, increases primarily relate to increased employee costs, organisational recharges and workcover premiums allocated to this area. There has however been an increase in State funding, and the Council contribution is, as stated, 34% of service cost.
- Recreation and Leisure (-) \$269K. The favourable change from last year's budget is primarily due to the proposed increase in foreshore camping fees, which benchmarking indicates will still remain competitive, and which will begin to address long term foreshore camping infrastructure through the capital works program.
- Libraries (+) \$385K. Primarily as a result of increase in employee costs for Award and EBA increments, and increases in the staff establishment for 2 new part time positions including the part time Local History Officer position. Operational costs for the Local History Project, increases in freight/courier costs, utilities and internal recharges have also contributed to the increase.
- Governance and Corporate Support (+) \$449K. Primarily due to two new positions to assist in managing workloads, including a Corporate Compliance Officer and a Councillor Support Officer. In addition, an allowance of \$10k for each of the eleven wards has been included for the first time.

Income Statement (Net Cost) 2010 / 2011

	Adopted Budget 2009/10 \$'000	Forecast 2009/10 \$'000	Budget Year 1 2010/11 \$'000	Variance to Bgt 2009/10 \$'000	Variance to Fcst 2009/10 \$'000
Recurrent					
Strategic Planning	(1,176)	(1,241)	(1,492)	(316)	(251)
Statutory Planning	(3,309)	(3,360)	(3,554)	(245)	(194)
Environment Protection	(4,191)	(4,218)	(4,546)	(355)	(327)
Economic Development	(1,275)	(1,273)	(1,375)	(100)	(102)
Director Sustainable Environment	(365)	(356)	(385)	(19)	(29)
Infrastructure Strategy	(1,578)	(1,592)	(1,786)	(209)	(194)
Infrastructure Maintenance	(29,998)	(29,696)	(32,544)	(2,546)	(2,847)
Infrastructure Project Management	(845)	(836)	(940)	(95)	(104)
Renewable Resources	(9,796)	(9,921)	(10,415)	(619)	(494)
Director Sustainable Infrastructure	(459)	(464)	(489)	(30)	(25)
Child, Youth and Family Care	(3,904)	(3,925)	(4,316)	(412)	(391)
Aged and Disability Services	(3,657)	(3,657)	(4,037)	(380)	(380)
Recreation and Leisure	(4,215)	(4,211)	(3,946)	269	265
Libraries, Arts and Culture	(3,945)	(3,982)	(4,330)	(385)	(348)
Director Sustainable Communities	(883)	(888)	(973)	(91)	(86)
Governance and Corporate Support	(4,018)	(4,001)	(4,467)	(449)	(466)
Property and Valuation	4,382	4,439	4,571	189	131
Information Services	(1,940)	(1,956)	(2,084)	(144)	(128)
Finance	(1,937)	(1,937)	(1,980)	(43)	(43)
Director Sustainable Organisation	(424)	(424)	(449)	(25)	(25)
Communications	(852)	(827)	(899)	(47)	(72)
Team Support and Development	(1,143)	(1,163)	(1,188)	(45)	(25)
Corporate Planning and Projects	(356)	(369)	(458)	(102)	(89)
Internal Audit	(0)	4	(0)	0	(4)
The CEO's Office	(597)	(651)	(534)	62	117
Unit Budgets	(76,482)	(76,507)	(82,618)	(6,136)	(6,110)
Rates and Charges	96,873	96,873	104,214	7,341	7,341
Grants Commission	5,019	3,663	5,546	527	1,883
Depreciation and Amortisation	(19,408)	(19,408)	(19,996)	(588)	(588)
Interest (Net)	(1,903)	(1,903)	(1,499)	404	404
Recurrent Surplus / (Deficit)	4,100	2,718	5,648	1,548	2,930
Non-Recurrent					
Grants - Capital	7,106	4,062	6,112	(994)	2,050
Special Charge Schemes	3,838	106	3,014	(824)	2,908
Contributions	2,320	3,245	2,909	589	(336)
Profit/(Loss) on Sale of Assets	-	-	-	-	-
Priority Projects (Net)	(2,908)	(1,669)	(3,865)	(957)	(2,196)
Priority Works (Net)	(4,671)	(4,058)	(5,067)	(396)	(1,009)
Asset Revaluations and Adjustments	-	-	-	-	-
Non-Recurrent Surplus / (Deficit)	5,686	1,687	3,103	(2,583)	1,417
Surplus / (Deficit) before Adjustments	9,786	4,404	8,751	(1,035)	4,346
Contributed Assets	8,000	8,000	7,500	(500)	(500)
Transfers From / To Reserves (Net)	(83)	(83)	(64)	19	19
Surplus / (Deficit)	17,703	12,322	16,187	(1,516)	3,866

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

STRATEGIC PLANNING

Activities

Strategic Planning involves thinking about the future in a way which is both critical (to address current and emerging problems) and creative (to build opportunities). The **Strategic Planning Unit** seeks to engage the community in the planning process, with the overarching goal of moving towards a Sustainable Peninsula.

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

- Land use strategy & 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 which influence the land use, transport and development pattern on the Peninsula. This activity also includes analysis of policy proposals from other agencies and levels of government and the development of responses which reflect the particular role and values of the Mornington Peninsula, as expressed in the Shire's Strategic Plan.
- Local area “design projects”, including town centre plans, township design frameworks and streetscape plans.
- Heritage planning & urban design, including issues relating to neighborhood character.
- Coastal planning, including the development and review of Coastal Management Plans for specific areas of the coast.
- Natural systems planning, including the development of a Biodiversity Action Plan for the Shire.
- Planning Scheme review, maintenance and upgrading, as a major element of policy implementation.

Budget

Net Cost by Team (\$'000)	Adopted Budget 2009/10	Forecast 2009/10	Budget Year 1 2010/11	Variance to Bgt 2009/10	Variance to Fcst 2009/10
Manager Strategic Planning	(1,176)	(1,241)	(1,492)	(316)	(251)
Operating Surplus / (Deficit)	(1,176)	(1,241)	(1,492)	(316)	(251)

Net Cost by Classification (\$'000)	Adopted Budget 2009/10	Forecast 2009/10	Budget Year 1 2010/11	Variance to Bgt 2009/10	Variance to Fcst 2009/10
Revenue					
Statutory Fees and Fines	39	34	34	(5)	0
User Fees	10	15	10	-	(5)
Grants - Recurrent	10	10	10	-	-
Total Revenue	59	59	54	(5)	(5)
Expenses					
Employee Costs	991	903	1,083	(92)	(180)
Materials and Services	122	275	326	(203)	(51)
Other Expenses	4	3	5	(1)	(1)
Internal Expenditure	119	119	133	(14)	(14)
Total Expenses	1,236	1,300	1,546	(311)	(246)
Operating Surplus / (Deficit)	(1,176)	(1,241)	(1,492)	(316)	(251)

Financial Impact

The net cost for Strategic Planning is \$1,492K, and has increased by \$316K to last year's budget and \$251K to forecast.

The key additional operating costs are the reallocation of a Trainee position from Statutory Planning (refer below), the usual Award and EBA impacts, and other operating costs which have increased primarily due to increases in external professional services and legal costs associated with Planning Scheme amendments and planning panel costs. Increases in Heritage Advisor costs (due to complexity and cost), and printing and postage relating to structure plan mail outs, have also contributed to the increase.

Finally, the provision of \$10k to provide assistance to owners of heritage properties has been reallocated from priority projects.

Resources Impact

FTE	Perm't (\$ '000)	Casual (\$ '000)	O/time (\$ '000)	Agency Labour (\$ '000)	Other (\$ '000)	W/cover (\$ '000)	Total Costs (\$ '000)
11.80	1,043	26	-	-	0	13	1,083

The staff establishment has been increased by 1.0 FTE. A trainee position from Statutory Planning has been reallocated to Strategic Planning.

Key Deliverables

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

As is usually the case, the scale of the annual program is expansive, and includes a range of projects, some of which will carry over from the previous year, as follows -

- Rosebud Activity Centre Structure Plan \$20K
- Hastings Activity Centre Structure Plan \$20K
- Green Wedge Action Plan \$20K
- Local Housing and Sustainable Settlement Strategy \$30K
- Spatial Employment Strategy \$30K
- Township Design Guideline Brochures \$15K
- Mornington Coastal Management Plan (incl. Mornington Park) \$10K
- Stony Point Coastal Management Framework \$10K
- Review of Coastal Mgt Plans S/Beach (1999), Sorrento (2000) and Mt Eliza (2004) \$15K
- Rye Coastal Processes Study \$35K
- Design Advisory Panel \$25K
- Heritage Review – stage 2 analysis & classification methodology \$20K
- Police Point Conservation Management Plan \$45K
- Parking Precinct Plan \$25K
- Parking Precinct Plan Mornington Town Centre \$35K
- Heart of Rosebud Precinct Plan \$45K
- 3D Visualisation computer model update \$20K
- Stream Watch / Water Watch program \$25K
- Land Management Overlay Implementation \$15K
- Rye Coastal Processes Study \$35K
- Police Point Conservation Management Plan \$45K
- Public Recreation Space Strategy \$70K
- Dromana Activity Centre Structure Plan \$50K
- Environmental; Weed Control Brochure (Prep/Print) \$20K

New Initiatives

The new initiatives included in the 2010/2011 Priority projects include –

- Land Management Overlay Implementation
- Rye Coastal Processes Study
- Police Point Conservation Management Plan
- Public Recreation Space Strategy
- Dromana Activity Centre Structure Plan
- Environmental Weed Control Brochure (Prep/Print)

Fees and Charges Impact

Whilst fees and charges is only a small component of the Strategic Planning budget, the main source of fees in the Strategic Planning area is from external planning amendment requests, the recovery of some panel costs associated with externally generated amendments and demolition assessments for heritage impacts.

Fees and charges are generally fixed by regulation and cannot be changed by Council; for 2010/2011 these have been increased by approximately 3%.

Strategic Plan Impact

The successful performance of the Shire's strategic planning function will help ensure that future land use planning on the Mornington Peninsula continues to be of a high standard and, through this activity, that the future amenity of residents preserved and enhanced.

This function links directly into a number of areas of the Shire's Strategic Plan, but most specifically

Goal	Key Outcomes
Goal 1 Nurturing our local character and sense of place	<ul style="list-style-type: none">• A sustainable development pattern consistent with the regional role of the Peninsula.• Townships and villages with a distinct sense of place.• New development based on good design, safe environments and ecologically sustainable development.• Protected coastal and rural landscapes.• Recognised and protected heritage.
Goal 2 Protecting our environment and tackling climate change	<ul style="list-style-type: none">• Sustainable natural systems.• A well managed coast.
Goal 4 Supporting a sustainable Peninsula economy	<ul style="list-style-type: none">• Prosperous rural economy.• Sustainable tourism.• Resilient economy

STATUTORY PLANNING

Activities

The **Statutory Planning Unit** implements Council's vision for the development and use of land as expressed in the Mornington Peninsula Planning Scheme.

The primary function of the Statutory Planning Unit is to assess the use and /or development of land for a specific purpose. This may involve extensive consultation with the community and advice on land and planning matters.

The Unit processes approximately 3,000 applications per year and has consistently done so for some years.

Budget

Net Cost by Team (\$'000)	Adopted Budget 2009/10	Forecast 2009/10	Budget Year 1 2010/11	Variance to Bgt 2009/10	Variance to Fcst 2009/10
Statutory Planning	(3,309)	(3,360)	(3,554)	(245)	(194)
Operating Surplus / (Deficit)	(3,309)	(3,360)	(3,554)	(245)	(194)

Net Cost by Classification (\$'000)	Adopted Budget 2009/10	Forecast 2009/10	Budget Year 1 2010/11	Variance to Bgt 2009/10	Variance to Fcst 2009/10
Revenue					
Statutory Fees and Fines	1,402	1,330	1,403	1	73
User Fees	218	249	240	22	(9)
Grants - Recurrent	-	-	-	-	-
Total Revenue	1,620	1,578	1,643	23	64
Expenses					
Employee Costs	3,302	3,293	3,530	(228)	(237)
Materials and Services	1,114	1,125	1,129	(15)	(4)
Other Expenses	10	9	15	(5)	(6)
Internal Expenditure	502	512	523	(20)	(11)
Total Expenses	4,929	4,939	5,197	(268)	(258)
Operating Surplus / (Deficit)	(3,309)	(3,360)	(3,554)	(245)	(194)

Financial Impact

The net cost for Statutory Planning is \$3,554K, and has increased by \$245K to last year's budget and \$194K forecast, primarily due to the usual on-going award and EBA impacts. In addition, the remaining trainee position was reallocated to Strategic Planning, noting that this was offset by a planner position no longer being charged to the capital works program. It is worth noting that external professional services and legal costs have been retained at the same level as 2009/10.

The early part of 2009/10 saw a small reduction in the number of applications received compared to previous years. This can be attributed to the effects of the Global Financial Crisis. Unlike other municipalities that have experienced more significant reductions in the number of applications received during periods of financial instability, the Peninsula has been insulated to a degree from the adverse affects of economic downturn.

Whilst there was a small reduction in the number of applications received during the latter part of 2009/10, recent amendments to the Planning Scheme has seen an introduction of an additional planning control by the State Government. It is anticipated that this will contribute to an increase in the number of planning applications received over the next 12 months. It is also anticipated that the value of the applications which will be received over the next 12 months will be higher as larger projects placed on hold during the height of the Global Financial Crisis become active.

There is also a trend towards more of Council's decisions being "reviewed and tested" at VCAT. The role and function of VCAT has shifted from the more "passive" tribunal where parties could traditionally represent themselves to a "court" arrangement with legal representation supported by expert witnesses. Council's position before VCAT on significant cases requires strong representation, often with legal personnel. Council also frequently engages "independent experts" in some of the larger appeals at the tribunal to provide evidence.

Increasingly, the submission of a major development application regularly requires additional resources to those normally available within Council. These are necessary expenditures to ensure that Council has specialised information available to make a decision on what are quite complex matters.

In addition to the planning merits which must be considered in any application, there is increasing interest from the "local" community on applications. Managing the "people" component has become a significant (and costly) component of the planning process.

Council is funding approximately two-thirds of the operation of the Unit. Applicant's fees fund one-third. This is consistent with experience over previous years.

Resources Impact

FTE	Perm't (\$ '000)	Casual (\$ '000)	O/time (\$ '000)	Agency Labour (\$ '000)	Other (\$ '000)	W/cover (\$ '000)	Total Costs (\$ '000)
44.80	3,407	17	32	32	0	42	3,530

The staff establishment remains unchanged, however includes the reallocation of the remaining traineeship position to Strategic Planning (-1FTE) and the inclusion of the Sustainable Development Officer position (+1FTE).

The Sustainable Development Officer will, through specialist skills and knowledge, contribute to sustainable development outcomes achieved through the planning process.

Key Deliverables

We anticipate that the number of applications received will remain in the vicinity of 3,000 for 2010/11.

New Initiatives

This year the Unit will further explore the opportunities to successfully incorporate Ecologically Sustainable Development (ESD) principles within the development approvals process. This approach will need to incorporate the experience of the development industry, other Councils and VCAT to target opportunities which maximize return. Council will also continue to liaise with other Councils to assist in establishing a network of Councils with a strong ESD focus in the assessment of planning applications. This may impact on the Unit's training and consultant budget as the project develops.

In addition, the Unit will be introducing several initiatives to both streamline processes and enhance customer service.

- Trialing electronic lodgment of applications
- Planning certificates online
- Planning application tracking online
- Planning application lodgment online
- Streamlined vegetation removal application processing via mobile computing options.

The introduction and evolution of these services will be dependant on our customer's needs and development across the Shire, progress at government level and acceptance by the development industry and other users.

There are a number of initiatives at State level which may impact on the Unit eg review of Planning and Environment Act or changes resulting from the Bushfire Royal Commission.

Fees and Charges Impact

Most fees and charges are set by regulation and cannot be varied by Council, noting that there have been changes to some fees (as per regulation) of approximately 3%. Other non-statutory council fees are currently being reviewed.

Strategic Plan Impact

A successful Statutory Planning function will ensure that the amenity of residents is preserved where possible through appropriate control of development and competent and careful implementation of the Shire's Planning Scheme. Managing people through the change is becoming as important as producing a quality product.

This function links directly into a number of areas of the Shire's Strategic Plan, but most specifically

Goal	Key Outcomes
Goal 1 Nurturing our local character and sense of place	<ul style="list-style-type: none">• Townships and villages with a distinct sense of place• New development based on good design, safe environments and ecologically sustainable development• Protected coastal and rural landscapes• Recognised and protected heritage

Activities

The **Environment Protection Unit** provides a range of services that protect the amenity of the Peninsula and maintain harmony within neighbourhoods. This is achieved primarily through the application of local laws and various other Acts and Regulations promulgated by the State Government.

The Environment Protection Unit administers eight major activities:

Fire Prevention - It is necessary for the Shire to manage fire risk in association with the CFA and its many local brigades to protect the community against loss of life or property. Through the adoption and implementation of the Shire's Fire Prevention Plan, programs are designed and undertaken to reduce the risk of fire in the community.

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.

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. The Shire manages the Community Animal Shelter which cares for lost pets and other animals.

Traffic and Parking Management's purpose is to monitor and regulate vehicle parking within the Municipality with the objective of protecting public safety and convenience.

School Crossings are a vital road safety facility that are coordinated and managed through the Shire. At present there are 76 Supervised Children's Crossings in the Shire and more than 100 permanent and relieving staff engaged in this important service.

Planning Compliance - Is directed at ensuring that the use and development of land within the Peninsula is carried out in accordance with the provisions of the Mornington Peninsula Planning Scheme and the Planning and Environment Act.

Environmental Health - The protection and promotion of public health is an important function of the Environmental Health Officers. The Shire's responsibilities in the area of public health include food safety, domestic wastewater management, disease control and community education. The team also plays a role in the Shire's emergency management functions.

Statutory Building - Is committed to ensuring that the amenity and safety of the community is maintained when using Buildings and Places of Public Entertainment.

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

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

Budget

Net Cost by Team (\$'000)	Adopted Budget 2009/10	Forecast 2009/10	Budget Year 1 2010/11	Variance to Bgt 2009/10	Variance to Fcst 2009/10
Environment Protection Admin	(990)	(1,028)	(1,074)	(84)	(46)
Fire Prevention	(154)	(140)	(139)	15	1
Shire Rangers	(762)	(692)	(768)	(6)	(76)
Animal Shelter Mornington	(152)	(207)	(150)	2	57
Environmental Health	(410)	(416)	(469)	(60)	(53)
School Crossings	(699)	(772)	(913)	(214)	(141)
Planning Enforcement	(506)	(509)	(507)	(1)	1
Special Projects	(145)	(146)	(153)	(7)	(7)
Building Survey - Statutory	(200)	(134)	(187)	13	(52)
Manager Environment Protection	(173)	(174)	(185)	(12)	(11)
Operating Surplus / (Deficit)	(4,191)	(4,218)	(4,546)	(355)	(327)

Net Cost by Classification (\$'000)	Adopted Budget 2009/10	Forecast 2009/10	Budget Year 1 2010/11	Variance to Bgt 2009/10	Variance to Fcst 2009/10
Revenue					
Statutory Fees and Fines	1,194	1,200	1,905	711	705
User Fees	1,284	1,531	746	(538)	(785)
Grants - Recurrent	194	209	202	8	(8)
Internal Income	-	-	-	-	-
Total Revenue	2,671	2,940	2,853	182	(87)
Expenses					
Employee Costs	5,069	5,207	5,579	(509)	(372)
Materials and Services	640	760	619	21	141
Other Expenses	63	83	80	(17)	3
Internal Expenditure	1,089	1,108	1,120	(31)	(12)
Total Expenses	6,862	7,158	7,399	(537)	(240)
Operating Surplus / (Deficit)	(4,191)	(4,218)	(4,546)	(355)	(327)

Financial Impact

The net cost for Environment Protection of \$4,546K has increased by \$355K to last year's budget and \$327K to last year's forecast.

Major variances include:

- **Environment Protection Admin** – increase in employee costs due to an increase in the casual labour budget and an increase of 0.5 FTE of a position to assist with increased workloads. The increase in FTE is temporary for one year.
- **Shire Rangers** – increase in income due to increases in fees and volumes primarily for boat ramp parking and launching, offset by EBA increases in salaries and other internal recharges.
- **Environmental Health** – increase in employee costs and internal recharges.
- **School Crossings** – primarily the correction of school crossing salaries to reflect the annualised agreement in the EBA, 2 new School Crossings (Balnarring and Dromana) plus the normal EBA annual increment.
- **Special Projects** – increase primarily due to the reallocation of the Responsible Pet Ownership program to operating from priority projects.
- **Building Survey – Statutory** – increase in income due to an increase in building activity, offset by an increase in labour due to the establishment of a new position. In addition decrease in insurance premiums and insurance recharge due to an improvement in claims history from the 2009/10 budget.

Resources Impact

FTE	Perm't (\$ '000)	Casual (\$ '000)	O/time (\$ '000)	Agency Labour (\$ '000)	Other (\$ '000)	W/cover (\$ '000)	Total Costs (\$ '000)
68.18	5,171	244	17	80	0	67	5,579

The staff establishment has increased by 1.93 FTE. A new Environment Protection Admin position 0.5 FTE has been included and is a temporary increase for one year, to assist in covering an increase in workload.

A Statutory Building Inspector position 1 FTE has also been included and will assist in managing the growth in workload, which relates in part to the normal 'growth' of the Shire, but also specific impacts such as report and consents, flood level requests and rooming house legislation changes.

2 new School Crossings – Balnarring and Dromana 0.43 FTE have been included.

Key Deliverables

- The Administration team takes around 48,000 phone calls per annum.
- Fire Prevention services undertake 4,200 inspections and issue 2,000 notices and 300 infringements per annum.
- Ranger Services undertake 12,000 service requests per annum.
- Animal Control sees around 1,500 dogs and 600 cats impounded annually.
- Approximately 6,000 parking and traffic infringements are issued per annum.
- Planning Enforcement deal with around 1,200 cases per annum.
- Environmental Health deal with 1,400 food premises, 700 temporary food permits, 225 health premises and 450 septic tank permits.
- Statutory Building record 4,000 building permits issued by private building surveyors and issues approximately 400 building notices/orders and 600 reports and consents.

New Initiatives

The focus for 2010/11 will be on improvement in service levels as well as preparing and implementing a number of legislation changes and continuing to support the provision of information electronically.

Specific allocations have been made in Priority Projects for:

- Preparing for the changes in the Food Act \$60K
- Continuing to implement the recommendations of the program review for the Community Animal Shelter \$30K.

Importantly, the changes to the Food Act are in large measure targeted at removing the onerous regulatory and reporting requirements for operators, which should be well received.

Fees and Charges Impact

- Fire Prevention Infringement Notices penalty amount has increased from \$227 to \$234.
- Parking infringement fees – increased by approximately 1.8% to 3.5% as per regulation.
- Animal management (infringement) fees – increased by approximately 2.6% to 3.5% as per State Regulation.
- Impound release dog/cat fees - increase from \$27 to \$30.
- Impound fees (signage and other) – reviewed and updated to include release fees for signage, large goods, medium goods and small goods.
- Boat ramp parking/ launching fees - increased from \$11 to \$12.
- Health registration fees - increased by approximately 2.7% to 3.6%.
- Environmental Health program fees and charges - increased by CPI or by the amounts allowed by the Monetary Units Act 2004.
- Septic tank installation fees – increased from \$526 to \$542.
- Planning enforcement infringement notice - increased by approximately 3% as per State Regulation.
- Statutory Building fees – increased by approximately 2.4% to 6.5%.

Strategic Plan Impact

The successful operations of the Environment Protection Unit will protect the amenity of residents and visitors through the competent delivery of a range of regulatory functions that control the operations of business and the behaviour of private citizens.

The operations in this area link directly to a number of areas within the Shire's Strategic Plan, but generally:

Goal	Key Outcomes
Goal 3 Creating safe, healthy and engaged communities	<ul style="list-style-type: none">• Optimal health and wellbeing for all ages and abilities• A safe and supportive community

A meaningful contribution will also be made to the Shire's Health and Well Being Plan.

ECONOMIC DEVELOPMENT

Activities

The **Economic Development Unit** facilitates economic activity that is compatible with the Peninsula's special character and which fits within the strategic vision developed by Council and the community. The maintenance of a sustainable Mornington Peninsula economy is the key focus of the EDU. In a sense the EDU nurtures and grows local business rather than trying to attract industry from elsewhere.

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

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

The team works proactively to increase the capacity of the region to underpin business viability through support for major projects, e.g. water recycling, telecommunications and transport opportunities e.g. Stony Pont –Coves Vehicular Ferry project.

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

The year will see a review of the Tourism industry structure, to better align with Tourism Victoria's new strategic directions.

Budget

Net Cost by Team (\$'000)	Adopted Budget 2009/10	Forecast 2009/10	Budget Year 1 2010/11	Variance to Bgt 2009/10	Variance to Fcst 2009/10
Business Development	(287)	(261)	(429)	(142)	(168)
Tourism, Tourism General	(610)	(610)	(630)	(20)	(20)
Tourism, Tourism Projects	-	-	-	-	-
Manager Economic Development	(378)	(402)	(316)	62	86
Operating Surplus / (Deficit)	(1,275)	(1,273)	(1,375)	(100)	(102)

Net Cost by Classification (\$'000)	Adopted Budget 2009/10	Forecast 2009/10	Budget Year 1 2010/11	Variance to Bgt 2009/10	Variance to Fcst 2009/10
Revenue					
User Fees	579	860	601	22	(259)
Grants - Recurrent	175	279	175	-	(104)
Internal Income	-	4	-	-	(4)
Total Revenue	754	1,142	776	22	(366)
Expenses					
Employee Costs	896	931	1,019	(123)	(88)
Materials and Services	928	1,281	924	4	357
Other Expenses	17	15	17	-	(2)
Internal Expenditure	188	189	191	(3)	(2)
Total Expenses	2,029	2,416	2,151	(122)	265
Operating Surplus / (Deficit)	(1,275)	(1,273)	(1,375)	(100)	(102)

Financial Impact

The net cost for Economic Development of \$1,375k has increased by \$100K to last year's budget and \$102K to last year's forecast.

The major variance is in employee costs \$123K, and includes the establishment of a new position in the Business Development team focusing on Rural business, as well as the usual Award and EBA impacts and. The Business Development team replaces the Business Liaison and Business Support teams (no net change). Other operating expenses remain similar to 2009/10.

Resources Impact

FTE	Perm't (\$ '000)	Casual (\$ '000)	O/time (\$ '000)	Agency Labour (\$ '000)	Other (\$ '000)	W/cover (\$ '000)	Total Costs (\$ '000)
12.10	983	14	9	-	1	12	1,019

The staff establishment has increased by 1 FTE. A new Rural Business Officer position has been included which will undertake key deliverables of the 2009-2014 Economic Sustainability Strategy.

Key Deliverables

- Implementation of the 2009-2014 Economic Sustainability Strategy.
- Facilitating the planning permits and approvals process for the Stony Point–Cowes Vehicular Ferry project.
- Introduction of a Special Charge Scheme for Mornington Chamber of Commerce.
- Support for the 4 Special Charge Schemes Hastings, Mt Eliza, Rosebud & Sorrento.
- On going support for the Otama Submarine project in its quest to find a site on Western Port
- Undertaking the 2010 Careers Expo.
- 350 Footpath permits issued and administered.
- 40 Footpath Liquor Licenses administered.
- Development of a new Official Visitors Guide with a planned 120K circulation.
- \$500K of industry 'buy in' for cooperative marketing campaigns.
- Conduct the yearly Tourism Surveys and report to Council.
- Securing \$175K of Tourism Victoria funding for Mornington Peninsula Tourism Inc.

- Undertake national and international trade shows on behalf of MPT Inc.
- Conducting Business mentoring and skills development workshops for local small businesses.
- Participation in mutually beneficial economic development projects with the regional Melbourne South East group of Councils and authorities.

New Initiatives

Specific allocations have been made in Priority Projects for –

- Continued resourcing of the Mornington and Sorrento Community Information and Resource Centre – funding for weekend operations \$40K
- Continuation of the Careers Expo \$30K
- Stony Point Ferry Project \$125K
- Signage Policy Review \$30K

The new Rural Business Officer position will -

- Undertake an Agricultural Audit of activities within the Shire
- Following on from the Agricultural Audit develop a Works Program that enhances agricultural activity viability.

Fees and charges Impact

No fee changes are 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 4 Supporting a sustainable Peninsula economy	<ul style="list-style-type: none"> • Prosperous rural economy • Sustainable tourism • Increased investment • Resilient economy

DIRECTOR SUSTAINABLE ENVIRONMENT

Activity

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

Budget

Net Cost by Team (\$'000)	Adopted Budget 2009/10	Forecast 2009/10	Budget Year 1 2010/11	Variance to Bgt 2009/10	Variance to Fcst 2009/10
Director Sustainable Environment	(365)	(356)	(385)	(19)	(29)
Operating Surplus / (Deficit)	(365)	(356)	(385)	(19)	(29)

Net Cost by Classification (\$'000)	Adopted Budget 2009/10	Forecast 2009/10	Budget Year 1 2010/11	Variance to Bgt 2009/10	Variance to Fcst 2009/10
Expenses					
Employee Costs	283	284	297	(15)	(14)
Materials and Services	7	7	9	(1)	(1)
Other Expenses	26	20	26	-	(6)
Internal Expenditure	50	45	53	(3)	(8)
Total Expenses	365	356	385	(19)	(29)
Operating Surplus / (Deficit)	(365)	(356)	(385)	(19)	(29)

Financial Impact

The net cost for the Sustainable Environment Directorate of \$385K has increased by \$19K compared to last year's budget and \$29K to forecast.

Resources Impact

FTE	Perm't (\$ '000)	Casual (\$ '000)	O/time (\$ '000)	Agency Labour (\$ '000)	Other (\$ '000)	W/cover (\$ '000)	Total Costs (\$ '000)
2.00	293	-	-	-	0	4	297

No changes to resources are proposed.

Key Deliverables

- Protection and enhancement the Peninsula's built, natural, social and economic environments through timely and comprehensive strategic planning processes and effective and efficient administration and delivery of all statutory planning services.
- Encouragement and promotion of sustainable land management practices that contribute to the retention and enhancement of the conservation and landscape values of the peninsula through research, policy development and community education in the areas of natural systems, heritage planning and integrated coastal management.
- Maintenance of a high quality local amenity through effective and efficient administration and implementation of all regulatory functions including local laws, building control, environmental health, fire prevention and planning compliance across the Shire.
- Contribution to the building a diverse and resilient local economy through supporting local business growth, promoting sustainable investment through project facilitation and marketing of the peninsula particularly in the areas of tourism and sustainable agriculture.

New Initiatives

No new initiatives are proposed.

Fees and Charges Impact

No fees and charges are relevant to this area.

Strategic Plan Impact

The success of Directorate operations will be judged by the relative success and performance of the various areas within the Directorate and the various Strategic Plan impacts relevant to the Director's area. Goal 5, 'Responsive and Accountable Governance' is also relevant.

Goal	Key Outcomes
Goal 1 Nurturing our local character and sense of place	<ul style="list-style-type: none"> • A sustainable development pattern consistent with the regional role of the Peninsula • Townships and villages with a distinct sense of place • New development based on good design, safe environments and ecologically sustainable development • Protected coastal and rural landscapes • Recognised and protected heritage
Goal 3 Creating safe, healthy and engaged communities	<ul style="list-style-type: none"> • Optimal health and wellbeing for all ages and abilities • A safe and supportive community
Goal 4 Supporting a sustainable Peninsula economy	<ul style="list-style-type: none"> • Prosperous rural economy • Sustainable tourism Resilient economy • Increased investment
Goal 5 Being responsive, accountable and forward looking	<ul style="list-style-type: none"> • Quality service • Quality people • Good governance • Effective leadership, advocacy & engagement

INFRASTRUCTURE STRATEGY

Activities

The **Infrastructure Strategy** Unit consists of four teams.

Infrastructure Planning and Policy Team is involved in a wide range of activities associated with policy development and planning for the delivery of infrastructure projects by Council or others. These include monitoring and development of the Capital Works Program, planning for all forms of transport including public transport, infrastructure policy development and coordinating external funding programs for infrastructure and services.

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

Assets include, for example:

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

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

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

Budget

Net Cost by Team (\$'000)	Adopted Budget 2009/10	Forecast 2009/10	Budget Year 1 2010/11	Variance to Bgt 2009/10	Variance to Fcst 2009/10
Asset Management	(537)	(536)	(691)	(155)	(155)
Infrastructure Planning and Policy	(220)	(219)	(226)	(6)	(7)
Traffic Mgt and Customer Service	(436)	(443)	(386)	50	57
Road Safety	(108)	(119)	(112)	(4)	7
Special Projects	(68)	(69)	(143)	(75)	(75)
Transport Connections	(31)	(31)	(35)	(4)	(4)
Manager Infrastructure Strategy	(177)	(175)	(192)	(15)	(17)
Operating Surplus / (Deficit)	(1,578)	(1,592)	(1,786)	(209)	(194)

Net Cost by Classification (\$'000)	Adopted Budget 2009/10	Forecast 2009/10	Budget Year 1 2010/11	Variance to Bgt 2009/10	Variance to Fcst 2009/10
Revenue					
Statutory Fees and Fines	-	0	1	1	0
User Fees	0	-	-	(0)	-
Grants - Recurrent	80	71	80	-	9
Total Revenue	80	71	80	0	9
Expenses					
Employee Costs	1,154	1,189	1,355	(201)	(167)
Materials and Services	211	194	229	(18)	(35)
Other Expenses	9	9	10	(1)	(1)
Internal Expenditure	283	272	272	11	(0)
Total Expenses	1,658	1,664	1,867	(209)	(203)
Operating Surplus / (Deficit)	(1,578)	(1,592)	(1,786)	(209)	(194)

Financial Impact

The net cost for Infrastructure Strategy of \$1,786K has increased by \$209K to last year's budget and \$194K to forecast.

The major variance is in employee costs, an increase of \$201K, due to the usual Award and EBA impacts, the adjustment of 0.6FTE to a position during 2009/10 and the inclusion of a new senior Asset Management Officer position.

Major variances include:

- **Asset Management** – increase in employee costs due to EBA and Award increases and banding increments. In addition, the adjustment of 0.6FTE in 2009/10 and the inclusion of a new Senior Asset Management Officer for 2010/11.
- **Traffic Management and Customer Service** – reallocation of capital recoveries from Special Projects.
- **Special Projects** – reallocation of capital recoveries to Traffic Management and Customer Service.

Resources Impact

FTE	Perm't (\$ '000)	Casual (\$ '000)	O/time (\$ '000)	Agency Labour (\$ '000)	Other (\$ '000)	W/cover (\$ '000)	Total Costs (\$ '000)
18.10	1,306	25	-	-	0	24	1,355

The staff establishment has been increased by 1.6FTE as a result of the adjustment to a position during 2009/10 of 0.6 FTE. In addition, a new Senior Asset Management Officer position 1FTE has been included, which will complete a number of tasks which are required to comply with the Road Management Act audit.

Key Deliverables

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

New Initiatives

Much of the coming year will be focused on developing initiatives and strategies such as:

- Review of capital works processes and monitoring
- Implementation of transport initiatives through transport connections program
- Development of asset management plans
- Greater involvement with developers to influence the design and operational aspects of new development applications.
- Working with community groups to address local infrastructure issues
- Special charge schemes – a number of schemes are in planning stages

Within Priority Projects, a number of specific projects have been funded, including:

- Validation of Infrastructure Asset Project \$55K
- Sustainable Management of Community Buildings Research Study \$5K
- Road Safety Strategy (to apply for the next five years) \$40K
- Hastings Streetscape – Community Art Program \$20K
- Road Safety Program Shire Wide \$40K

Fees and Charges Impact

The only fee in this area is the Directional Signage Applications, which is split between Traffic and Road Safety, Economic Development and the Tourism teams. There is no proposed change to this fee.

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 3 Creating safe, healthy and engaged communities	<ul style="list-style-type: none">• Planning, developing and maintaining community assets• Accessible, valued and well utilised community resources• A safe and supportive community• Optimal health and wellbeing for all ages and abilities

INFRASTRUCTURE MAINTENANCE

Activities

The role of the **Infrastructure Maintenance Unit** is to facilitate a range of maintenance and cleansing services for our built and natural infrastructure.

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

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

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

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

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

Natural Systems - Maintenance of bushland, foreshore and roadside areas containing identified significant flora and fauna in an environmentally managed manner involving weed control, vegetation re-establishment programs, friends groups, community partnerships, fire prevention and community education. Warringine Park is part of the Natural Systems operations.

Conservation Parks – Operation of The Briars Park and Warringine Park as Shire icon cultural and natural heritage conservation parks. The Shire Indigenous Plant Nursery operations, involving local provenance plant production through seed collection, propagation, plant production, supply of plants, community education and planting advice also falls into this area.

Buildings - Provision of routine and programmed maintenance of over 645 shire buildings, including security, energy management, cleaning and essential services.

Budget

Net Cost by Team (\$'000)	Adopted Budget 2009/10	Forecast 2009/10	Budget Year 1 2010/11	Variance to Bgt 2009/10	Variance to Fcst 2009/10
Contract Auditing	(112)	(110)	(124)	(12)	(14)
Customer Support/Business Support	(266)	(261)	(271)	(6)	(10)
Roads, Road Maintenance Administration	(123)	(120)	(103)	20	17
Roads, Cleansing - SIMS	(4,741)	(4,982)	(5,670)	(929)	(688)
Roads, Roads - SIMS	(5,515)	(4,684)	(5,208)	307	(524)
Furniture and Signs, Furniture and Signs Administration	(111)	(106)	(198)	(88)	(93)
Furniture and Signs, Furniture and Signs - SIMS	(2,753)	(2,729)	(2,955)	(203)	(226)
Parks and Roadside Services, Parks and Roadsides Admin	(125)	(121)	(155)	(31)	(35)
Parks and Roadside Services, Parks and Roadsides - SIMS	(8,483)	(8,551)	(9,267)	(783)	(715)
Parks and Roadside Services, Shire Nursery	(150)	(129)	(168)	(18)	(39)
Natural Systems Services, Natural Systems Administration	(413)	(435)	(438)	(25)	(2)
Natural Systems Services, Warringine Park	(171)	(177)	(196)	(25)	(18)
Natural Systems Services, Natural Systems Services	(2,220)	(2,195)	(2,386)	(166)	(191)
Natural Systems Services, The Briars	(487)	(487)	(537)	(50)	(50)
Building Maintenance Services, Building Administration	(426)	(424)	(473)	(47)	(50)
Building Maintenance Services, Buildings - SIMS	(3,282)	(3,565)	(3,637)	(356)	(73)
Building Maintenance Services, Building Costs	(308)	(308)	(417)	(109)	(109)
Fleet and Plant Management	(66)	(66)	(69)	(3)	(3)
Manager Infrastructure Maintenance	(247)	(247)	(272)	(25)	(25)
Operating Surplus / (Deficit)	(29,998)	(29,696)	(32,544)	(2,546)	(2,847)

Net Cost by Classification (\$'000)	Adopted Budget 2009/10	Forecast 2009/10	Budget Year 1 2010/11	Variance to Bgt 2009/10	Variance to Fcst 2009/10
Revenue					
User Fees	172	198	161	(11)	(37)
Contributions	-	-	-	-	-
Grants - Recurrent	100	118	108	8	(9)
Internal Income	453	474	472	19	(2)
Total Revenue	726	790	742	16	(48)
Expenses					
Employee Costs	1,771	1,801	1,889	(117)	(88)
Materials and Services	28,301	28,003	30,675	(2,374)	(2,672)
Other Expenses	99	131	99	(1)	32
Internal Expenditure	553	551	623	(71)	(72)
Total Expenses	30,723	30,486	33,286	(2,562)	(2,799)
Operating Surplus / (Deficit)	(29,998)	(29,696)	(32,544)	(2,546)	(2,847)

Financial Impact

The net overall cost for Infrastructure Maintenance of \$32,544K has increased by \$2,546K to last year's budget and by \$2,847K to forecast.

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

The increase in the Infrastructure Maintenance 2010/11 budget is primarily due to the following three key factors within the delivery of services under SIMS, SLR's and the Bushland Reserves:

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

Across the service procurement contracts the collective increase in budget from 2009/10 for these factors is \$2,612K.

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 3.0% for the SIMS Contracts – Cleansing, Park & Roadsides, Buildings and Furniture & Signs. The 3.0% also applies to the Bushland Reserves contracts.

For SLR's the contract adjustment allowance is 4.0%. While the Australian Bureau of Statistics (ABS) Indices for 2010/11 is part of the contract adjustment for SLR's and is expected to be 3.0%, the other key index for SLR's is the Petroleum and Coal (Bitumen) Indices. Based on the movement in this index since July 2009 an allowance of 4.0% has been made in the budget for the annual contract adjustment, noting in the past this indices has been very volatile.

2. Allowance for growth for new or additional assets:

An allowance has also been made in each service contract for growth due to new or additional assets being provided through new subdivisions by developers or Council's Capital Works program. Growth allowances include the following:

Buildings: additional building footprints for Emil Madsen Reserve extension to building for change rooms, Wallaroo West Park Pre-school extension, Rosebud West Community Centre and the Eco House at the Briars.

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).

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.

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).

SLR's: new or upgraded roads, paths and car parks created through Council's capital works program (e.g. special charge contributory scheme) or developer works.

3. Allowance for new initiatives / service enhancements:

Included in the 2010/11 operational budget is a range of new initiatives or service delivery enhancements. The specifics of these are detailed later under the heading "New Initiatives".

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

Service	CPI	Growth	New Initiative / Service Enhancement
Natural Systems (Bushland Reserves)	\$16K (3%)	0	\$150K
SLR's	\$331K (4%)	\$45K	\$200K
SIMS Furniture & Signs	\$84K (3%)	\$80K	\$30K
SIMS Buildings	\$96K (3%)	\$119K	\$35K
SIMS Parks & Roadsides	\$259K (3%)	\$181K	\$300K
SIMS Cleansing	\$143K (3%)	\$83K	\$485K

The Briars and Warringine Park

The operational budget for The Briars has increased by \$50K and Warringine Park by \$24K from the 2009/10 budget.

Resources Impact

FTE	Perm't (\$ '000)	Casual (\$ '000)	O/time (\$ '000)	Agency Labour (\$ '000)	Other (\$ '000)	W/cover (\$ '000)	Total Costs (\$ '000)
22.40	1,846	-	3	6	0	33	1,889

No changes to resources are proposed.

Key Deliverables

- Achievement of all service standards and asset maintenance outcomes as required under the service procurement contracts for SIMS, SLR's and the Bushland Reserves.
- Asset renewal/rehabilitation programs (pathways, drainage, sporting fields, kerb and channel, roads)
- Compliance with:
 - Essential Services Act (buildings)
 - Electrical Lines Clearance Act (vegetation management)
 - Roads Management Act (roads)
 - Road Safety Act
 - Environment Protection Act
 - OH&S Act

- Emergency Management Act
 - Litter Act
 - Building Control Act
 - Local Government Act
 - Environment Protection and Biodiversity Conservation Act (federal)
 - Flora and Fauna Guarantee Act
 - Prevention of Cruelty to Animals Act (feral animal control)
 - Country Fire Authority Act
 - Catchment and Land Protection Act
 - Crown Land (Reserves) Act
 - Fences Act
 - Water Restrictions
 - Geographic Place Names Act
- Managing volunteers and increasing community partnerships, community groups and schools
 - Implementing fire management strategies for bushland reserves
 - Engagement with the community across the vast range of maintenance activities the Unit is involved in the delivery of.

New Initiatives

Included in the 2010/11 operational budget for the Infrastructure Maintenance Unit is an additional \$1,175K for a range of new initiatives or service delivery enhancements. These new initiatives / service enhancements are essentially in response to growing pressures on existing service standards through increased usage levels or rising expectations of the community, as determined from community engagement, monitoring of activities, analysis of MERIT and / or trialing of changed services. The new initiatives / service enhancements, as listed below, provide for adjustments to *what* services standards we deliver and *how* we deliver these services across the SIMS, SLR's and Bushland Reserves service delivery contracts.

- **High Visibility Cleaning** Team during day - opportunity to enhance service delivery in high use town centres over summer with the establishment of dedicated highly visible crews to carry out reactive services, liaison with traders and street litter bin change over when required. This covers Rye, Sorrento, Mornington, Hastings, Dromana, and Rosebud. This enhancement was trialed in Rye and Sorrento during the last summer period and from feedback proved to be well received and most successful. \$170K
- **Footpath Cleansing** – in 2008/09 funds were provide to rollout a limited annual footpath pressure cleansing service for townships. For the past 2 years this annual clean, primarily for exposed aggregate paths, has been carried out in November in ready for the summer peak period. This initiative will allow for a second annual high pressure cleansing of footpaths in town centres. \$60K
- **Hand Litter Pick-up** – opportunity to increase the frequency of hand litter clearance in high profile / high use areas, including open space, over the peak season. \$30K
- **Crushed Rock Re-sheeting** Program for unsealed roads - The condition of the unsealed road network is deteriorating and requires significant quantities of crushed rock to progressively bring it back (renewal) to an acceptable level. At present there is \$225K per annum provided but additional funds will clearly assist. \$200K
- **Skate Parks** – skate parks and the assets around them have created a maintenance issue with vandalism and high levels of service are required, including collection of dropped litter (even though litter bins are available on site). These additional funds will assist in responding to these issues. \$55K
- **Care of trees and shrubs** – using our existing street tree database, inspections of street trees will be carried out for proactive vegetation risk management. This strongly integrates with our focus on risk management. \$50K

- **Feral animal control** - the Natural Systems Team has currently set in place 14 high conservation value sites centred on reserves where an on-going humane feral fox control program is being carried out. Work comprises spring fumigation and autumn trapping. In order to be most effective, there is a need to add a winter trapping into the ongoing annual program. Although fox numbers are being reduced, winter migration of foxes from other areas is undermining successes. Currently only fox control and a minor amount of black rat control are occurring from the annual feral animal control budget of \$52K. The additional funds in 2010/11 will allow for a winter trapping cycle to be added to the program. \$50K.
- **Weeding for biodiversity** – the coverage of on-ground bushland weeding work in reserves is around 15% of total area of reserves. Melbourne Water works in the last few years have increased this to around 25% of the area of reserves and the acceptance of net gain projects has increased coverage by approximately another 5% to a total of 30%. In order to have long term habitat quality improvement we need to cover more areas with bushland works. A \$300K increase in budget would lift us to around 40%-45%. Over the next 3 years starting with 2010/11 it is proposed to seek to progressively increase the budget allocation by \$100K per annum to reach the desire funding level. \$100K.
- **Hastings Youth Services Cleaning** of building is currently being carried out through by a contractor directly arranged by Youth Services. Following discussions with Youth Services they seek to have the building cleaning service provided under SIMS Buildings. This funding allows for the service to be provided under SIMS Buildings. \$13K.
- **Foreshore Camping** - increase in funding to allow for improved response to heightened maintenance activities over the summer camping period primarily due to vandalism of the foreshore camping facilities. This has been ultimately funded by camping fee increases. \$22.4K
- **Proactive Street Tree Replacement Program** - under SIMS Parks & Roadsides, there is a small annual program involving replacement of 1000 street (nature strip) trees. This program is based on a priority listing and tends to be driven by reactive request and response. It is recognized there is an opportunity for a proactive enhancement based on a 'street by street' or 'area by area' approach involving renewal of streetscapes. A 'street by street' or 'area by area' approach could also provide opportunity to include the local property owners in some partnership arrangements, including ongoing watering. \$150K
- **Amenity Tree Pruning of park and nature strip trees** - under SIMS Parks & Roadsides, the Area Vegetation Pruning program (AVP) operates and primarily involves vegetation management works being carried out on a programmed area basis once every 4 to 5 years to ensure vegetation is trimmed back (clearance envelope) for vehicles, cyclists and pedestrians access. In terms of pedestrian access, this only includes formalized paths. A separate annual program provides for vegetation management works on trees assessed as high risk by an arborist. The extent of works per annum is influenced by the annual budget provided. This enhancement for amenity tree pruning is primarily about having funds and scope to allow for a proactive service involving vegetation management works for amenity / appearance / aesthetics / landscape value as distinct from risk and clearance purposes. \$100K
- **Drainage Maintenance Proactive Response** – under SIMS Cleansing, there is limited capacity to respond to reactive routine stormwater underground drainage issues, including drainage issues in easements within private property. The drought conditions over the past decade has led to increasing reports of underground drains being blocked by tree roots, which could obviously place Shire and private assets at risk during rainfall. This enhancement will provide an increased level of capacity to respond to these reactive issues in a proactive manner. \$200K

Specific allocations have been made in Priority Projects for –

- Friends Group Training and Support \$35K
- SIMS Contract Document Review \$25K
- Integrated Facility (Buildings) management service review \$30K
- Remapping of vegetation quality of bushland reserves \$32.5K

Fees and Charges Impact

Fees and charges for the Briars Homestead reflect increases that are generally in line with CPI increases.

Strategic Plan Impact

The continued successful performance of Infrastructure Maintenance will ensure that the Shire's existing asset base will be maintained and presented in a way that achieves best value out of those assets. Specifically relevant are the following goals:

Goal	Key Outcomes
Goal 2 Protecting our environment and tackling climate change	<ul style="list-style-type: none">• Sustainable natural systems• Sustainable resource use
Goal 3 Creating safe, healthy and engaged communities	<ul style="list-style-type: none">• Planning, developing and maintaining community assets• A safe and supportive community

INFRASTRUCTURE PROJECT MANAGEMENT

Activities

The **Infrastructure Project Management Unit** designs, constructs, develops and protects the physical environment in which we live. Roads, sporting pavilions, boardwalks, drains and irrigation systems all play a critical role in supporting the physical environment in which we live and enjoy.

These activities range from the delivery of the annual Capital Works Program, the management of the development of subdivisions, the protection of our street assets from building activity and preventing flooding due to storm activity.

The subdivision team manages the development of subdivisions. An important part of this role involves working with the service authorities to ensure services such as water supply and sewerage disposal keeps pace with the development growth.

Budget

Net Cost by Team (\$'000)	Adopted Budget 2009/10	Forecast 2009/10	Budget Year 1 2010/11	Variance to Bgt 2009/10	Variance to Fcst 2009/10
Project Management, Construction	(334)	(296)	(295)	39	2
Project Management, Design	(237)	(225)	(324)	(86)	(99)
Subdivisions and Services	(248)	(284)	(257)	(10)	26
Infrastructure Project Management	(26)	(31)	(64)	(38)	(33)
Operating Surplus / (Deficit)	(845)	(836)	(940)	(95)	(104)

Net Cost by Classification (\$'000)	Adopted Budget 2009/10	Forecast 2009/10	Budget Year 1 2010/11	Variance to Bgt 2009/10	Variance to Fcst 2009/10
Revenue					
Statutory Fees and Fines	218	252	218	0	(34)
User Fees	417	389	418	1	29
Internal Income	-	11	-	-	(11)
Total Revenue	635	653	636	1	(17)
Expenses					
Employee Costs	1,124	1,096	1,265	(141)	(168)
Materials and Services	(10)	19	(87)	76	106
Other Expenses	0	2	0	-	2
Internal Expenditure	366	371	397	(31)	(26)
Total Expenses	1,480	1,489	1,576	(96)	(87)
Operating Surplus / (Deficit)	(845)	(836)	(940)	(95)	(104)

Financial Impact

The net cost for Infrastructure Project Management of \$940K has increased by \$95K to budget and \$104K to forecast. The increase is primarily due to normal Award and EBA increases. Materials and services although reduced, includes provision for a subscription and software for the Melbourne One Call Service (Dial Before You Dig). The reduction is due to an increase in costs allocated to the capital works program.

Resources Impact

FTE	Perm't (\$ '000)	Casual (\$ '000)	O/time (\$ '000)	Agency Labour (\$ '000)	Other (\$ '000)	W/covers (\$ '000)	Total Costs (\$ '000)
27.00	1,227	-	-	-	0	38	1,265

The staff establishment has increased by 1FTE. A new position has been included Project Manager – Local Integrated Drainage Strategy 1FTE to ensure the timely delivery of the drainage strategy.

Key Deliverables

- Design and implementation of the Capital Works Program
- Implementation of the Building Refurbishment Program
- Implementation of the Local Integrated Drainage Strategy
- Assessment of referred Development Application assessments (infrastructure)
- Inspection and approval of major private developments
- Monitoring the impact of private development works on public infrastructure.

New Initiatives

Specific allocations have been made in Priority Projects for –

- Geotechnical investigations (on-going) \$50K
- Reading of Inclinometers and report Shire Wide \$20K
- Bittern Traffic Management Strategy \$25K

Fees and Charges Impact

Very little change has been made to fees, most being determined by State Government legislation.

Strategic Plan Impact

The successful performance of this area will ensure that the protection and construction of new or refurbished infrastructure assets will be delivered in a timely, efficient and effective manner. Key areas of impact include –

Goal	Key Outcomes
Goal 3 Creating safe, healthy and engaged communities	<ul style="list-style-type: none"> • Planning, developing and maintaining community assets • Accessible, valued and well utilised community resources • A safe and supportive community

RENEWABLE RESOURCES

Activities

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

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

- Planning, implementing and educating on climate change programs to assist Council and residents to reduce their carbon impact.
- Minimizing our waste 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 our greenhouse gas emissions.
- Planning and implementing effective water programs that focus on reducing potable water use and improving water quality.

Budget

Net Cost by Team (\$'000)	Adopted Budget 2009/10	Forecast 2009/10	Budget Year 1 2010/11	Variance to Bgt 2009/10	Variance to Fcst 2009/10
Waste Management Services, Waste Administration	(2,759)	(2,823)	(3,413)	(654)	(590)
Waste Management Services, Waste Collection	(7,594)	(7,613)	(8,168)	(574)	(555)
Waste Management Services, Waste Disposal	2,658	2,609	3,399	741	791
Energy Policy and Strategy	(1,678)	(1,666)	(1,674)	3	(8)
Water Policy and Strategy	(108)	(107)	(133)	(26)	(27)
Renewable Resources Management	(317)	(321)	(426)	(109)	(105)
Operating Surplus / (Deficit)	(9,796)	(9,921)	(10,415)	(619)	(494)

Net Cost by Classification (\$'000)	Adopted Budget 2009/10	Forecast 2009/10	Budget Year 1 2010/11	Variance to Bgt 2009/10	Variance to Fcst 2009/10
Revenue					
User Fees	4,721	4,818	7,159	2,438	2,341
Transfers From Reserves	83	83	64	(19)	(19)
Internal Income	4,565	4,769	5,785	1,220	1,016
Total Revenue	9,369	9,669	13,008	3,639	3,338
Expenses					
Employee Costs	905	914	999	(94)	(84)
Materials and Services	12,700	12,920	15,608	(2,908)	(2,689)
Finance Costs	156	156	127	29	29
Other Expenses	5	4	4	1	(0)
Transfers To Reserves	-	-	-	-	-
Internal Expenditure	5,399	5,596	6,685	(1,286)	(1,088)
Total Expenses	19,165	19,590	23,423	(4,258)	(3,832)
Operating Surplus / (Deficit)	(9,796)	(9,921)	(10,415)	(619)	(494)

Financial Impact

The net cost for Renewable Resources of \$10,415K has increased by \$619K to last year's budget and by \$494K to forecast. The following assists in understanding the budgetary impacts.

- **Renewable Resources Management** - the increase is primarily due to the provision of the usual EBA, banding increments and an additional position (as explained below). A subscription to SECCA has also been included.
- **Energy Policy and Strategy** - the budget provides for 100% green power for public lighting. The budget has decreased by \$3K due to lower salary costs with staff changes.
- **Waste Management Services** - the following areas in the waste management budget have been increased from last year's budget:
 - Waste disposal tipping fees and charges have been increased by \$2.4M per annum. Commercial and residential waste charges have been increased to pay for the EPA landfill levy which will increase by 233% from 1 July, 2010. Residents will be encouraged to sort their waste to reduce their tipping costs and to protect and prolong the longevity of the Shire's tipping space at the landfill.
 - Waste disposal tipping contract has been increased by \$600K per annum to allow for expected new contract prices from December, 2010.
 - Mulching contract has increased by \$690K to allow for expected increased with new contract, commencing December, 2010.
 - Waste voucher costs have increased by \$610K to reflect the notional income that has been foregone by the use of vouchers – no net cost.
 - The expenditure on waste vouchers has been based on a reduction from four to three vouchers per property.
 - Landfill levy reflects an anticipated increase of \$1.4M to the EPA Landfill Levy (at \$30/tonne).
 - Property recharges have increased by \$50K which is based on property valuation and indexed annually and the inclusion of a property recharge for Eco House.
 - E-Waste costs have increased by \$20K in response to higher demand for this service.
 - Waste transportation to Devil Bend has increased by \$572K to reflect greater waste volumes and potential increases in the EPA Landfill Levy

- **Waste Collection**
 - Kerbside collection costs have increased by \$70K with CPI increases (indexed)
 - The opt-in kerbside green waste collection service is expected to commence in March, 2011 – this service will be at full cost recovery by users

Resources Impact

FTE	Perm't (\$ '000)	Casual (\$ '000)	O/time (\$ '000)	Agency Labour (\$ '000)	Other (\$ '000)	W/cover (\$ '000)	Total Costs (\$ '000)
12.38	966	12	7	-	(0)	15	999

The staff establishment has been increased by 1 FTE for the Climate Change Community Education Officer position. This position will manage volunteers for the Eco Living Display Centre, provide community support and education on climate change and prepare funding applications to government on climate change matters.

Key Deliverables

Climate Change

- Continue the Climate Change Conversations by:
 - e-newsletters being prepared and circulated every 8 weeks and regular articles in Peninsula Wide
 - Information sessions/demonstrations – 3 sessions to be held targeting specific topics and groups
- A community engagement framework will be developed to set the direction for climate change mitigation and adaptation responses
- The Eco Living Display Centre has been opened and an engagement program will be developed and implemented
- Green Light report – will provide detailed survey information about the trends in resident's sustainability behaviors, attitudes, and household characteristics and compare these figures with those of Melbourne.
- Coastal vulnerability assessment – the Shire has made a submission for part of Western Port to be selected by the State Government as one of the five locations to have a coastal vulnerability assessment.
- Clean up Australia Day – this program will be run on an annual basis and involves co-ordination of some 50 groups of volunteers across the Shire.

Water Management

- An integrated water management strategy will be developed for the Shire - the strategy will include potable and non potable water resources and will include water sensitive urban design (WSUD) and development of an implementation plan
- Bunyip Food Belt - A joint study will be undertaken with South East Water, Casey and Cardinia Councils and other water agencies to investigate opportunities for long term recycled water use for agriculture on the Peninsula.
- Continue advocacy on ground water management with State Government.
- Water Resource Management Plan – on-going retrofitting works of Council facilities with water efficient appliances.
- Mornington water re-use scheme – Construction of the scheme will be completed and education of user groups will proceed.

- Living Rivers project – (Balcombe Estuary and Kings Creek) – aims to improve water quality and implement practical examples of Water Sensitive Urban Design and community engagement.

Energy Management

- A business case for the T5 fluorescent light fittings will be undertaken to assess the case for implementing this energy efficiency measure.
- Energy efficiency audits of Shire buildings will be undertaken and retrofit works completed where funding is available.

Waste Management (Operational)

- Management of a series of contracts for the delivery of the following waste management services to the community:
 - operation of the Rye Landfill Site, three transfer stations (Rye, Mornington and Tyabb) and three waste hoppers (Sorrento, Dromana and Flinders), including development of a new materials recovery centre at Rye.
 - provision of a green waste receipt and mulching service at the landfill and transfer stations.
 - hard and green waste collection voucher service.
 - collection of garbage and recycling kerbside wheelie bins.
 - receipt and sorting of recyclables.
- Introduction of the Opt-in kerbside green waste collection service (within the Urban Growth Area). This service will be rolled out during the year, and provided there is a sufficient number of residents willing to pay for the service, the service will commence in March, 2011.
- No cost green waste drop off weekends – these weekends will be provided to coincide with the declaration of the fire season or to assist with storm damage clean ups.

Waste Management (Strategic)

- Alternative Resource Recovery Technologies (ARRT's) – Continue to work with State Government to advocate for an ARRT to be located on or close to the Peninsula. The assessment of opportunities for potential sites will be progressed within our cluster which is comprised of Mornington Peninsula, Casey, Cardinia, Dandenong and Frankston Councils.
- Management of Closed Landfills - Strategic and operational management of old closed landfill sites is on-going to ensure, at the very least, requirements of EPA Pollution Abatement Notices (PANS) are met with the long term view of having these notices lifted.

Community Education / Support

- Proactive community engagement, education and support is a critical element of the Renewable Resources Team. This extends to strong integration between the Mornington Peninsula and the South East Climate Change Councils Alliance (SECCCA) to ensure sustainable outcomes are achieved. This also includes integration and advocacy with public and private organisations to ensure all opportunities are explored for sustainable outcomes for the community.

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 and education programs in schools.

New Initiatives

The Waste Management Strategy contains a number of initiatives that focus on long term waste planning, in particular the move towards an Alternative Resource Recovery Technologies (ARRT) for the Peninsula or in a nearby municipality. We will continue to work with State Government in a cluster arrangement with Casey, Cardinia, Dandenong and Frankston Councils to develop an ARRT.

Design and construction of the Mornington water re-use scheme will be completed in 2010/11 in partnership with South East Water and Racing Victoria. The scheme will provide recycled water to irrigate Dallas Brooks Reserve and Civic Reserve in Mornington.

The Eco Living Display Centre has been completed. The centre is now open for residents, school children and visitors to see how homes can be modified to reduce energy and water use. More than 80% of the Peninsula's residential housing stock is over 30 years old – the Eco Living Display Centre shows how people can update their homes to a five star home and live comfortably. A community engagement plan will be developed during the year.

Fees and Charges Impact

Waste Disposal Fees

- Base rate per tonne for commercial waste has increased by \$30, moving from \$90 to \$120. This increase reflects the EPA landfill levy increase and the need to discourage commercial waste and thus protect the Shire's scarce landfill space and to encourage waste separation at the source.
- Base rate per cubic metre for residential waste has increased by \$21, going from \$36 to \$57 per cubic metre. This increase incorporates the increase in the EPA landfill levy from 1 July, 2010.
- Green waste gate fees have been increased by \$8 from \$12 to \$20 per cubic metre (a trailer load). This fee increase reflects an increase in processing costs, and hopefully will also discourage people living outside of the Shire from travelling to the Shire to dispose of their green waste.
- Council will charge residents a fee of \$60 for any extra recycling bin they wish to purchase for their property. There will be no charge for the service, only a one-off cost for purchasing the additional recycling bin.

Strategic Plan Impact

The successful performance of Renewable Resources will ensure the strategic management and use of renewable resources and the conservation of non renewable resources of the Mornington Peninsula in a manner which is socially, environmentally and economically sustainable.

Specifically relevant is:

Goal	Key Outcomes
Goal 2 Protecting our environment and tackling climate change	<ul style="list-style-type: none">• Sustainable Resource Use• Encouraging energy and water conservation and waste minimization
Goal 3 Creating safe, healthy and engaged communities	<ul style="list-style-type: none">• Planning, developing and maintaining community assets• An active connected and informed community

DIRECTOR SUSTAINABLE INFRASTRUCTURE

Activity

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

Budget

There is no significant change to resource requirements or budget provisions for this year.

Net Cost by Team (\$'000)	Adopted Budget 2009/10	Forecast 2009/10	Budget Year 1 2010/11	Variance to Bgt 2009/10	Variance to Fcst 2009/10
Director Sustainable Infrastructure	(459)	(464)	(489)	(30)	(25)
Operating Surplus / (Deficit)	(459)	(464)	(489)	(30)	(25)

Net Cost by Classification (\$'000)	Adopted Budget 2009/10	Forecast 2009/10	Budget Year 1 2010/11	Variance to Bgt 2009/10	Variance to Fcst 2009/10
Expenses					
Employee Costs	351	352	372	(21)	(20)
Materials and Services	18	23	21	(3)	2
Other Expenses	30	30	31	(1)	(0)
Internal Expenditure	60	59	66	(6)	(7)
Total Expenses	459	464	489	(30)	(25)
Operating Surplus / (Deficit)	(459)	(464)	(489)	(30)	(25)

Financial Impact

The net cost for the Sustainable Infrastructure Directorate of \$489K has increased by \$30K compared to last year's budget and \$25K to forecast.

The increase is primarily due to normal increases in operational cost, including the usual employee cost Award and EBA increases. All other cost increases are due to normal operations.

Resources Impact

FTE	Perm't (\$ '000)	Casual (\$ '000)	O/time (\$ '000)	Agency Labour (\$ '000)	Other (\$ '000)	W/cover (\$ '000)	Total Costs (\$ '000)
3.00	366	-	-	-	0	6	372

No changes to resources are proposed.

Key Deliverables

The role of the Group can simply be expressed as being to plan, provide and maintain the infrastructure needs of our diverse communities.

The role of the Director is to see that this occurs.

New Initiatives

No new initiatives are proposed.

Fees and Charges Impact

No fees and charges are relevant to this area.

Strategic Plan Impact

The success of Directorate operations will be judged by the relative success and performance of the various areas within the Directorate and the various Strategic Plan impacts stated within the Directorate areas are relevant to the Director's area. Goal 5, 'Responsive and Accountable Governance' is also relevant.

Goal	Key Outcomes
Goal 2 Protecting our environment and tackling climate change	<ul style="list-style-type: none">• Sustainable resource use• Sustainable natural systems
Goal 3 Creating safe, healthy and engaged communities	<ul style="list-style-type: none">• Enhancing community safety• Accessible, valued and well utilised community resources• Planning, developing and maintaining community assets• A safe and supportive community
Goal 5 Being responsive, accountable and forward looking	<ul style="list-style-type: none">• Quality service• Quality people• Good governance• Effective leadership, advocacy & engagement

CHILD, YOUTH AND FAMILY CARE

Activities

The **Child, Youth and Family Care** Unit provides a number of community health services designed to increase the health and wellbeing of Mornington Peninsula residents, including:

- **Immunisation** - The Shire offers a free, comprehensive childhood immunisation program at various locations.
- **Youth Services** – provide a range of youth support services across the Peninsula
- **Maternal & Child Health** - nurses are based in 16 centres all over the Peninsula and offer an initial home visit following discharge from hospital.
- **Family Day Care** - is a high quality accredited home-based childcare service
- **After School Hours/Outside School Hours Care** - operates school holidays and after the school day finishes to provide child care for families.
- **Annie Sage Childcare Centre** - is a 45-place childcare centre at Somerville
- **Communities That Care** - is a prevention-based long-term development program auspiced by the Shire and managed by a Community Board which aims to build safer neighbourhoods where children, young people and their families are valued, respected and encouraged to achieve their potential.
- **Community Liaison and Support** – a range of community support services for families and their children
- **Best Start Program** – Providing a range of programs to strengthen and support the early years services and linkages.

Budget

Net Cost by Team (\$'000)	Adopted Budget 2009/10	Forecast 2009/10	Budget Year 1 2010/11	Variance to Bgt 2009/10	Variance to Fcst 2009/10
Best Start	(15)	(15)	(220)	(205)	(205)
Communities That Care	(207)	(207)	(215)	(9)	(9)
Maternal and Child Health, Maternal & Child Health	(1,124)	(1,154)	(1,175)	(51)	(21)
Maternal and Child Health, M&CH Enhanced Outreach Service	0	45	(15)	(15)	(59)
Maternal and Child Health, GCTC Program	(5)	15	(10)	(5)	(25)
Family Day Care	39	(0)	7	(33)	7
Child Care	(76)	(115)	(52)	24	64
After School Hours Program	(116)	(79)	(69)	47	10
Youth Support, Youth Support Administration	(953)	(730)	(1,043)	(90)	(313)
Youth Support, Mt Eliza Youth Leadership	-	-	-	-	-
Youth Support, Schoolies Week Project	(10)	(14)	(10)	-	4
Youth Support, School Focussed Program	9	33	5	(4)	(27)
Youth Support, FREEZA (D and A Free Entertainment)	-	-	-	-	-
Youth Support, iPen Magazine	(19)	(19)	-	19	19
Youth Support, Youthlinx	43	(228)	(17)	(60)	210
Immunisation	(112)	(112)	(124)	(12)	(12)
Headlice	(0)	(0)	-	0	0
Manager Child Youth and Family Care	(1,359)	(1,345)	(1,379)	(20)	(34)
Operating Surplus / (Deficit)	(3,904)	(3,925)	(4,316)	(412)	(391)

Net Cost by Classification (\$'000)	Adopted Budget 2009/10	Forecast 2009/10	Budget Year 1 2010/11	Variance to Bgt 2009/10	Variance to Fcst 2009/10
Revenue					
User Fees	802	843	875	73	32
Contributions	-	1	-	-	(1)
Grants - Recurrent	3,513	3,735	3,575	62	(160)
Internal Income	-	75	-	-	(75)
Total Revenue	4,315	4,654	4,450	135	(204)
Expenses					
Employee Costs	4,354	4,635	4,726	(372)	(91)
Materials and Services	1,360	1,343	1,428	(68)	(85)
Other Expenses	1,677	1,686	1,676	1	10
Internal Expenditure	828	916	937	(109)	(21)
Total Expenses	8,219	8,580	8,767	(548)	(187)
Operating Surplus / (Deficit)	(3,904)	(3,925)	(4,316)	(412)	(391)

Financial Impact

The net cost for Child, Youth and Family Care of \$4,316K has increased by \$412K to last year's budget and increased by \$391K to forecast. Increases in employee costs due to EBA and award increases and banding increments have added significantly to expenditure. In addition, the increase in staff establishment (explained below) has contributed to the increase. While some external grants paid to Council have been lost or reduced, generally grants paid to local community organizations by Council have been increased in line with CPI.

The major budget impacts relate to the following areas:

- **Best Start** – since the commencement in 2006/07, this program has been fully funded by the Department of Education and Early Childhood Development. The increase to last year's budget by \$205K, is due to the inclusion of expenditure relating to funding received in past financial years, but not spent. Additional expenditure has also been included for a new Early Years Planner part time position.
- **Maternal & Child Health** – increase due to an increase in staffing costs due to the normal Award and EBA increases and an increase in FTE in order to maintain workloads within industry standards and meet EBA agreements. Grant funding has been budgeted to increase by 3.5%.
- **Family Day Care** – reduction in fees and user charges income due to a reduction in the number of hours.
- **Child Care** – increase due to additional income taking into account changes in user fees and charges.
- **After School Care Program** - increase in employee costs due to EBA and award increases and increases in internal recharges, offset by an increase in income.
- **Youth Support** – reduction in external grants for Youthlinks, with increased staffing costs, EBA and recharges (including IT, consumables and vehicles).

Resources Impact

FTE	Perm't (\$ '000)	Casual (\$ '000)	O/time (\$ '000)	Agency Labour (\$ '000)	Other (\$ '000)	W/cover (\$ '000)	Total Costs (\$ '000)
54.38	4,190	439	9	12	0	76	4,726

The staff establishment has increased by 2.14FTE. A new Early Year Planner position net 0.4FTE has been included, which will develop strategies to assist Council to respond to preschools and early years issues and support families during this time. The inclusion of this position has been offset in part by the reallocation of 0.2FTE from the Community Liaison position.

An increase in 0.3FTE for a Maternal and Child Health Nurse has also been included. This position will assist in meeting workloads as required by the current EBA and contribute towards increasing participation rates of older children at Key Ages and Stages in the Maternal Child Health program. It is proposed that this position will increase to 0.6FTE in the 2011/12 budget.

An existing casual position After School Care Program Supervisor has been converted to a permanent position 0.44FTE. Similarly, a Child Care Worker casual position was also converted to a permanent position 1FTE.

Key Deliverables

Maternal and Child Health

- Provision of support and health monitoring to all families with children including approx 1,600 new births.
- Sponsoring and mentoring of 4 new M&CH students

Communities That Care

- Provision of a proactive, community initiated, evidence based platform to address youth issues.

Community Support and Development

- Redevelopment of 3 Maternal and Child Health and Preschool Facilities.
- Completion of stage two for the redevelopment and expansion of the Wallaroo Child and Family Centre.

Family Day Care

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

Best Start Program

- Expansion of a range of services to families and very young children and better linking of these services.

New Initiatives

Best Start Program

- Expansion of the Linking Schools and Early Years Strategy
- Expansion of the Supported Playgroup Initiative
- Implementation of an Early Literacy Strategy

Maternal & Child Health

- Establishment of a "Peek A Boo" program and playgroup for women and children who have experienced family violence
- Introduction of "Rhyme Time" sessions to new parents adding value to a State Govt. initiative

- Development of “Baby Playgroups” for younger children.
- Commencement of the “Face Book Initiative”

Youth Services

- Creation of additional Young Women’s Programs,
- Creation of new Transition into Secondary School program
- Additional Break loose Program
- On going responsibility for Kaleidoscope Program

Child Care Services

- Introduction of Holiday Program at Bentons Square
- Implementation of Early Years Framework
- Integration of the State Child Care Regulations further rollout (across Annie Sage Child Care, Family Day Care and Outside School Hours Programs).
- Completion of the restructuring of Child Care, as well as Youth and Communities That Care Services.

Early Years Services

- Planning and provision for the implementation of Early Years Reforms for Preschools

Specific allocations in Priority Projects have been made for:

- Family and Financial Support program review \$15K.

Fees and Charges Impact

Fees and charges increases are generally small incremental rises in line with CPI and are not seen to have a significant impact on the users’ ability to access these services.

- Annie Sage Child Care - daily fees increased from \$68 to \$71. Full time (weekly fees) increased from \$277 to \$282 on 1st July 2010 with a further increase in January 2011.
- After School Program Casual Care and cancellation fee/holding fee – proposed to increase daily fee by 50 cents.
- After School Program – Permanent Booked Care – proposed to increase by daily fee by 50 cents.
- School Holiday Program – proposed to increase daily fee by \$2.

Strategic Plan Impact

The successful provision of Family and Children’s Services will assist in ensuring that the amenity of families within our communities is maximized. Specific links include –

Goal	Key Outcomes
Goal 3 Creating safe, healthy and engaged communities	<ul style="list-style-type: none"> • Optimal health and wellbeing for all ages and abilities • Accessible, valued and well utilised community resources • A safe and supportive community

AGED AND DISABILITY SERVICES

Activities

The **Aged and Disability Services** Unit provides the Home and Community Care (HACC) Program, which aims to enable older people and people with disabilities to remain living as independently as possible in their own home/s and communities.

Services provided by Council include:

- **Information, Assessment & Referral** - All recipients of Home and Community Care services are initially assessed and then reviewed regularly as determined at the original assessment, or at the request of an individual or family using services.
- **General Home Care** - aims to support the resident's independence by undertaking 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.
- **Senior Citizens Centres** – facilities are provided across the Shire and support to 18 Seniors clubs, including 6 from culturally and linguistically diverse backgrounds.

Budget

Net Cost by Team (\$'000)	Adopted Budget 2009/10	Forecast 2009/10	Budget Year 1 2010/11	Variance to Bgt 2009/10	Variance to Fcst 2009/10
H.A.C.C. Administration	(456)	(463)	(554)	(98)	(91)
Brokerage Program	4	1	19	16	18
Volunteer Support Program	(4)	(17)	-	4	17
H.A.C.C. Unit Assessment	(447)	(400)	(583)	(136)	(184)
Home Care General	(814)	(831)	(832)	(18)	(1)
Home Care Specific	(17)	(22)	(61)	(44)	(39)
Home Maintenance	(118)	(121)	(132)	(14)	(11)
Delivered Meals	(406)	(409)	(428)	(22)	(18)
Access and Mobility	(232)	(228)	(257)	(24)	(29)
Senior Citizens	(321)	(321)	(338)	(16)	(16)
Manager Aged and Disabled Care	(845)	(846)	(872)	(28)	(26)
Operating Surplus / (Deficit)	(3,657)	(3,657)	(4,037)	(380)	(380)

Net Cost by Classification (\$'000)	Adopted Budget 2009/10	Forecast 2009/10	Budget Year 1 2010/11	Variance to Bgt 2009/10	Variance to Fcst 2009/10
Revenue					
User Fees	1,251	1,239	1,316	65	77
Contributions	-	1	-	-	(1)
Grants - Recurrent	6,116	6,252	6,501	385	249
Total Revenue	<u>7,367</u>	<u>7,492</u>	<u>7,817</u>	<u>450</u>	<u>325</u>
Expenses					
Employee Costs	8,383	8,499	9,053	(671)	(555)
Materials and Services	1,214	1,229	1,288	(74)	(58)
Other Expenses	276	264	253	23	10
Internal Expenditure	1,152	1,157	1,260	(108)	(103)
Total Expenses	<u>11,024</u>	<u>11,149</u>	<u>11,855</u>	<u>(830)</u>	<u>(706)</u>
Operating Surplus / (Deficit)	<u>(3,657)</u>	<u>(3,657)</u>	<u>(4,037)</u>	<u>(380)</u>	<u>(380)</u>

Financial Impact

The net cost for Aged and Disability Services has increased by \$380K to last years budget and forecast. As you would expect with a program which is almost solely based on 'employee delivery' of services, the large proportion of the increase is due to employee costs.

The Unit (indeed the organisation) has been active in advocacy for adequate Commonwealth/State funding, in line with the unique demographic characteristics of the Mornington Peninsula Shire. This has resulted in a significant increase in HACC growth funding (recurrent) in recent years. The State also acknowledged the previous HACC indexation rate of 2.2% was inadequate to meet the actual cost increases in service delivery year to year, particularly in a labour driven program such as home care. The State's top up to 3.14% indexation, along with reasonable growth funding has absorbed much of the impact of labour cost increases.

The 2010/11 budget contains two new position bids, critical to providing the home care teams with the capacity to meet high demand for services. These will however be funded out of the provided external funding, and topped up with the Shire's commitment of 34% of funding.

Variations include:

- **HACC Administration** – Increase of \$98K to budget due to increases in employee costs associated with the Enterprise Agreement and new position costs.
- **Brokerage Home Care** - This service operates at no cost to Council.
- **HACC Unit Assessment** – Increase of \$136K to budget due to Enterprise Agreement related labour cost increases and new position costs.
- **Home Care General** – Increase of \$18K to budget due to Enterprise Agreement related labour cost increases and significant recharge increases (actual increases almost entirely offset by increased HACC indexation rate).
- **Home Care Specific** – Increase of \$44K to budget due to Enterprise Agreement related labour cost increases.
- **Home Maintenance** – Increase of \$14K to budget due to Enterprise Agreement related labour cost increases.
- **Access & Mobility (Community Transport & Activity Programs)** – Increase of \$24K to budget due to Enterprise Agreement related labour cost increases.

- **Delivered Meals** – Increase of \$22K due to increased costs of meal production/delivery and Enterprise Agreement related labour cost increases.
- **Senior Citizens** – Increase of \$16K to budget primarily due to increases in property recharges.
- **Manager Aged and Disability Services** – Increase of \$28K to budget due to increases in employee costs associated with the Enterprise Agreement and significant recharge increases.

Resources Impact

FTE	Perm't (\$ '000)	Casual (\$ '000)	O/time (\$ '000)	Agency Labour (\$ '000)	Other (\$ '000)	W/cover (\$ '000)	Total Costs (\$ '000)
133.46	7,695	333	315	71	234	406	9,053

The staff establishment has increased by 2FTE. A new HACC Client Services Officer position 1FTE and Home Care Team Leader position 1FTE have been included. These positions will assist in ensuring that services are delivered in a timely and responsive manner and have been funded within Council's contribution to the program.

Costs associated with increased employee costs due to the EBA and organizational recharges are reflected in the increased costs to Council.

Full year effect growth funds from 2009/10 and HACC indexation at 3.14% has been included and this largely offsets service cost increases. Growth funds for 2009/10 will be advised by Department of Health in September 2010 and, once known, will be included at mid year budget review and used to meet anticipated service demand increases during 2010/11.

Key Deliverables

- 161,000 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)
- 98,000 delivered meals (9,000 at full cost recovery)
- 2,500 in home assessments completed
- 4,500 hours of home maintenance/modifications
- 8,000 community transport passenger trips
- 7,600 hours of activity programs

New Initiatives

The 2010/11 budget contains two new position bids, critical to providing the home care teams with the capacity to meet high demand for services.

Specific allocations in Priority Projects have been made for –

- Positive Ageing Strategy \$40K.

Through the achievement of additional external; funding and Council's contribution, we will be able to deliver some 14,000 additional service delivery hours in 2010/11.

Fees and Charges Impact

In line with CPI, 3% fee increases across the range of services will be applied from 1 July 2010 with the exception of delivered meals which will be increased by 5% in line with anticipated food cost increases. These increases are based on actual increases in service delivery costs whilst having regard for impact on clients and adherence to HACC fees policy.

Strategic Plan Impact

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

Goal	Key Outcomes
Goal 3 Creating safe, healthy and engaged communities	<ul style="list-style-type: none">• A creative culturally enriched community• Optimal health and wellbeing for all ages and abilities• Accessible, valued and well utilised community resources• A safe and supportive community

RECREATION AND LEISURE

Activities

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

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

Key Functional Areas include:

- **Sport and Leisure**
 - Mt Martha Public Golf Course
 - Pelican Park Recreation Centre
 - David Collings Mornington Leisure Centre
 - Somerville Recreation & Community Centre
 - Crib Point Public Pool
 - Bittern Stadium
 - Hastings Fitness and Leisure Centre
- **Recreation Community Partnerships**
 - Community Halls
 - Sorrento, Rye & Rosebud Foreshore Camping
 - Active Sporting Reserves
- **Recreation Planning**
 - Leisure Planning
 - Open Space
 - Trails / Playgrounds
- **Community and Special Events**
 - Managed Events, include: Australia Day, Parenting Expo
 - Peninsula Community Theatre
- **Pelican Pantry**
 - Hospitality, Retail, Tourism Training Café

Budget

Net Cost by Team (\$'000)	Adopted Budget 2009/10	Forecast 2009/10	Budget Year 1 2010/11	Variance to Bgt 2009/10	Variance to Fcst 2009/10
Community Halls	(1,238)	(1,238)	(1,290)	(53)	(53)
Leisure Planning	(105)	(105)	(91)	13	13
Recreation Facility Development	67	67	64	(2)	(2)
Foreshore Camping	298	298	833	535	535
Sport and Leisure, Mt Martha Golf Course	(118)	(113)	(121)	(3)	(7)
Sport and Leisure, Bittern Stadium	(66)	(71)	(71)	(5)	0
Sport and Leisure, Hastings Leisure Centre	(117)	(112)	(121)	(4)	(9)
Sport and Leisure, Mornington Leisure Centre	(396)	(398)	(418)	(21)	(20)
Sport and Leisure, Somerville Leisure Centre	(362)	(375)	(371)	(9)	5
Sport and Leisure, Crib Point Pool	(167)	(158)	(173)	(6)	(15)
Sport and Leisure, Pelican Park	(626)	(621)	(707)	(81)	(87)
Pelican Pantry	(167)	(168)	(222)	(55)	(54)
Events and Festivals, Events and Festivals	(683)	(686)	(724)	(40)	(37)
Events and Festivals, Peninsula Community Theatre	(167)	(164)	(168)	(1)	(4)
Manager Recreation and Leisure	(368)	(367)	(366)	1	1
Operating Surplus / (Deficit)	(4,215)	(4,211)	(3,946)	269	265

Net Cost by Classification (\$'000)	Adopted Budget 2009/10	Forecast 2009/10	Budget Year 1 2010/11	Variance to Bgt 2009/10	Variance to Fcst 2009/10
Revenue					
User Fees	5,554	5,631	6,392	838	762
Grants - Recurrent	153	155	78	(75)	(77)
Internal Income	16	40	17	1	(23)
Total Revenue	5,723	5,826	6,487	764	661
Expenses					
Employee Costs	4,967	4,941	5,173	(207)	(232)
Materials and Services	2,663	2,770	2,850	(187)	(80)
Other Expenses	307	309	314	(7)	(5)
Internal Expenditure	2,002	2,017	2,095	(94)	(78)
Total Expenses	9,938	10,037	10,433	(495)	(396)
Operating Surplus / (Deficit)	(4,215)	(4,211)	(3,946)	269	265

Financial Impact

The net cost of Recreation & Leisure Budget of \$3,946K shows a favourable variance of \$269K to budget and \$265K to forecast. Significant changes include:

- **Community Halls** – the increase is primarily due to the inclusion of a new Recreation Booking Officer position to assist with managing workloads (which will be funded from additional fees and charges) and the normal Award and EBA increments.

- **Foreshore Camping** – A favourable increase of \$535K to budget, primarily due to proposed increase in camping fees. Benchmarking indicates that fees remain competitive in the market however additional income has been generated to begin addressing long term infrastructure replacement (which has been provided in the capital works program)
- **Sport and Leisure – Pelican Park** – increase primarily due to the normal Award and EBA increases and increases in electricity charges. In addition, an increase in income relating to memberships and aquatics income, has been offset by increase in operating costs.
- **Pelican Pantry** – budget based on the workplace delivery model with Chisholm Institute.
- **Events and Festivals Community & Special Events** – increase in expenditure due to higher fees and charges by external third party contractors (in some instance, charges have increased by up to 20%) and increased community participation, particularly for the Australia Day Festival.

Resources Impact

FTE	Perm't (\$ '000)	Casual (\$ '000)	O/time (\$ '000)	Agency Labour (\$ '000)	Other (\$ '000)	W/cover (\$ '000)	Total Costs (\$ '000)
67.70	4,743	332	24	3	0	72	5,173

The staff establishment has increased by 1FTE. A new Recreation Booking Officer position has been included, which will enable the team to cope with demand and also continue to increase the levels of service, income and occupancy rates of community halls.

Key Deliverables

Sport & Leisure

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

Foreshore Camping

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

Community Halls

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

Community & Special Events

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

Pelican Pantry

- Training for up to 16 students in Certificate III in Hospitality (this will be undertaken with Chisholm Institute of TAFE with a workplace delivery model).

Recreation Planning

- Adoption of strategic documents (eg Active Sports Strategy).
- Implementation of adopted Long Term Master Plans (eg John Butler Reserve, Mount Eliza).

New Initiatives

Pelican Pantry

The objective of Pelican Pantry is to provide a 'real life' training venue.

In 2009/10 a detailed review and independent assessment suggest there is mutual benefit in a 'partnership' to the future operation of Pelican Pantry. Training opportunities were explored with Chisholm Institute of TAFE and a workplace delivery model was developed by the perspective organisations.

Chisholm is committed to quality training outcomes and is seeking to increase its profile on the Peninsula and in particular in the Western Port area. The Institution has similar aims and philosophies in providing career paths and meeting skill gaps within the local area.

The recommended new partnership with Chisholm Institute of TAFE provides a balance between training/social and commercial requirements as well as establishes a foundation for financial sustainability into the future.

Specific allocations in Priority Projects have been made for –

- Community and Special Events \$150K
- Equestrian Strategy \$40K
- MPS Shared Trails – book publication \$10K
- PathLinks Walking Path Maps \$8K

Fees and Charges Impact

Fees and charges are generally reflective of CPI increases. The most significant change relates to Foreshore Camping and has been based on market rates but endeavours to increase the Shire's capacity to address infrastructure improvements.

In regard to the Shire marquee and soundshell, some charges (eg weekend hire of the marquee, soundshell) have increased significantly (up to 70%) as a result of fee increases from the third party contractor. The contractor is required to meet minimum OH&S requirements and this has meant changes in work practice (additional labour involved in set up and dismantling of Marquee) as well as new enterprise agreement conditions which have significantly increased over time and out of hours work. These costs are included in the revised pricing structures.

Strategic Plan Impact

Operations and activities of the Recreation and Leisure Team are articulated in the Shire's Strategic Plan as follows –

Goal	Key Outcomes
Goal 3 Creating safe, healthy and engaged communities	<ul style="list-style-type: none">• Accessible, valued and well utilised community resources• Planning, developing and maintaining community assets• An active connected and informed community

LIBRARIES, ARTS AND CULTURE

Activities

Mornington Peninsula Library 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 sites across the Peninsula each week.

"Our Library" also provides a comfortable and welcoming place for members of the community to meet, socialise, reflect and relax. Borrowers of all ages are welcome and membership is free to all Victorian residents. As well as the large collection available for loan, a variety of information is available for use within our branches. Qualified staff provide members of the community with expert assistance to find the information they need. A Home Library service is available for members of the community unable to physically visit the library for themselves. This service is provided with the help of volunteers.

In terms of cultural services, cultural planning within the unit is focused upon development of a revised Arts and Culture Strategy that will raise community access and engagement to cultural experiences and build creativity. The **Mornington Peninsula Regional Gallery** offers a dynamic program of nationally significant exhibitions of contemporary and historical art by Australia's leading artists, together with highly acclaimed exhibitions that focus on the Mornington Peninsula's rich cultural life.

Budget

Net Cost by Team (\$'000)	Adopted Budget 2009/10	Forecast 2009/10	Budget Year 1 2010/11	Variance to Bgt 2009/10	Variance to Fcst 2009/10
Libraries, Libraries Administration	(4)	(57)	(142)	(137)	(85)
Libraries, Collection Management	(57)	(0)	-	57	0
Libraries, Home Library	(41)	(41)	(44)	(4)	(4)
Libraries, Rosebud Library	(898)	(918)	(950)	(52)	(32)
Libraries, Mornington Library	(949)	(988)	(1,034)	(85)	(46)
Libraries, Hastings Library	(680)	(681)	(721)	(41)	(40)
Libraries, Somerville Library	(236)	(211)	(253)	(17)	(42)
Libraries, Mobile Library	(254)	(250)	(253)	2	(3)
Arts & Culture Coordination	(55)	(55)	(56)	(1)	(1)
Local History Project	-	-	(64)	(64)	(64)
M. P. Regional Gallery	(770)	(779)	(812)	(42)	(32)
Operating Surplus / (Deficit)	(3,945)	(3,982)	(4,330)	(385)	(348)

Net Cost by Classification (\$'000)	Adopted Budget 2009/10	Forecast 2009/10	Budget Year 1 2010/11	Variance to Bgt 2009/10	Variance to Fcst 2009/10
Revenue					
User Fees	319	333	357	38	23
Grants - Recurrent	910	912	933	23	21
Internal Income	-	5	-	-	(5)
Total Revenue	1,229	1,251	1,289	60	38
Expenses					
Employee Costs	3,089	3,099	3,331	(242)	(232)
Materials and Services	836	862	972	(136)	(110)
Other Expenses	84	84	70	14	14
Internal Expenditure	1,164	1,187	1,246	(81)	(59)
Total Expenses	5,174	5,232	5,619	(445)	(386)
Operating Surplus / (Deficit)	(3,945)	(3,982)	(4,330)	(385)	(348)

Financial Impact

The net cost of Libraries, Arts and Culture Unit budget is \$4,330K, being an increase of \$385K to last year's budget and \$348K to forecast.

The major financial impacts arise from increases in employee costs due to the usual Award and EBA increments and an increase in the staff establishment for 2 new part time positions. The Local History Project position also includes various operating costs. In addition, variations in internal charges and increases in library collection expenditure have contributed 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)
45.13	2,812	420	48	-	0	51	3,331

The staff establishment has increased by 1.1FTE. A new Local History Coordinator position 0.6 FTE has been included, which will implement the Local History Development Plan. In addition, a new Library Officer position 0.5FTE has been included to assist in managing ongoing growth in customer usage in loans and information enquires.

Key Deliverables

- Library loans – 1,510,000
- Library visits – 720,000
- Library information enquiries 88,000
- Library activities attendance – 24,000
- Library home library service loans – 17,000
- Regional Gallery attendance – 45,000
- Regional Gallery exhibitions – 32

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

Implementation of the revised Arts and Culture Strategy will emphasize increased community participation, establishment of an effective consultative network of Peninsula arts organisations and co-ordination of community arts and local place-making projects.

New Initiatives

The provision of additional staff resources in local history and library customer services:

- Establishment of the position of Local History Coordinator [0.6 FTE] to increase community access to the Peninsula's unique local history resources, establish strategies to ensure long-term preservation of these resources and coordinate activities across the 22 historical societies across the Peninsula
- An increase in customer service staffing at Mornington Library to address ongoing increases in demand and lengthening queues.

An additional contribution in the Capital Works Program for:

- Acquisitions to the Library collection (in various formats including - books, magazines, CD ROMs, DVDs, talking books): an additional \$50K – Now a \$1.1M program, the additional investment partly restores the real value of the collection which has been eroded by increases in processing costs.

Specific allocations have been made in Priority Projects for -

- Library Services to Older Residents Project: \$16.4K: The project, to be managed collaboratively between the Library, Aged and Disability Services and PACE, aims to conduct a needs assessment of access to library services by older residents across the Peninsula with the objective of identifying issues surrounding access and constraints to library services and identify future service delivery options.
- Library's on Legs Project: \$20K: The project proposes to employ an innovative pilot library outreach model that aims to promote the importance of early literacy to young parents on the Peninsula, especially amongst those families that are disadvantaged or disengaged in some way. The program which will work in collaboration with the Best Start program will feature structured visits by experienced childrens librarians to places where parents of young children not only meet but would also be receptive to learning about the benefits and techniques of regular reading to their children.
- Peninsula Music Access and Engagement Project: \$6.5K: The project will conduct a strategic cultural mapping project of music access, learning and performance across the Peninsula. It will identify needs, issues and priorities of stakeholders via a community-based forum and opportunities for coordination and marketing to expand, build and strengthen access, learning and performance.
- Arts and Culture Strategy Implementation \$15K

Fees and Charges Impact

Fees and charges remain largely unchanged following increases in user charges in the previous year.

Strategic Plan Impact

The provision of a popular and well used Libraries function will ensure that all residents can learn and enjoy and be informed through the pursuit of reading and access to high-quality information and technology services.

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 experience.

The operations of the Libraries, Arts & Culture Unit link directly the Strategic Plan as follows –

Goal	Key Outcomes
Goal 3 Creating safe, healthy and engaged communities	<ul style="list-style-type: none">• Optimal health and well being for all ages and abilities• A creative, culturally enriched community• An active, connected and informed community

DIRECTOR SUSTAINABLE COMMUNITIES

Activity

This area recognises the role of the Director in providing leadership and direction to the Group. It also includes a range of social planning activities, a number of which are government funded.

The Social Planning and Community Development Team is guided by a number of key principals and values identified by the Shire including:

- **Access and Equity Policy** intersects with all areas of Council and a broad range of policies, strategies and other actions. It is a statement of support and principals to guide the development of action plans addressing the inequities in the lives of Peninsula communities.
- **Health and Well Being Plan** states that the Mornington Peninsula Shire is committed to supporting and strengthening its diverse communities through planning and implementing strategies which facilitate optimal health and wellbeing outcomes. A policy statement and number of accepted principals support the Plan.

The team undertakes a range of activities, some changing over time, according to community needs and issues. Examples of specific activities and projects include health and well being, food security, community arts, disability, housing, human rights, drug and alcohol, community renewal, responsible gaming, indigenous social support and policy development.

Budget

Net Cost by Team (\$'000)	Adopted Budget 2009/10	Forecast 2009/10	Budget Year 1 2010/11	Variance to Bgt 2009/10	Variance to Fcst 2009/10
Social Planning	(224)	(224)	(224)	0	0
Community Development	(96)	(96)	(103)	(7)	(7)
Aboriginal & TSI Liaison Officer	(68)	(71)	(71)	(3)	0
Indigenous Access Program	3	1	(2)	(5)	(3)
Metro Access Program	(12)	(12)	(18)	(6)	(6)
Community Renewal Project	1	1	-	(1)	(1)
Housing and Social Justice	(91)	(91)	(98)	(7)	(7)
ICACC Inter Council Aboriginal Conciliation	(5)	(5)	(31)	(26)	(26)
Director Sustainable Communities	(390)	(390)	(427)	(37)	(37)
Operating Surplus / (Deficit)	(883)	(888)	(973)	(91)	(86)

Net Cost by Classification (\$'000)	Adopted Budget 2009/10	Forecast 2009/10	Budget Year 1 2010/11	Variance to Bgt 2009/10	Variance to Fcst 2009/10
Revenue					
User Fees	10	11	10	-	(1)
Contributions	49	50	14	(35)	(36)
Grants - Recurrent	475	553	459	(16)	(93)
Internal Income	-	6	-	-	(6)
Total Revenue	535	620	484	(51)	(136)
Expenses					
Employee Costs	1,063	1,113	1,092	(28)	21
Materials and Services	165	179	150	14	28
Other Expenses	41	66	46	(5)	20
Internal Expenditure	148	150	169	(21)	(19)
Total Expenses	1,417	1,507	1,457	(40)	50
Operating Surplus / (Deficit)	(883)	(888)	(973)	(91)	(86)

Financial Impact

The net cost for the Sustainable Communities Directorate of \$973K has increased by \$91K compared to last year's budget and \$86K to forecast.

The increase is primarily due to the normal increases in operational costs, including employee cost Award and EBA increases and increases in internal recharges.

Resources Impact

FTE	Perm't (\$ '000)	Casual (\$ '000)	O/time (\$ '000)	Agency Labour (\$ '000)	Other (\$ '000)	W/cover (\$ '000)	Total Costs (\$ '000)
11.30	1,060	12	-	-	0	20	1,092

The staff establishment has increased by 0.3FTE with a new Aboriginal Cultural Heritage Officer (Cadetship) position included. This position is sponsored with funding contributions from DEEWR to support an aboriginal officer in employment experience while also undertaking a degree in archaeology. The position will promote cultural awareness training and understanding of and compliance with the Aboriginal Cultural Heritage Act.

Whilst previously included in budgets, the Housing and Social Justice Officer position has also been made permanent.

Key Deliverables

Among the deliverable for 2010/11 are:

- Social Housing Development Policy and Guidelines
- Implementation of the Disability Action Plan
- Service Provider Network Forums on key Social issues
- Implementation of the new Health and well Being Plan
- Aboriginal Cultural Awareness Training and Education
- Reconciliation Plan in action, including establishment of an Aboriginal Gathering Place
- Establishment and facilitation of a Peninsula Food Sustainability Network

- Facilitation of Council Consultative Committee on Gaming
- Community arts projects in identified local communities
- Community Renewal - Rosebud West partnership activities
- Safe Scooter Strategy including recharge locations
- Rooming House Strategy to promote coordinated response from Council and community agencies
- Promotion of a social justice approach to climate change response
- Community engagement activities I.e. NAIDOC WEEK, Neighbour Day

New Initiatives

Specific allocations have been made in Priority Projects (some of which are ongoing projects) for -

- Men's Health – various events \$5K
- PCT Classrooms Refurbishment \$50K
- Volunteering Community Capacity Building \$50K net
- Responsible Gaming Policy \$5K
- Drug and Alcohol Strategy \$20K
- Reconciliation Action Plan \$25K
- Triple A Housing Policy \$25K
- Municipal Health and Well Being Plan \$30K
- Scooter Policy \$12K
- MPS Sustainable Food Project \$25K
- Disability Action Plan \$15K
- Community Network of welfare services \$3K
- Rooming House Policy \$18K
- Tanti Park Active Community project \$15K
- New Hope Migrant centre \$30K
- Warrenda – Oral History Project \$8K

Fees and Charges Impact

No fees and charges are relevant to this area.

Strategic Plan Impact

The success of Directorate operations will in turn be judged by the relative success and performance of the various areas within the Directorate. The various Strategic Plan impacts stated within the Directorate areas are relevant to the Director's area however because the Directorate incorporates Social Planning, the links to the Strategic Plan are as follows –

Goal	Key Outcomes
Goal 3 Creating safe, healthy and engaged communities	<ul style="list-style-type: none"> • A creative culturally enriched community • Optimal health and wellbeing for all ages and abilities • Accessible, valued and well utilised community resources • Planning, developing and maintaining community assets • An active connected and informed community • A safe and supportive community
Goal 5 Being responsive, accountable and forward looking	<ul style="list-style-type: none"> • Quality service • Quality people • Good governance • Effective leadership, advocacy & engagement

GOVERNANCE AND CORPORATE SUPPORT

Activities

The **Governance and Corporate Support Unit** is responsible for ensuring that our governance processes are professional, accountable and transparent, and comply with legal and statutory requirements, that we have a clear and positive focus on risk management, and that our customer services are friendly, helpful and responsive to community needs.

The **Governance** team is responsible for ensuring that Council satisfies all its legislative requirements in relations to the function of the Council, including Council meeting arrangements, agendas and minutes for meetings, and all aspects of dealing with the Council. Council is an 'entity' of the State Government so it has some very strict meeting rules and guidelines to follow.

Risk Management and Insurances

Council has a large range of insurance requirements, including:

- Public Liability (to cover the Shire when accidents occur on Shire facilities)
- Professional Indemnity (to cover the Shire if a Council officer gives incorrect advice to a ratepayer)
- Motor Vehicle (to cover our large fleet of vehicles and plant)
- Building (to cover Shire buildings and assets against loss through fire or other damage)

Our focus and responsiveness to risk is focused at not only reducing insurance claims and premium costs, but mostly on having a safe, health environment for our community to enjoy.

Customer Service

Customer Service staff provide the 'front of house' reception at the main offices; they are the people that answer the main telephone number, provide our cashiering function. They also do many other jobs, including issuing cat collection cages, disabled parking permits, animal registrations, bin maintenance and invoicing and boat ramp permits. The purchasing administration duties are included within the customer service team.

Budget

Net Cost by Team (\$'000)	Adopted Budget 2009/10	Forecast 2009/10	Budget Year 1 2010/11	Variance to Bgt 2009/10	Variance to Fcst 2009/10
Governance, Governance Operations	(822)	(811)	(881)	(60)	(71)
Governance, Councillors	(951)	(947)	(1,166)	(215)	(219)
Governance, Hall Keepers	(265)	(265)	(271)	(6)	(6)
Insurances	(236)	(236)	(262)	(26)	(26)
Customer Services	(1,553)	(1,551)	(1,611)	(58)	(60)
Manager Governance	(192)	(192)	(276)	(84)	(84)
Operating Surplus / (Deficit)	(4,018)	(4,001)	(4,467)	(449)	(466)

Net Cost by Classification (\$'000)	Adopted Budget 2009/10	Forecast 2009/10	Budget Year 1 2010/11	Variance to Bgt 2009/10	Variance to Fcst 2009/10
Revenue					
User Fees	810	839	879	69	40
Internal Income	254	254	263	10	10
Total Revenue	1,064	1,093	1,143	79	49
Expenses					
Employee Costs	2,803	2,812	3,059	(256)	(247)
Materials and Services	1,242	1,228	1,457	(215)	(229)
Other Expenses	541	557	558	(17)	(1)
Internal Expenditure	495	497	536	(41)	(39)
Total Expenses	5,081	5,094	5,610	(528)	(516)
Operating Surplus / (Deficit)	(4,018)	(4,001)	(4,467)	(449)	(466)

Financial Impact

The net cost for Governance & Corporate Support of \$4,467K has increased by \$449K to last year's budget and \$466K to forecast. Major variances are:-

- **Governance Operations** – Increase of \$60K to last year's budget and an increase of \$60K to forecast. Increases relate to employee costs associated with the EBA, increases in photocopier expenses and a number of relatively minor increases over a range of items.
- **Councillors** – Increase of \$215K to last year's budget and \$219K to forecast, attributable to an increase a range of areas, including a \$10K allowance for each of the eleven wards.

In addition a new Councillor Support position has been included. Councillor allowances will be \$25K and the Mayoral allowance is \$80K following the remuneration review undertaken in 2008. A superannuation component of 9% also applies on top of allowances, totaling \$30K. Other increases relate to reimbursements for motor vehicle use and increases in a range of recharges and direct charges.

- **Governance, Hallkeepers** – Increase of \$6K to budget and \$6K to forecast, due mainly to EBA increases.
- **Insurances** – Increase of \$26K to last year's budget. The variation is due to small increases in a range of costs, including public liability and professional indemnity premiums and other insurances and the usual Award and EBA increases.
- **Customer Service** – Increase of \$58K to last year's budget and increase of \$58K to forecast. Costs increases relate to EBA increases and increases in a range of areas such as cash collections and direct charges and recharges. Increases are partly offset by an increase in revenue from animal registrations (\$69K) due to fee increases across the board.
- **Governance Management** – Increase of \$84K to last year's budget and \$84K on forecast. Increases relate to a new Corporate Compliance Officer position and employee costs associated with the EBA and a number of relatively minor increases over a range of items.

Resources Impact

FTE	Perm't (\$ '000)	Casual (\$ '000)	O/time (\$ '000)	Agency Labour (\$ '000)	Other (\$ '000)	W/cover (\$ '000)	Total Costs (\$ '000)
42.98	2,930	10	40	-	30	49	3,059

The staff establishment has increased by 2.0 FTE. A new Corporate Compliance Officer position has been included, which will assist with monitoring, updating and reporting on legislative compliance. The position will also coordinate the receipt and processing of 'significant' complaints received in accordance with Council's Complaints Policy. In addition, an increase of 1.0 FTE has been included to more better resource the Councillor Support area.

Key Deliverables

- Agendas, minutes and servicing of approximately 100 formal Council and Committee meetings by the Governance team and the Hallkeeping team servicing up to 6,000 internal meetings and activities at the Shire's offices in Rosebud, Mornington and Hastings.
- Resourcing the Audit Committee for six meetings per year and reporting to Council the recommendations of the Audit Committee.
- Resourcing the Cemetery Trust for four meetings per year.
- The Customer Service team answering around 240,000 telephone calls annually, with 80 percent of those calls answered in less than 20 seconds.
- Providing service to 60,000 walk-in customers at each of the Shire's four Customer Service Centres.
- Receipting 90,000 payments made 'in person' at each of the Customer Service Centres.
- Mailing new resident kits to 3,000 new residents to the Shire.
- Issuing 28,000 animal registrations annually, receipting the payments and managing the database.
- Providing insurance and risk management services to the Shire and developing initiatives and risk management practices to provide a safer community for the Shire's residents and contain insurance premium increases.

New Initiatives

Included in the Insurance and Risk Budget is an allowance has been made to continue the independent risk management inspections of Shire facilities. This will build on the success of the program established in previous years for sporting reserves and halls. The identification of risks and the rectifying of identified risks results in both a safer community and lower, or containment of increases in insurance premiums.

The provision of a ward allowance for each of the 11 wards has also been included for the first time. This provision will be focused on community building initiatives, and Council will establish appropriate governance arrangements to ensure appropriate accountabilities.

Specific allocations have been made in Priority Projects for:

- A continuation of a comprehensive review of all of the Shire's Local Laws is planned during the year to ensure that existing Local Laws are relevant, relevant legislation is embedded in the law, that irrelevant legislation is omitted and that irrelevant or out of date laws are omitted.
- An additional initiative in the governance area is that in risk management with the ongoing development and implementation of legislative compliance software. The Municipal Association of Victoria initially conducted a sector wide tender which is now being implemented by around 24 participating Councils. The software will enable the monitoring of compliance under various acts and regulations.

- Purchasing of a web based Procurement Portal to assist in a range of purchasing functions, including ease of entry of details, links to suppliers, attaching quotes, accessing preferred supplier lists and reporting on performance.

Fees and Charges Impact

The only direct fee levied is that for animal registration. Fees have been aligned to be consistent between cats and dogs for all categories.

- Desexed dog \$1 increase to \$30. Pensioner rate = \$1 increase, to \$18.
- Desexed cat \$1 increase to \$30. Pensioner rate = \$1 increase, to \$18.
- Entire dog \$5 increase to \$150. Pensioner rate = increased \$1 to \$76.

Strategic Plan Impact

The provision of a competent Governance function will ensure that the Council is responsive and accountable to the community. The operations of this area links directly to the Shire's Strategic Plan as follows –

Goal	Key Outcomes
Goal 3 Creating safe, healthy and engaged communities	<ul style="list-style-type: none"> • A safe and supportive community
Goal 5 Being responsive, accountable and forward looking	<ul style="list-style-type: none"> • Quality service • Quality people • Good governance • Effective leadership, advocacy & engagement

PROPERTY AND VALUATIONS

Activities

The **Property and Valuations Unit** acquires, disposes, co-ordinates and manages the property portfolio of the Shire. It also manages the property valuation process.

The **Property** team is responsible for providing the Council with timely and quality advice relevant to the management of the Shire's property portfolio, including the leasing, licensing, acquisition and disposal of property. The Shire's property portfolio consists of some 3,000 land parcels and 600 buildings.

Whilst the Property team is responsible for ensuring that each tenant has a current lease, licence or rental agreement in place, most of the tenants are groups with a community or sporting focus, and are directly managed by other areas of Council, who act as the 'notional landlord'. The Property team provides direct advice and support to notional landlords as necessary and is solely responsible for all commercial tenancies.

The **Valuations** team is responsible for all aspects of property valuation, including General revaluation, supplementary valuations, valuation objections, asset valuations and any other valuation requirements. The Shire's valuation base comprises approximately 90,000 private properties and approximately 3,000 Shire properties, all of which must be valued at least bi-annually for either rating, or legislative and insurance purposes.

Budget

Net Cost by Team (\$'000)	Adopted Budget 2009/10	Forecast 2009/10	Budget Year 1 2010/11	Variance to Bgt 2009/10	Variance to Fcst 2009/10
Property Strategy	4,203	4,117	4,403	199	285
Property Operations	817	944	856	39	(88)
Property Disposal	-	-	-	-	-
Valuations	(468)	(451)	(506)	(37)	(55)
Manager Property and Valuation	(170)	(171)	(183)	(12)	(12)
Operating Surplus / (Deficit)	4,382	4,439	4,571	189	131

Net Cost by Classification (\$'000)	Adopted Budget 2009/10	Forecast 2009/10	Budget Year 1 2010/11	Variance to Bgt 2009/10	Variance to Fcst 2009/10
Revenue					
User Fees	1,842	1,995	1,939	97	(56)
Internal Income	4,445	4,445	4,654	209	209
Total Revenue	6,286	6,439	6,593	306	153
Expenses					
Employee Costs	1,255	1,259	1,338	(83)	(79)
Materials and Services	390	479	401	(11)	78
Other Expenses	80	80	84	(4)	(4)
Internal Expenditure	179	181	199	(20)	(18)
Total Expenses	1,904	2,000	2,022	(118)	(22)
Operating Surplus / (Deficit)	4,382	4,439	4,571	189	131

Financial Impact

The net surplus for Property and Valuations of \$4,571K has increased by \$189K to last year's budget and increased by \$131K to last year's forecast. Major variances are:-

- **Property Strategy** - Council's property portfolio has been reviewed for recharge purposes and resulted in a favourable increase of \$209K. The property recharge is a notional rental cost allocated to Council property for Competitive Neutrality purposes, and is non cash item.
- **Property Operations** - Whilst there are some small changes on the expenditure side, the significant change is that property rental income will generate an additional \$37K as income is adjusted as per lease arrangements. In addition, bathing box transfer fees are expected to increase \$21K and bathing box rental income \$12K.
- **Valuations** - An increase in net cost of \$37K as a result of the normal Award and EBA increases and increases in normal operational costs.

Resources Impact

FTE	Perm't (\$ '000)	Casual (\$ '000)	O/time (\$ '000)	Agency Labour (\$ '000)	Other (\$ '000)	W/covers (\$ '000)	Total Costs (\$ '000)
15.63	1,315	-	1	-	0	22	1,338

No changes to resources are proposed.

Key Deliverables

- Management of the lease and licences portfolio – 600+ leases/licences/permissive occupancies and approximately 800 bathing boxes.
- The acquisition and disposal of any property on the Council's behalf.
- Continuation of the 2010 General Revaluation (effective from 1 January 2010 and for use in the 2010/11 rating year)
- From a policy perspective, an occupancy policy for Yacht/Sailing Clubs is being developed for Council consideration in 2010/11.
- The Strategic Review of Council property holdings is underway, and any outcomes will be reported back to Council.

New Initiatives

The strategic review of property is continuing with data collected a number of Wards. The collected data is being assessed a report to Council will be prepared which will contain recommendations on nay property assessed as excess and inappropriate.

Management Plans will be developed for those properties identified as required by the Shire and sale proposals will be developed for the surplus land holdings. Council has previously foreshadowed its intention to establish a 'Property Acquisitions Reserve' which could be initially funded from the sales of inappropriate or surplus land holdings.

Specific allocations have been made in Priority Projects for –

- Somers Property Survey – South Seas Road \$12K
- Mornington Structure Plan – Implementation Strategy \$20K

Fees and Charges Impact

Commercial leases and rentals are based on commercial rental agreements and are adjusted in line with the requirements of the lease. Community Group tenancies are based on subsidised rental, or policies which cover the area and specify the return.

The charge for bathing boxes is proposed to increase from \$315 to \$330.

The Valuations team charges South East Water for the use of supplementary valuations, but this is at an agreed rate per valuation.

Strategic Plan Impact

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

Goal	Key Outcomes
Goal 3 Creating safe, healthy and engaged communities	<ul style="list-style-type: none">• Accessible, valued and well utilised community resources
Goal 5 Being responsive, accountable and forward looking	<ul style="list-style-type: none">• Responsible financial management

INFORMATION SERVICES

Activities

The **Information Services Unit** manages the computer technology, telecommunications, email, 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

The **Records Management** team manages the Shire's correspondence function, including the electronic capture and distribution of inwards correspondence, and physical file storage and archiving. The Corporate Information System has been implemented, enabling the storage of all corporate information. Future developments include workflow, advanced scanning and integration with other corporate systems.

The **Geographic Information Systems (GIS)** team continues to develop increased mapping and related functionality across the organisation, and adds value by rolling out integration between GIS and a range of corporate systems.

Budget

Net Cost by Team (\$'000)	Adopted Budget 2009/10	Forecast 2009/10	Budget Year 1 2010/11	Variance to Bgt 2009/10	Variance to Fcst 2009/10
I.T. Operations	(1,195)	(1,180)	(1,285)	(91)	(105)
Geographic Information System (GIS)	(365)	(365)	(393)	(28)	(28)
Records Management	(224)	(229)	(238)	(14)	(9)
Manager Information Services	(157)	(182)	(168)	(11)	14
Operating Surplus / (Deficit)	(1,940)	(1,956)	(2,084)	(144)	(128)

Net Cost by Classification (\$'000)	Adopted Budget 2009/10	Forecast 2009/10	Budget Year 1 2010/11	Variance to Bgt 2009/10	Variance to Fcst 2009/10
Revenue					
Statutory Fees and Fines	2	3	2	-	(1)
User Fees	18	18	17	(1)	(1)
Internal Income	2,033	2,064	2,205	172	141
Total Revenue	2,053	2,086	2,224	171	138
Expenses					
Employee Costs	1,867	1,876	1,937	(69)	(61)
Materials and Services	1,863	1,898	2,096	(232)	(197)
Other Expenses	13	20	20	(8)	(0)
Internal Expenditure	249	247	256	(6)	(9)
Total Expenses	3,993	4,042	4,308	(315)	(267)
Operating Surplus / (Deficit)	(1,940)	(1,956)	(2,084)	(144)	(128)

Financial Impact

The net cost for Information Systems of \$2,084K has increased by \$144K to last year's budget and \$128K to forecast. Major variances are:-

- **IT Operations** - Various system maintenance, licensing and equipment lease costs have increased, and these are in large part recovered from the users within the organisation on a recharge basis. Some cost increases however are regarded as a non-recoverable cost of governance, and this is reflected in the bottom line for the Unit.
- **Records Management** – Operationally, there is no significant budget impact.
- **GIS** – No significant budget impact.
- **Information Services Management** – No significant budget impact

Resources Impact

FTE	Perm't (\$ '000)	Casual (\$ '000)	O/time (\$ '000)	Agency Labour (\$ '000)	Other (\$ '000)	W/cover (\$ '000)	Total Costs (\$ '000)
23.50	1,855	45	5	-	0	32	1,937

No changes to resources are proposed.

Key Deliverables

- Support and maintenance and the security of 750+ PCs
- Support and maintenance of the storage and server infrastructure that hosts over 65 applications and back-office systems, and protection of the network and its data from malicious attack
- Business Continuity and Disaster Recovery planning to minimise the risk of data loss due to events beyond our control
- The storage and retrieval of information (a) delivered to the Shire as inwards correspondence, and (b) generated across the entire organisation during the day-to-day execution of Councils many services
- Management of FOI requests.
- Development of Geographical Information Systems solutions for users and the community.

New Initiatives

Specific allocations have been made in Priority Works for a range of system enhancement projects across the Shire – these include

- New network communications for Dromana at the depot and the Tourism Information Centre
- Replacement of ageing computer hardware at Waste Management centres
- Upgrades to corporate systems, being Email, our SQLServer database, asset management systems and some preliminary preparation for a major upgrade of the Property and Rating system in 2011-2012.
- Continuous improvements to Disaster Recovery programs

Specific allocations have been made in Priority Projects for –

- Aerial Photography 2010 \$120K

Fees and Charges Impact

The only specific charges are for Freedom of Information requests, and these are specified under legislation.

Strategic Plan Impact

The successful provision of Information and IT services will ensure that the balance of the organisation is appropriately technically resourced to competently deliver its services to the community, and links directly to the Shire's Strategic Plan as follows –

Goal	Key Outcomes
Goal 5 Being responsive, accountable and forward looking	<ul style="list-style-type: none">• Quality service• Good governance

FINANCE

Activities

The **Finance Unit** is responsible for all budgeting, accounting and revenue collection functions of the Shire.

Financial Accounting is responsible for the preparation of the Shire's Annual Financial Statements and Audit in accordance with the Local Government Act and Australian Accounting Standards and a range of other accounting services such as Accounts Payable, Treasury, and Fixed Asset Registers.

Management Accounting manages the Shire's Annual Budget, Strategic Resource Plan, monthly internal reporting of financial information and forecast analysis to the rest of the organisation. Co-ordination of the "Monthly Report to the Community", preparation of subsidy claims and the development of labour budgets are other important functions.

Payroll processes a fortnightly payroll for approximately 1,200 staff including the management of superannuation, tax and other deductions.

Revenue Management team is responsible for the issue and collection of Council Rates and Sundry Debtors. Each year in July/August, more than 93,000 annual rate notices are mailed to all rateable properties within the Shire, who can either pay in full or by instalment. The Revenue Management team also manages the Shire's property database and voters roll.

Budget

Net Cost by Team (\$'000)	Adopted Budget 2009/10	Forecast 2009/10	Budget Year 1 2010/11	Variance to Bgt 2009/10	Variance to Fcst 2009/10
Financial Accounting	(445)	(444)	(459)	(13)	(15)
Payroll, Payroll Operations	(40)	(55)	0	40	55
Payroll, Employee Overheads	-	-	-	-	-
Management Accounting	(138)	(139)	(149)	(11)	(10)
Revenue Management (Rates)	(1,399)	(1,384)	(1,474)	(75)	(91)
Plant and Equipment	87	85	102	15	17
Manager Finance	(0)	(1)	(0)	0	1
Operating Surplus / (Deficit)	(1,937)	(1,937)	(1,980)	(43)	(43)

Net Cost by Classification (\$'000)	Adopted Budget 2009/10	Forecast 2009/10	Budget Year 1 2010/11	Variance to Bgt 2009/10	Variance to Fcst 2009/10
Revenue					
Statutory Fees and Fines	116	149	140	24	(9)
User Fees	1,485	1,477	1,424	(61)	(53)
Internal Income	2,942	2,957	3,091	149	134
Total Revenue	4,543	4,583	4,656	112	72
Expenses					
Employee Costs	2,228	2,263	2,253	(25)	10
Materials and Services	3,542	3,545	3,602	(60)	(56)
Other Expenses	120	122	148	(27)	(26)
Internal Expenditure	590	590	633	(43)	(43)
Total Expenses	6,481	6,520	6,636	(155)	(116)
Operating Surplus / (Deficit)	(1,937)	(1,937)	(1,980)	(43)	(43)

Financial Impact

The net cost for Finance of \$1,980K has increased by \$43K to last year's budget and forecast.

Major variances are –

- **Financial Accounting** - Increase of \$13K to last year's budget and \$15K to forecast. The variation to last year's budget is due to annual labour cost increments and internal recharges which are partially recovered from other users.
- **Payroll Operations** - Decrease of \$40K to last year's budget and \$55K to forecast. When the recharge recovery (\$218K) is backed out, the costs have increased by \$17K to last year's budget, which is due to annual labour cost increments. In addition, a change in methodology to recover 100% of payroll costs across all unit's has been implemented,
- **Employee Overheads** - Employee costs for Annual Leave, Long Service Leave and Superannuation are fully recovered from departmental employee cost budgets.
- **Management Accounting** – Increase of \$11K to last year's budget and an increase of \$10K to forecast. When the recharge recovery (\$317K) is backed out, the costs have increased by net \$35K to last year's budget. The variation to last year's budget is due to annual labour cost increments and internal recharges which are partially recovered from other users.
- **Revenue Management (Rates)** - Increase of \$75K to last year's budget and \$95K to forecast. The major reason for the variation to last year's budget is due to annual labour cost increments, Bank Charges, Postage & Stationary due to growth in ratable properties and internal recharges which are partially recovered from other users. The increase in costs is partially off-set by an increase in Land Information Certificate income, primarily due to real estate activity.
- **Plant and Equipment** – Decrease \$15K to last year's budget and \$17K to forecast. This is primarily based on the assumption that vehicles will be progressively replaced by more fuel efficient and cost-efficient vehicles. A decrease in fuel of \$392K and a decrease in FBT is budgeted for due to downsizing of vehicles from 6 to 4 cylinder, an increase in the number of vehicles run on diesel and the reduction in the price of fuel from last year. As this is recovered from Units, there has been an offsetting reduction in internal income. The \$102K surplus is off-set by the annual depreciation charge (not accounted for in this budget format).

- **Finance Management** – No variation to last year's budget or forecast. This cost centre is apportioned over other Finance functions and variations are not material. When the recharge recovery (\$239K) is backed out, the costs have not materially changed to last year's budget.

Resources Impact

FTE	Perm't (\$ '000)	Casual (\$ '000)	O/time (\$ '000)	Agency Labour (\$ '000)	Other (\$ '000)	W/cover (\$ '000)	Total Costs (\$ '000)
24.98	1,908	13	-	-	301	32	2,253

No changes to resources are proposed.

Key Deliverables

- Issue of 93,200 annual rate notices (of which 40% will pay by quarterly installment – an increase over previous years but consistent with last year).
- Issue of 56,000 sundry debtor invoices (small increase on 2009/10).
- 8,000 'changes in ownership' processed and 11,500 'other' property database changes (ie. Non-resident change of address/death of owner/bins/animals etc.)
- 2,500 supplementary rates notices processed.
- 34,600 invoices for payment
- The 'usual' payroll services
- The 'usual' budget/financial statement/external audit processes

New Initiatives

The recurrent budget provides for a continuance of operations.

Specific allocation has been made in Priority Projects for the provision of matching funding for any successful grant applications (\$100K). This is an allocation that is 'managed' by Finance, but for the whole of Council.

Fees and Charges Impact

No fee change can be made because they are prescribed by regulation.

Strategic Plan Impact

The provision of a competent Finance function will ensure that the Shire's finances are managed appropriately and in accordance with regulations and legislative requirements. The operations of this area link directly to the Shire's Strategic Plan as follows –

Goal	Key Outcomes
Goal 5 Being responsive, accountable and forward looking	<ul style="list-style-type: none"> • Quality service • Responsible financial management

DIRECTOR SUSTAINABLE ORGANISATION

Activity

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

Budget

Net Cost by Team (\$'000)	Adopted Budget 2009/10	Forecast 2009/10	Budget Year 1 2010/11	Variance to Bgt 2009/10	Variance to Fcst 2009/10
Director Sustainable Organisation	(424)	(424)	(449)	(25)	(25)
Operating Surplus / (Deficit)	(424)	(424)	(449)	(25)	(25)

Net Cost by Classification (\$'000)	Adopted Budget 2009/10	Forecast 2009/10	Budget Year 1 2010/11	Variance to Bgt 2009/10	Variance to Fcst 2009/10
Expenses					
Employee Costs	345	347	365	(20)	(19)
Materials and Services	10	13	10	(0)	2
Other Expenses	13	9	15	(2)	(6)
Internal Expenditure	56	56	59	(3)	(3)
Total Expenses	424	424	449	(25)	(25)
Operating Surplus / (Deficit)	(424)	(424)	(449)	(25)	(25)

Financial Impact

The net cost for the Sustainable Organisation Directorate has increased by \$25K compared to last year's budget and \$25K compared to forecast.

Increases are primarily due to normal increases in operational cost, including the usual employee cost Award and EBA increases.

Resources Impact

FTE	Perm't (\$ '000)	Casual (\$ '000)	O/time (\$ '000)	Agency Labour (\$ '000)	Other (\$ '000)	W/cover (\$ '000)	Total Costs (\$ '000)
3.00	359	-	-	-	0	6	365

No changes to resources are proposed.

Key Deliverables

The role of the Group can simply be expressed as being to ensure that all areas of Council (including Councillors) has the tools and support services necessary to achieve their goals.

In more detail, this means that

- we comply with all legislative and governance processes as required by Act and regulation
- we plan pro-actively to reduce our risk exposure for both our staff and our community
- our customer service is friendly, informative and useful in addressing issues and concerns
- that we manage and report on our financial affairs in an accurate and timely manner
- our processes for collection and recovery of debts is thorough, and yet considerate of all issues
- our property is managed in a responsible way
- our internal systems and processes add productively to our service delivery.

The role of the Director is to see that this occurs.

New Initiatives

No specific new initiatives are proposed.

Fees and Charges Impact

No fees and charges are relevant to this area.

Strategic Plan Impact

The success of Directorate operations will in turn be judged by the relative success and performance of the various areas within the Directorate. The Strategic Plan impacts stated within the Directorate areas are relevant to the Director's area however key links to the Strategic Plan include –

Goal	Key Outcomes
Goal 5 Being responsive, accountable and forward looking	<ul style="list-style-type: none">• Quality service• Quality people• Good governance• Effective leadership, advocacy & engagement• Responsible financial management

COMMUNICATIONS

Activities

The **Communications Unit** is responsible for co-ordinating communication between staff and with the wider community. The unit manages media relations for the Shire, including preparation of media releases, organisation and facilitation of press conferences and on-going liaison with local journalists. Communications also work with other units within the organisation and Council to manage the preparation of public functions and events, particularly publicity arrangements to ensure the community is notified about these occasions.

Publications coordinated by the unit include the regular community newspaper 'Peninsula-Wide' and the Shire's Annual Report.

The roles of the Communications Unit are many and varied, but can best be divided into two main sections, External Communications and Internal Communications.

External Communications:

The Communications Unit is responsible for coordinating communications between the Shire and the wider community including: Media Relations, Publicity, Publications, Website, and Event Management.

Internal Communications:

The Communications Unit is responsible for managing communications between the Shire organisation, Council and staff, including: Staff Newsletter, Intranet Site, Photo Library, Shire Logos, Shire gifts.

Budget

Net Cost by Team (\$'000)	Adopted Budget 2009/10	Forecast 2009/10	Budget Year 1 2010/11	Variance to Bgt 2009/10	Variance to Fcst 2009/10
Newsletters	(379)	(353)	(421)	(42)	(68)
Manager Communications	(473)	(474)	(478)	(5)	(4)
Operating Surplus / (Deficit)	(852)	(827)	(899)	(47)	(72)

Net Cost by Classification (\$'000)	Adopted Budget 2009/10	Forecast 2009/10	Budget Year 1 2010/11	Variance to Bgt 2009/10	Variance to Fcst 2009/10
Revenue					
Internal Income	-	1	-	-	(1)
Total Revenue	-	1	-	-	(1)
Expenses					
Employee Costs	373	373	367	6	6
Materials and Services	397	372	443	(46)	(71)
Other Expenses	19	19	22	(3)	(3)
Internal Expenditure	63	63	67	(3)	(3)
Total Expenses	852	828	899	(47)	(71)
Operating Surplus / (Deficit)	(852)	(827)	(899)	(47)	(72)

Financial Impact

The net cost for Communications of \$899K has increased by \$47K to last year's budget and \$72K to forecast. This is due to an increase in the cost of postage for Peninsula Wide to allow for the cost of inserts in some editions.

Resources Impact

FTE	Perm't (\$ '000)	Casual (\$ '000)	O/time (\$ '000)	Agency Labour (\$ '000)	Other (\$ '000)	W/cover (\$ '000)	Total Costs (\$ '000)
4.00	361	-	-	-	0	6	367

The staff establishment has decreased by 0.4FTE overall following the restructure of two positions.

Key Deliverables

- 7 'standard' editions of Peninsula Wide and a 'special' edition (the same level of Peninsula Wide Production as 2009/10)
- An enhanced use of the new Shire web site, including more 'youth friendly' content
- Implementation of a revised intranet
- Media training for new Councillors and senior officers as required
- Continuation of the "Continuing the Climate Change Conservation" newsletter

New Initiatives

The intranet site will be redeveloped for internal use and discussions have commenced with TS&D about the possibility of incorporating some e-learning initiatives onto the new web site (eg. an interactive OH&S training program and other compliance-type training modules).

A series of "Climate Change" flyers and fact files will be produced for distribution.

Fees and Charges Impact

No fees and charges are relevant to this area.

Strategic Plan Impact

The provision of an effective Communications function will ensure that residents and ratepayers are well informed on current and up coming events and activities, and that the community is generally well informed of the Shire's actions and directions. This area most directly relates to the Shire's Strategic Plan as follows –

Goal	Key Outcomes
Goal 5 Being responsive, accountable and forward looking	<ul style="list-style-type: none"> • Effective leadership, advocacy & engagement

TEAM SUPPORT AND DEVELOPMENT

Activities

The **Team Support & Development Unit** provides advice and guidance on people related issues at the Shire.

The purpose of the unit is to ensure that the Shire has the people with the skills necessary to deliver its 100+ services in 42 work locations across the 720 square kms of the Shire. TS&D develops and maintains an organisational culture that supports the Peninsula Way, enhances the Shire as an employer of choice and builds a sustainable skills and knowledge base.

The five key areas of responsibility are:

- **Strategic People Management** - focusing on long term people planning, employee relations, workforce planning and management of sick and carer's leave so the Shire can deliver its Strategic Plan commitments
- **Occupational Health & Safety** – focusing on risk management and injury management, ensuring that all staff understand and take responsibility for safety in the workplace, particularly for their own health and well being. It also provides support for staff to return to work as soon as possible after an injury.
- **Attraction and Retention** – focusing on recruitment, selection, rewards and recognition, and specifically assisting in the development of position descriptions, the recruiting of new employees and management of employee contracts
- **People Development** – Learning & Development programs include corporate wide programs, specific skill based learning across the great variety of professions within the organisation and support for tertiary education. Traineeships provide an opportunity for local residents to gain experience in a professional working environment so as to help them develop their aspirations and improve their chances of gaining permanent employment.
- **Team Development** facilitates the best practice review program and supports initiatives to improve the way the Shire delivers services to the community.

Budget

Net Cost by Team (\$'000)	Adopted Budget 2009/10	Forecast 2009/10	Budget Year 1 2010/11	Variance to Bgt 2009/10	Variance to Fcst 2009/10
Occupational Health and Safety	(205)	(226)	(212)	(7)	14
Workcover and Rehabilitation	(228)	(187)	(221)	7	(34)
Long Term Workcover Payments	-	-	(0)	(0)	(0)
Traineeships	(218)	(218)	(233)	(15)	(15)
Staff Training	(0)	(0)	1	1	1
Attraction and Retention	(274)	(314)	(284)	(9)	31
Team Development	(47)	(47)	(50)	(3)	(3)
Program and Process Review	(115)	(115)	(126)	(11)	(11)
Manager Team Support and Development	(55)	(55)	(62)	(7)	(7)
Operating Surplus / (Deficit)	(1,143)	(1,163)	(1,188)	(45)	(25)

Net Cost by Classification (\$'000)	Adopted Budget 2009/10	Forecast 2009/10	Budget Year 1 2010/11	Variance to Bgt 2009/10	Variance to Fcst 2009/10
Revenue					
User Fees	42	106	42	-	(65)
Grants - Recurrent	19	22	19	-	(3)
Internal Income	1,000	1,000	1,201	201	201
Total Revenue	1,060	1,128	1,261	201	133
Expenses					
Employee Costs	1,241	1,270	1,368	(127)	(97)
Materials and Services	373	364	411	(38)	(47)
Other Expenses	407	474	478	(70)	(4)
Internal Expenditure	183	183	193	(10)	(10)
Total Expenses	2,203	2,291	2,449	(246)	(158)
Operating Surplus / (Deficit)	(1,143)	(1,163)	(1,188)	(45)	(25)

Financial Impact

The net cost for Team Support & Development of \$1,188K has increased by \$45K to last year's budget and \$25K to forecast.

Major variations include:

- **Occupation Health and Safety** – further strengthening of the OH&S Training Program to continue to reduce the risk of injury. In addition, an increase in recovery from other units for the change to the Injury Management position in 2009/10 budget. Increase in workcover premium \$65K, to be allocated across all units.
- **Workcover Rehabilitation** – reduction in Health and Rehabilitation Program (HARP) expenditure based on 2009/10 experience.
- **Staff Training** – additional training scheduled to address an increase in compliance obligations in human rights and recruitment, noting this is recovered from other unit's.
- **Team Development** – program development to address the outcomes of the staff climate survey.

Resources Impact

FTE	Perm't (\$ '000)	Casual (\$ '000)	O/time (\$ '000)	Agency Labour (\$ '000)	Other (\$ '000)	W/cover (\$ '000)	Total Costs (\$ '000)
13.80	1,131	0	-	-	150	86	1,368

No changes to resources are proposed.

Key Deliverables

- Manage up to 50 traineeship places for local young people
- Positively engage with 3,000 job applicants applying for 120 vacant positions
- Provide 53 training and development programs for a total of 2800 participants and support a further 40 staff undertaking tertiary study.

- Facilitate 10 Peninsula Way Best Practice Reviews and support all teams in their performance improvement programs
- Coordinate the health, safety and workcover function and maintain high standards of safety and risk management
- Renegotiate the Shire's Enterprise Agreement
- Plan for the staffing of the organization and provide specialist advice, staff policies, guidance and reports on a range of employee and industrial relations matters.

New Initiatives

Workplace safety remains a high priority. The emphasis on incident prevention continues with an increase in the frequency of manual handling training and with the 'Mock Court' program now being funded annually. This program puts staff in a Magistrates Court scenario designed to reinforce the importance of thorough risk management. Further support is also provided to the six OH&S Committees operating across 32 designated work groups.

The business excellence framework audit is an initiative to improve organisational effectiveness using an internationally recognized process developed in Australia. It will help teams identify opportunities for improvement and then guide service improvement efforts. This is further supported by extra training for Managers and Team Leaders in performance management and benchmarking.

Fees and Charges Impact

No specific fees are applicable to this area.

Strategic Plan Impact

The provision of effective people and team development functions will ensure that the Shire is appropriately resourced with competent staff and that those staff are encouraged to develop and expand their skills as needs change.

The operation of this area links directly to the Shire Strategic Plan as follows -

Goal	Key Outcomes
Goal 5 Being responsive, accountable and forward looking	<ul style="list-style-type: none"> • Quality people • Quality service

CORPORATE PLANNING AND PROJECTS

Activities

The **Corporate Planning and Projects Unit's** key responsibilities are:

- The development and ongoing review of the Shire Strategic Plan and the organisation's Annual Plan.
- The facilitation of the business planning, performance measurement and reporting process across the organisation,
- Continuously improving the Shire's community engagement practices, and
- Coordinating and implementing a variety of cross-organisational projects at the corporate level

The Shire Strategic Plan contains the Shire's mission, vision and values. Five goals relating to Place, Environment, Community, Economy and Governance provide the framework for the strategic approach the Shire will take to deliver services to the Community. Specific themes that have an impact across all five goals, such as climate change, are also identified. A series of objectives and strategies have been identified within the Shire Strategic Plan to ensure that the five identified goals are progressed.

Budget

Net Cost by Team (\$'000)	Adopted Budget 2009/10	Forecast 2009/10	Budget Year 1 2010/11	Variance to Bgt 2009/10	Variance to Fcst 2009/10
Corporate Planning and Projects	(356)	(369)	(458)	(102)	(89)
Operating Surplus / (Deficit)	(356)	(369)	(458)	(102)	(89)

Net Cost by Classification (\$'000)	Adopted Budget 2009/10	Forecast 2009/10	Budget Year 1 2010/11	Variance to Bgt 2009/10	Variance to Fcst 2009/10
Revenue					
Grants - Recurrent	-	-	-	-	-
Total Revenue	-	-	-	-	-
Expenses					
Employee Costs	230	223	330	(101)	(107)
Materials and Services	61	89	60	1	29
Other Expenses	20	10	20	(1)	(10)
Internal Expenditure	46	47	48	(2)	(0)
Total Expenses	356	369	458	(102)	(89)
Operating Surplus / (Deficit)	(356)	(369)	(458)	(102)	(89)

Financial Impact

The net cost for Corporate Planning and Project of \$458K has increased by \$102K to last year's budget and by \$89K to forecast. This is primarily as a result of the reallocation of a position from The CEO's Office to Corporate Planning and Projects.

The Traineeships and Program and Process review teams, were reallocated to Team Support and Development during 2009/10.

Resources Impact

FTE	Perm't (\$ '000)	Casual (\$ '000)	O/time (\$ '000)	Agency Labour (\$ '000)	Other (\$ '000)	W/covers (\$ '000)	Total Costs (\$ '000)
3.00	327	-	-	-	0	4	330

No changes to resources are proposed.

Key Deliverables

- Annual review of the Shire Strategic Plan
- Development and implementation of the business planning, measurement and reporting framework
- Community Engagement Policy and Guidelines
- National Competition Policy Management
- Community Partnerships program
- Corporate Projects as required

New Initiatives

Within the Priority Projects budget, provision of \$65K has been made for the continuation of the Community Partnerships program (which is administered through Corporate Planning). This is an increase of \$25K to target funding for specific projects that focus on building social capital and community resilience. The existing \$40k allocation will be used to continue to meet the broader objectives of the Community Partnerships program.

In order to continue to enhance community engagement activities across the organisation, a provision of \$25K has been included within the Priority Projects budget to develop a Community Engagement Policy and Guidelines. This work will ensure that the organisation is equipped with the support, tools and knowledge required to continue to undertake innovative and targeted community engagement activities.

Fees and Charges Impact

No fees and charges are relevant to this area.

Strategic Plan Impact

Whilst having responsibility for facilitating implementation of the Shire Strategic Plan, Corporate Planning and Development contributes most substantially to Goal 5, Being responsive, accountable and forward looking.

Goal	Key Outcomes
Goal 5 Being responsive, accountable and forward looking.	<ul style="list-style-type: none"> • Quality service • Quality people • Effective leadership, advocacy & engagement

INTERNAL AUDIT

Activities

Internal Audit provides an independent review over the Shire's administrative, financial and operational functions. Its 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 – the rigour, reliability and completeness of internal controls;
- Systems and Process – the reliability, compliance (with Acts, regulations, Shire policy etc);
- Effectiveness and efficiency of systems, where appropriate;
- Security – the physical and technological security of systems.

Budget

Net Cost by Team (\$'000)	Adopted Budget 2009/10	Forecast 2009/10	Budget Year 1 2010/11	Variance to Bgt 2009/10	Variance to Fcst 2009/10
Internal Audit	(0)	4	(0)	0	(4)
Operating Surplus / (Deficit)	(0)	4	(0)	0	(4)

Net Cost by Classification (\$'000)	Adopted Budget 2009/10	Forecast 2009/10	Budget Year 1 2010/11	Variance to Bgt 2009/10	Variance to Fcst 2009/10
Revenue					
User Fees	10	15	-	(10)	(15)
Internal Income	126	126	144	17	17
Total Revenue	136	141	144	7	2
Expenses					
Employee Costs	127	128	133	(6)	(5)
Materials and Services	4	4	5	(1)	(1)
Other Expenses	1	1	2	(1)	(1)
Internal Expenditure	4	4	4	(0)	(0)
Total Expenses	137	137	144	(7)	(6)
Operating Surplus / (Deficit)	(0)	4	(0)	0	(4)

Financial Impact

Increases are primarily due to normal increases in operational costs, including the usual employee cost Award and EBA increases. The \$10K in user fees in 2009/10 was for a one-off audit of the Regional Waste Management Group, which will not occur in 2010/11. The cost of Internal Audit is recharged back across the organisation.

Resources Impact

FTE	Perm't (\$ '000)	Casual (\$ '000)	O/time (\$ '000)	Agency Labour (\$ '000)	Other (\$ '000)	W/cover (\$ '000)	Total Costs (\$ '000)
1.00	116	-	-	15	(0)	2	133

No changes to resources are proposed.

Key Deliverables

Provision of a forward Internal Audit program based on risk exposure of Council Units and the Shire as a whole. The reports of Internal Audit highlight observations and recommendations designed to reassure Council there are adequate internal controls and segregation of duties in place to manage all business risks.

New Initiatives

Within Internal Audit, the Audit Committee approves an updated forward Internal Audit Program on an annual basis. A provision has been made to allow the Internal Auditor to source some specialist external expertise to assist in the review and analysis of internal databases. Spot checks of relating to various areas such as cash receipting, purchasing and tendering are also undertaken.

Fees and Charges Impact

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 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.

THE CEO'S OFFICE

Activities

The **CEO** is the link between the community and the elected Council, and the Council organisation. The CEO's focus is predominantly long term/strategic in nature, ensuring that the organisation is focused on and resourced to respond effectively to the community's needs as expressed by Council and through the Shire Strategic Plan.

Budget

Net Cost by Team (\$'000)	Adopted Budget 2009/10	Forecast 2009/10	Budget Year 1 2010/11	Variance to Bgt 2009/10	Variance to Fcst 2009/10
The CEO's Office	(597)	(651)	(534)	62	117
Operating Surplus / (Deficit)	(597)	(651)	(534)	62	117

Net Cost by Classification (\$'000)	Adopted Budget 2009/10	Forecast 2009/10	Budget Year 1 2010/11	Variance to Bgt 2009/10	Variance to Fcst 2009/10
Expenses					
Employee Costs	499	506	418	82	88
Materials and Services	21	72	37	(16)	35
Other Expenses	12	7	11	1	(4)
Internal Expenditure	64	66	68	(4)	(2)
Total Expenses	597	651	534	62	117
Operating Surplus / (Deficit)	(597)	(651)	(534)	62	117

Financial Impact

The net cost of \$534K for the CEO's office has decreased by \$62K compared to last year's budget and decreased \$117K to forecast, primarily as a result of the reallocation of a position from The CEO's Office to Corporate Planning and Projects. The variance against last year's forecast is also due to a range of specific projects in 2009/10 which will not recur.

Resources Impact

FTE	Perm't (\$ '000)	Casual (\$ '000)	O/time (\$ '000)	Agency Labour (\$ '000)	Other (\$ '000)	W/cover (\$ '000)	Total Costs (\$ '000)
2.00	409	-	-	-	0	9	418

No changes to resources are proposed.

New Initiatives

No specific new initiatives are proposed.

Fees and Charges Impact

No fees and charges are relevant to this area.

Strategic Plan Impact

At the very top, 'Caring for the Mornington Peninsula and its diverse communities is our mission'. The various Strategic Plan impacts stated within the Directorate areas are relevant to the CEO's area and the success of CEO's operations will in turn be judged by the relative success and performance of the various Directorates within the Shire.



Appendix E

Employee Costs and Staff Establishment

Employee Costs and Staff Establishment

The following table summarises the recent movement in employee costs.

	Adopted Budget 2009/10	Forecast Actual 2009/10	Budget 2010/11	Variance to Bgt 2009/10	Variance to Fcst 2009/10
Employee Costs	50,258	50,979	53,923	(3,665)	(2,944)
Less Capital Recoveries Expenditure	1,587	1,540	1,592	(5)	(53)
Total Employee Costs	48,671	49,439	52,331	(3,660)	(2,892)

Movement in Employee Establishment

The approved employee establishment at the end of the 2009/10 budget year is 653.59 Full Time Equivalent (FTE) staff.

The recommended employee establishment in this budget is 667.62 FTE staff.

A reconciliation of the variations is as follows –

- Sustainable Environment (+) 3.93 FTE**

Resource	Variance	Reason
Sustainable Development Officer	+ 1.00	To contribute to sustainable development outcomes achieved through the planning process.
Environment Protection Admin Officer	+ 0.50	Temporary (on year) increase to assist with managing workloads.
Statutory Building Inspector	+ 1.00	To cover increases in workload, primarily relating to report and consents, flood level requests and rooming house legislation changes (position may generate some revenue through enforcement)
School Crossing Supervisors	+ 0.43	To cover 2 new school crossings – Balnarring and Dromana.
Rural Business Officer	+ 1.00	To undertake key deliverables of the 2009-2014 Economic Sustainability Strategy.

- Sustainable Infrastructure (+) 3.00 FTE**

Resource	Variance	Reason
Senior Asset Management Officer	+ 1.00	To further progress asset management strategies that ensure compliance with the Road Management Act Audit.
Project Manager – Local Integrated Drainage Strategy	+ 1.00	To ensure the timely delivery of the Integrated Flood and Drainage Strategy (to be charged to Capital Works Program)
Climate Change Community Education Officer	+ 1.00	To provide community support and education on climate change, manage volunteers for the Eco Living Display Centre, and prepare funding applications to government agencies on climate change matters.

- **Sustainable Communities (+) 5.10 FTE**

Resource	Variance	Reason
HACC Client Services Officer	+ 1.0	<u>Externally funded</u> - Assist in ensuring that services are delivered in a timely and responsive manner
Home Care Team Leader	+ 1.0	<u>Externally funded</u> - Assist in ensuring that services are delivered in a timely and responsive manner
Aboriginal Cultural Heritage Officer	+ 0.30	Part Externally funded - Develop Desktop Cultural Heritage Indigenous Management Plans Desktop (CHIMPs) where appropriate in relation to Shire's future infrastructure projects, and generally promote cultural awareness training and understanding of and compliance with the Aboriginal Cultural Heritage Act (sponsored with funding contributions from DEEWR, with the balance covered by the Capital Works Program through recharge of desk top audits).
Recreation Booking Officer	+ 1.00	<u>Funded from Revenue</u> generated - To manage existing workloads and increased occupancy rates of community halls.
Early Years Planner	+ 0.60	To develop strategies to assist Council to respond to preschools and early years issues and support families during this time.
Community Liaison Officer	- 0.20	Offset for Early Years Planner position
Maternal and Child Health Nurse	+ 0.30	To assist in meeting workloads as stated in the current EBA and contribute towards increasing participation rates of older children at Key Ages and Stages in the Maternal Child Health program (position will increase by 0.30 FTE in 2011/12)
Local History Coordinator	+ 0.60	To implement the Local History Development Plan and support local Historical Societies
Library Officer	+ 0.50	To assist in managing ongoing growth in customer usage in loans and information enquires.

- **Sustainable Organisation (+) 2.00 FTE**

Resource	Variance	Reason
Compliance and Ombudsman Liaison Officer	+ 1.00	Assist with monitoring, updating and reporting on legislative compliance.
Councillor Support Officer	+ 1.00	To more appropriately resource the Councillor Support area.

Each position bid is summarised as follows.

POSITION Sustainable Development Officer	FTE REQUIRED 1.0 FTE
GROUP Sustainable Environment	UNIT Statutory Planning
NEED / DELIVERABLES To provide specialist knowledge and skills with regards to the promotion/encouragement of sustainable development and to incorporate sustainable design practices into developments assessed by the planning team. Including, but not limited to, the provision of pre-planning application advice to the public with regard to sustainable design outcomes; an internal referral source for planning applications under consideration; assist with advocacy at VCAT; and provide advice to internal teams (e.g. infrastructure department with regards to Council owned buildings).	
FUNDING Requirement from rates = \$82K plus vehicle	
CONSEQUENCES OF NOT PROCEEDING Ad hoc approach to implementing sustainability and missed opportunity to influence design outcomes. The position would allow for the opportunity to influence regulations and improve policy base to strengthen Council position.	
ALTERNATE STRATEGY Engage consultants for major developments only - no policy base and not responding to concerns regularly raised by Council.	

POSITION Environment Protection – Administration	FTE REQUIRED 0.5 FTE (12mths Temporary)
GROUP Sustainable Environment	UNIT Environment Protection
NEED / DELIVERABLES Assist in addressing workload issues around service requests, animal related enforcement matters, Local law related enforcement matters, Fire Prevention activities, flood level permit matters and enquires and building amendments/notifications. In addition assist with the implementation of new/upgrades to IT systems	
FUNDING Requirement from rates = \$24K	
CONSEQUENCES OF NOT PROCEEDING Concern about the workload impacts on staff and inability to continue to absorb increasing workloads.	
ALTERNATE STRATEGY Rationalise work done by the team, with the possibility of less assistance to field officers.	

POSITION Statutory Building Inspector (Building Compliance Officer)	FTE REQUIRED 1.0 FTE
GROUP Sustainable Environment	UNIT Environment Protection
NEED / DELIVERABLES To assist with an increase in workloads with respect to 'report and consent' (approvals required to commence work when some requirements can't be met) and 'flood level requests' (approval to build on flood prone land before work can commence). In addition, to assist with rooming house legislation changes and the emerging problem on more rooming houses on the Peninsula due to reduction in rental properties.	
FUNDING Requirement from rates = \$87K – offset in part by additional income from enforcement \$10K	
CONSEQUENCES OF NOT PROCEEDING Some statutory obligations of Council, especially in areas of risk, may not be completed in a timely fashion. Timely provision of permission to build (ie report and consent and flood prone) assists the building industry, delays can impact on building projects and the economy, generating concern in the community.	
ALTERNATE STRATEGY Prioritise workloads within the existing team.	

POSITION Rural Business Officer	FTE REQUIRED 1.0 FTE
GROUP Sustainable Environment	UNIT Economic Development
NEED / DELIVERABLES To fulfil important components of the community plan i.e. supporting a prosperous rural economy, which is a key priority of the 2009-2014 economic sustainability strategy (ESS). Work with green wedge zone enterprises in a coordinated way to maximise local opportunities such as import replacement, supply chain logistics, regional branding, and importantly developing international tourism recognition through product development Of the 65 key priorities identified in the ESS, 18 are rural orientated; this is important in helping to maintain rural flavour of the shire and its land use policies.	
FUNDING Requirement from rates = \$39K (some saving offsets within existing budget)	
CONSEQUENCES OF NOT PROCEEDING This would seriously undermine the capacity of the Economic Development Unit to deliver on many of the key components of the 2009-2014 ESS which is a high order shire strategy forming one of the 3 planks to a sustainable shire.	
ALTERNATE STRATEGY Projects within the ESS would be contracted out (at a cost premium and lack of continuity, or simply deferred.	

POSITION School Crossing Supervisors	FTE REQUIRED 0.43 FTE
GROUP Sustainable Environment	UNIT Environment Protection
NEED / DELIVERABLES To cover the supervision of 2 new school crossings, one at Balnarring and the other at Dromana.	
FUNDING Requirement from rates = \$18K	
CONSEQUENCES OF NOT PROCEEDING No option of not proceeding.	
ALTERNATE STRATEGY None.	

POSITION Senior Asset Management Officer	FTE REQUIRED 1.0 FTE
GROUP Sustainable Infrastructure	UNIT Infrastructure Strategy
NEED / DELIVERABLES A number of tasks of major importance that are not being addressed were identified in 2007 with the internal audit of the Shire's compliance with the Road Management Act. In order to ensure compliance addition resourcing is required. Many of these tasks are complex and require the knowledge, experience and skills of a senior asset management officer.	
FUNDING Requirement from rates = \$74K plus car	
CONSEQUENCES OF NOT PROCEEDING Non-compliance with the Road Management Act audit. Some tasks will assist with the integration of data between the Shire's infrastructure data base of the data bases of the Shire's service providers. Current incompatibility between systems is creating contract management difficulties. This was identified in a recent SWOT analysis undertaken as part of the contract review for Safer Local Roads. Other tasks, if completed, will improve confidence in data being used for analysis of the Shire's infrastructure planning and sustainability.	
ALTERNATE STRATEGY To engage a consultant, however this would require considerable training in the different systems utilised by the Shire and the Shire's service providers, develop local knowledge of the area and then potentially lose them from our organisation. Many of these tasks will be ongoing and are not "one off". Loss of the skills and experience of a resource will be detrimental to the organisation. The departure of an external resource engaged through a consultancy is more likely than if an internal resource is appointed.	

POSITION Project Manager – Local Integrated Drainage Strategy	FTE REQUIRED 1.0 FTE
GROUP Sustainable Infrastructure	UNIT Infrastructure Project Management
NEED / DELIVERABLES Essential to ensuring the timely delivery of Council's \$3m annual commitment to addressing the future drainage needs of the Shire. The position was included in the draft Strategy approved by Council and was always intended to be part of the annual program.	
FUNDING Requirement from rates = \$82K – noting that the position will be charged to the capital works program	
CONSEQUENCES OF NOT PROCEEDING Delays in efficiently delivering on the adopted strategy.	
ALTERNATE STRATEGY Engagement of external professionals at a premium.	

POSITION Renewable Resources – Climate Change Community Engagement Officer	FTE REQUIRED 1.0 FTE
GROUP Sustainable Infrastructure	UNIT Renewable Resources
NEED / DELIVERABLES This position will provide community support and education on climate change, manage volunteers for the Eco Living Display Centre, and prepare funding applications to government on climate change matters.	
FUNDING Requirement from rates = \$61K	
CONSEQUENCES OF NOT PROCEEDING Council would be engaging with its community on climate change matters in a limited capacity and would only be able to apply and support limited funding applications for climate change.	
ALTERNATE STRATEGY Proposed works would be shared around within existing resources, which would further impact on other work programs.	

POSITION HACC Client Services Officer	FTE REQUIRED 1.0 FTE
GROUP Sustainable Communities	UNIT Aged and Disability Services
NEED / DELIVERABLES The unique demographics of the Mornington Peninsula present a significant challenge for the provision of home and community care services to older people and people with disabilities. This position will assist in ensuring that services are delivered in a timely and responsive manner. This would reduce workload of current Client Services Officers to 26 home care workers, 660 clients and 455 service delivery hours per week for each team, creating a more sustainable infrastructure for the Unit to provide quality services and meet the challenges of the peninsula's ageing population.	
FUNDING Requirement from rates = Nil (funded from HACC grant within Council's 34% contribution)	
CONSEQUENCES OF NOT PROCEEDING Deterioration in service quality including the inability to respond to requests from new and existing clients in a timely fashion, responding to phone calls; inability to provide adequate support/assistance to clients who are not managing well and the implementation of waiting lists or long delays (months) for service commencement. The likelihood of poor job satisfaction, high levels of sick/workcover leave, high turnover and burnout of existing staff.	
ALTERNATE STRATEGY Establish cap for number of clients and service delivery hours for teams requiring the implementation of waiting lists for home care, not because of lack of funding to keep pace with demand, but lack of human resources to administer services and case manage clients.	

POSITION Home Care Team Leader	FTE REQUIRED 1.0 FTE
GROUP Sustainable Communities	UNIT Aged and Disability Services
NEED / DELIVERABLES The unique demographics of the Mornington Peninsula present a significant challenge for the provision of home and community care services to older people and people with disabilities. This position will assist in ensuring that services are delivered in a timely and responsive manner. This would reduce workload of current Client Services Officers to 26 home care workers, 660 clients and 455 service delivery hours per week for each team, creating a more sustainable infrastructure for the Unit to provide quality services and meet the challenges of the peninsula's ageing population.	
FUNDING Requirement from rates = Nil (funded from HACC grant within Council's 34% contribution)	
CONSEQUENCES OF NOT PROCEEDING Deterioration in service quality including the inability to respond to requests from new and existing clients in a timely fashion, responding to phone calls; inability to provide adequate support/assistance to clients who are not managing well and the implementation of waiting lists or long delays (months) for service commencement. The likelihood of poor job satisfaction, high levels of sick/workcover leave, high turnover and burnout of existing staff.	
ALTERNATE STRATEGY Establish cap for number of clients and service delivery hours for teams requiring the implementation of waiting lists for home care, not because of lack of funding to keep pace with demand, but lack of human resources to administer services and case manage clients.	

POSITION Aboriginal Cultural Heritage Officer	FTE REQUIRED 0.3 FTE
GROUP Sustainable Communities	UNIT Director Sustainable Communities
NEED / DELIVERABLES The position will promote cultural awareness training and understanding of and compliance with the Aboriginal Cultural heritage Act. A significant component of the work is the conduct of internal desktop Cultural Heritage Indigenous Management Plans, which the Council currently has to source and pay for externally.	
FUNDING Requirement from rates = \$21K – noting that the position will receive some external funding with the balance to be charged to the capital works program This position is sponsored with funding contributions from DEEWR to support an aboriginal officer in employment experience while also undertaking a degree in archaeology.	
CONSEQUENCES OF NOT PROCEEDING Greater risk into the future for non compliance with the Aboriginal Heritage Act 2006.	
ALTERNATE STRATEGY Council works at greater risk of infringement and destruction to aboriginal cultural heritage sites and continues to employ external consultants at high costs to council with little or no continuity and or coordination.	

POSITION Recreation Booking Officer	FTE REQUIRED 1.0 FTE
GROUP Sustainable Communities	UNIT Recreation & Leisure
NEED / DELIVERABLES MPS undertakes the booking of halls and meeting rooms throughout the municipality providing an important service to residents, community groups and visitors to the shire. Booking of these community facilities has increased substantially in recent years providing a heavy work load to staff. The increase is as a result of an increase in halls and meeting rooms available for hire from 21 venues in 2007 to 54 on 2009, the 'one stop shop' for customers, improved community awareness and marketing of halls eg. Website, increased quality of halls for hire (due to refurbishments). Other factors such as halls becoming more disability and user friendly (i.e clean, new key system, disability access) have also meant that community demands for hall and meeting room space for functions have increased. The position would enable the team to cope with demand and also continue to increase the levels of service, income and occupancy rates.	
FUNDING Requirement from revenue generated = \$54K	
CONSEQUENCES OF NOT PROCEEDING <ul style="list-style-type: none"> • Reduced service level to customers (eg longer waiting times; currently hirers contacted within a 24 hour period) • Possible reduced occupancy rates • Potential income reduction for the Shire • Service delivery reduced specifically at Mt Martha house (60,000 customers per year) • Unsustainable workloads for the community halls team 	
ALTERNATE STRATEGY There is no alternative if Council wishes to maintain the current service standards.	

POSITION Early Years Planner	FTE REQUIRED 0.6 FTE (0.4 net)
GROUP Sustainable Communities	UNIT Child Youth & Family Care
NEED / DELIVERABLES To develop strategies to assist Council to respond to preschools and early years issues and support families during this time, including, universal Access to Preschool (15 hours); changes to staff ratios and regulations; occupancy agreements with preschools; central enrolment scheme and cluster management.	
FUNDING Requirement from rates = \$25K (reduction of 0.2 FTE in Community Liaison Officer position in part offsets)	
CONSEQUENCES OF NOT PROCEEDING Inability to effectively plan for the future changes and growth in early years services with the consequential inability to meet these demands. Inability to respond to early years issues and support families during this time.	
ALTERNATE STRATEGY None	

POSITION Maternal & Child Health Nurse	FTE REQUIRED 0.3 FTE
GROUP Sustainable Communities	UNIT Child Youth & Family Care
NEED / DELIVERABLES In order to meet workload as stated in current EBA no 6, 2008. - Current EBA states "workloads will be allocated in accordance with the Banyule formula of 130 birth enrolments for children 0-1 years, phased in over the life of the agreement and recognising the constraint of nurse availability." Will also contribute to progress towards increasing participation rates of older children at key ages and stages in the MCH program.	
FUNDING Requirement from rates = \$26K	
CONSEQUENCES OF NOT PROCEEDING Possible industrial action	
ALTERNATE STRATEGY 0.6 FTE increase could be delayed until Jan 2011 providing employment for new graduates in the MCH sponsorship scheme. Full cost of 0.6 EFT position would be borne across 2010-2011 and subsequent financial year.	

POSITION Local History Coordinator	FTE REQUIRED 0.6 FTE
GROUP Sustainable Communities	UNIT Libraries Arts & Culture
NEED / DELIVERABLES To implement the Local History Development Plan; to ensure enhanced preservation of and community access to local history resources; and maintaining sustainability of the Local History Network.	
FUNDING Requirement from rates = \$64K (including operating costs for role)	
CONSEQUENCES OF NOT PROCEEDING Local History Development Plan including needs/outcomes will not be implemented, affect the long-term preservation of unique heritage resources, limit community access to these resources and jeopardise the sustainability of the Local History Network. As previously, Council will receive a significant level of complaints and ongoing representations by the 22 historical societies on the Peninsula and their 600+ members.	
ALTERNATE STRATEGY Reinstate the Local Cultural Preservation Priority Project for a further 2 year period.	

POSITION Library Officer	FTE REQUIRED 0.5 FTE
GROUP Sustainable Communities	UNIT Libraries Arts & Culture
NEED / DELIVERABLES To manage the ongoing growth in customer usage in loans and information enquiries, this position will assist in reducing queues, improve customer satisfaction and service quality, reduce staff stress and resultant OH&S exposure.	
FUNDING Requirement from rates = \$25K	
CONSEQUENCES OF NOT PROCEEDING Lengthening queues, increased stress on staff and OH&S exposure, decline in customer service quality at loan and enquiry desks, continuation of library casual budget overrun. As bid does not meet full funding requirement, it is proposed to reallocate part of existing casual budgets at Library Admin and Hastings Library to Mornington.	
ALTERNATE STRATEGY Reduce library opening hours. Introduction of future automated loans systems is in early planning stages however current capital and implementation costs are excessive.	

POSITION Compliance and Ombudsman Liaison Officer	FTE REQUIRED 1.0 FTE
GROUP Sustainable Organisation	UNIT Governance and Corporate Support
NEED / DELIVERABLES To assist with monitoring, updating and reporting on legislative compliance; provide guidance and support to the Freedom of Information Officer and Privacy Officer; oversee the liaison and responses to enquiries from Ombudsman Office and Local Government Victoria; and coordinate the receipt and processing of 'significant' complaints received in accordance with Council's Complaints Policy.	
FUNDING Requirement from rates = \$74K	
CONSEQUENCES OF NOT PROCEEDING Statutory requirements will not be adhered to. This could lead to matters of community safety claims for damages, adverse publicity, loss of reputation and litigation.	
ALTERNATE STRATEGY None	

POSITION Councillor Support Officer	FTE REQUIRED 1.0 FTE
GROUP Sustainable Organisation	UNIT Governance and Corporate Support
NEED / DELIVERABLES To assist in managing workloads of our 11 Councillors. Including assisting Councillors to better manage the growing emails/correspondence; manage the Councillor Requests Register, ensuring that all requests from Councillors are managed and responded to; assist Councillors with research on particular issues or concerns and Councillor ward activities.	
FUNDING Requirement from rates = \$61K	
CONSEQUENCES OF NOT PROCEEDING The level of Councillor support will have to be managed within existing resources and Councillors will have to devote more personal time to Council issues.	
ALTERNATE STRATEGY Should Councillors wish to address their workload issue by having officer assistance with matters of correspondence etc, there is no viable alternate strategy apart from providing additional resource.	

Increase in Employee costs compared to 2009/10

The increase from 2009/10 Budget to 2010/11 Budget of \$3.660m (or 7.52%) is explained by:

• Enterprise Bargain/ cost of living adjustments	(+) \$1,409K
• Other and additional resources	(+) \$1,051K
• Superannuation	(+) \$467K
• Award increments	(+) \$198K
• Annual and Long Service Leave	(+) \$171K
• Workcover costs	(+) \$236K
• Casual labour	(+) \$ 75K
• Agency Labour	(+) \$ 74K
• Overtime provision	(+) \$ 46K
• Capital Recoveries	(+) \$ 5K
• Fringe Benefits Tax	(-) \$ 73K

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

		Budget 2009/10 \$'000	Budget 2010/11 \$'000	Variance \$'000
Sustainable Environment	Statutory Planning	3,302	3,540	(238)
	Environment Protection	5,069	5,579	(510)
Sustainable Infrastructure	Infrastructure Strategy	1,154	1,355	(201)
Sustainable Communities	Aged and Disability Services	8,383	9,053	(670)
	Child Youth and Family Care	4,354	4,726	(372)
	Libraries Arts and Culture	3,089	3,331	(242)
	Recreation and Leisure	4,967	5,173	(206)
Sustainable Organisation	Governance and Corporate Support	2,803	3,059	(256)

These are explained by –

- Statutory Planning - award and EBA increases, and increase in the staff establishment for a new position.
- Environment Protection - award and EBA increases and correction to School Crossing budget. An increase in the staff establishment and in casual salaries have also contributed to the increase.
- Infrastructure Strategy - award and EBA increases, and increase in the staff establishment for an adjustment in 2009/10 and a new position in 2010/11.
- Aged and Disabled Care - this is a large budget area where that majority of costs are employee related. Costs associated with increased wages due to the Enterprise Agreement, 2 new positions and workcover premiums (significant and specific to the Unit) are reflected in the increased costs to Council. In addition, an increase in staff establishment from 2009/10.
- Child Youth and Family Care - award and EBA increases, and increase in the staff establishment for new positions, changes to existing positions and increase in casual salaries.
- Libraries Arts and Culture - award and EBA increases, and increase in the staff establishment for new positions and changes to existing positions.
- Recreation and Leisure - award and EBA increases, and increase in the staff establishment for a new positions.
- Governance and Corporate Support – award and EBA increases, and increase in the staff establishment for two new positions.

Employee Profile / Costs

Structure	FTE	Perm't (\$ '000)	Casual (\$ '000)	O/time (\$ '000)	Agency Labour (\$ '000)	Other (\$ '000)	W/covers (\$ '000)	Total Costs (\$ '000)
Sustainable Environment								
Strategic Planning	11.80	1,043	26	-	-	0	13	1,083
Statutory Planning	44.80	3,407	17	32	32	0	42	3,530
Environment Protection	68.18	5,171	244	17	80	0	67	5,579
Economic Development	12.10	983	14	9	-	1	12	1,019
Director Sustainable Environment	2.00	293	-	-	-	0	4	297
Total Sustainable Environment	138.88	10,897	301	58	112	2	138	11,508
Sustainable Infrastructure								
Infrastructure Strategy	18.10	1,306	25	-	-	0	24	1,355
Infrastructure Maintenance	22.40	1,846	-	3	6	0	33	1,889
Infrastructure Project Management	27.00	1,227	-	-	-	0	38	1,265
Renewable Resources	12.38	966	12	7	-	(0)	15	999
Director Sustainable Infrastructure	3.00	366	-	-	-	0	6	372
Total Sustainable Infrastructure	82.88	5,710	36	10	6	1	116	5,880
Sustainable Communities								
Child, Youth and Family Care	54.38	4,190	439	9	12	0	76	4,726
Aged and Disabled Care	133.46	7,695	333	315	71	234	406	9,053
Recreation and Leisure	67.70	4,743	332	24	3	0	72	5,173
Libraries, Arts and Culture	45.13	2,812	420	48	-	0	51	3,331
Director Sustainable Communities	11.30	1,060	12	-	-	0	20	1,092
Total Sustainable Communities	311.97	20,500	1,536	395	86	235	625	23,376
Sustainable Organisation								
Governance and Corporate Support	42.98	2,930	10	40	-	30	49	3,059
Property and Valuation	15.63	1,315	-	1	-	0	22	1,338
Information Services	23.50	1,855	45	5	-	0	32	1,937
Finance	24.98	1,908	13	-	-	301	32	2,253
Director Sustainable Organisation	3.00	359	-	-	-	0	6	365
Total Sustainable Organisation	110.09	8,367	68	45	-	332	140	8,952
The CEO's Office								
Communications	4.00	361	-	-	-	0	6	367
Team Support and Development	13.80	1,131	0	-	-	150	86	1,368
Corporate Planning and Development	3.00	327	-	-	-	0	4	330
Internal Audit	1.00	116	-	-	15	(0)	2	133
The CEO's Office	2.00	409	-	-	-	0	9	418
Total The CEO's Office	23.80	2,343	0	-	15	151	106	2,616
Totals	667.62	47,817	1,941	508	219	720	1,126	52,331

Note: Other includes expenditure for FBT; HACC Travel Time; Councillor superannuation; and maternity leave.



COMMITTED TO A
SUSTAINABLE
PENINSULA

Appendix F

Fees and Charges

Fees and Charges Detail

Commentary

A schedule of proposed fees and charges is attached.

In terms of fees and charges, Council's approach requires a periodic review of each fee and charge to confirm that there is –

- Transparency in the pricing decisions
- Equity of access to Council services, facilities and programs regardless of income.
- An appropriate recovery of costs associated with the supply of services.
- Compliance with other Council policies affecting the service in question.

As a general comment –

- Statutory planning fees – set by State Regulation and cannot be changed by Council, noting that some fees have been increased as per regulations.
- Fire Prevention Infringement Notices – penalty amount has increased from \$227 to \$234.
- Parking infringement fees – increase by approximately 1.8% to 3.5% as per State Regulation.
- Animal management (infringement) fees – increase by approximately 2.6% to 3.5% as per State Regulation.
- Impound release dog/cat fees - increase from \$27 to \$30.
- Impound fees (signage and other) – reviewed and updated to include release fees for signage, large goods, medium goods and small goods.
- Boat ramp parking/ launching fees - increased from \$11 to \$12.
- Health registration fees – increase by approximately 2.7% to 3.0%.
- Environmental Health program fees and charges - increased by CPI or by the amounts allowed by the Monetary Units Act 2004.
- Septic tank installation fees – increase from \$526 to \$542
- Planning enforcement infringement notice – increase by approximately 3% as per State Regulation.
- Statutory Building fees – increase by approximately 2.4% - 6.5%.
- Strategic Planning fees – set by State Regulation and increased by approximately 3%.
- Footpath Trading permits – no changes proposed.
- Drainage Information Certificates – no changes proposed.
- The Briars Homestead – increase by approximately 2.1% to 5.3%.
- Waste Fees –
 - Base rate per tonne for commercial waste has increased by \$30, moving from \$90 to \$120. This increase reflects the EPA landfill levy increase and the need to discourage commercial waste, both protecting the Shire's scarce landfill space and encouraging waste separation at the source.
 - Base rate per cubic metre for residential waste has increased by \$21, going from \$36 to \$57 per cubic metre. This increase incorporates the increase in the EPA landfill levy from 1 July, 2010.
 - Green waste gate fees have been increased by \$8 from \$12 to \$20 per cubic metre (a trailer load). This fee increase reflects an increase in processing costs. It should also discourage people living outside of the Shire from travelling to the Shire to dispose of their green waste.
 - Extra recycling bin charge – Whilst there will be no charge for the on-going service (as a further incentive to recycle), a fee of \$60 for every extra recycling bin will be levied for residents who choose to have an additional bin.
- Annie Sage Child Care - daily fees increased from \$68 to \$71. Full time (weekly fees) increased from \$277 to \$282 on 1st July 2010 with a further increase in January 2011.

- Family Day Care – Administrative fee has remained constant at 55 cents per hour.
- After School Program Casual Care and cancellation fee/holding fee – proposed to increase daily fee by 50 cents.
- After School Program – Permanent Booked Care – proposed to increase by daily fee by 50 cents.
- School Holiday Program – proposed to increase daily fee by \$2.
- Aged and Disabled Care – 3% fee increases across the range of services will be applied 1 July 2010 with the exception of delivered meals which will be increased by 5% in line with anticipated food cost increases. These increases are based on actual increases in service delivery costs (predominantly labour based) whilst having regard for impact on clients and adherence to HACC fees policy.
- Sound Shell and Marquee hire and set up – some charges (eg weekend hire of the marquee, soundshell) have increased significantly (up to 70%) as a result of Fee increases from the third party contractor. The contractor is required to meet minimum OH & Safety requirements and this has meant changes in work practice (additional labour involved in set up and dismantling of marquee) as well as new enterprise agreement conditions which have significantly increased over time and out of hours work. These costs are included in the revised pricing structures.
- Event Application – fees have increased from between \$5 and \$10.
- Peninsula Community Theatre – minor changes to some fees and the inclusion of some new fees
- Sport and Leisure Centres fees and charges – minor changes only
- Mt Martha Public Golf Course – increases to some fees of 3% - 4%
- Foreshore camping fees – all fees have increased by approximately 11% to 20% - The fees are based on market rates but will increase the Shire's capacity to address infrastructure improvements.
- Community Hall Hire – restructure to halls fees and charges.
- Libraries – No changes proposed to fines and overdue charges. It should also be noted that some items listed as user fees and charges in 2009/10 have been reclassified to external revenue and are no longer listed in this section.
- Animal registration fees (cats) – desexed cat – increase \$29.00 to \$30.00 and entire cat fee is no longer applicable.
- Animal registration fees (dogs) – desexed dog – increase \$29.00 to \$30.00 and entire dog -- increases \$145.00 to \$150.00.
- Bathing Box Rental – proposed increase to \$330.90 from \$315.

Some individual fees have not been increased. The following areas are worth noting –

- Boat parking and launching fees – annual charge - justification is that the fee was increased by \$10 two years ago.
- Income from footpath permits and licences – justification is that the current fee structure is already fully recovering costs incurred.
- Library fees – fees were increased in 2009/2010.
- Pre school enrolment fees – justification is that Council has sought to hold fees for several years in order to encourage all Preschools to be a part of the central enrolment scheme. Currently all but 5 preschools are included.

Register of Fees and Charges 2010/2011

Program	Category of Fee or Charge	Fee or Charge	Fee 2009/10 \$	Fee 2010/11 \$	Variance (%)
Statutory Planning, Statutory Planning					
Statutory Planning	Application & Public Notification Fees	Certification \$100 plus \$20 per lot	20.00	20.00	0.00
Statutory Planning	Application Fee	Planning Certificate - (up to 24 hrs - fax and counter only)	30.00	30.00	0.00
Statutory Planning	Application Fee	Planning Certificate - 15 minute Certificate (fax and Mornington counter only)	50.00	50.00	0.00
Statutory Planning	Application Fee	Planning Certificate - Standard (up to 10 working days)	17.70	18.20	2.82
Statutory Planning	DAA - Advertising	DAA - Advertising - variable depending on type of advertising and number of properties	110.00	120.00	9.09
Statutory Planning	Planning Permit Amendment Fee	Amend description of permit or conditions	99.00	102.00	3.03
Statutory Planning	Planning Permit Amendment Fee	Any other Development & use costing \$0 to \$10000	99.00	102.00	3.03
Statutory Planning	Planning Permit Amendment Fee	Any other development & use costing \$10001 to \$250000	586.00	604.00	3.07
Statutory Planning	Planning Permit Amendment Fee	Any other development & use costing \$250001 to \$500000	686.00	707.00	3.06
Statutory Planning	Planning Permit Amendment Fee	Any other development & use costing \$500001+	791.00	815.00	3.03
Statutory Planning	Planning Permit Amendment Fee	Any other development & use amend description of permit or conditions or amend the permit in any other way excl. subdivision	487.00	502.00	3.08
Statutory Planning	Planning Permit Amendment Fee	Development of 1 Dwelling costing \$0 to \$10000	99.00	102.00	3.03
Statutory Planning	Planning Permit Amendment Fee	Development of 1 Dwelling costing \$10000 +	476.00	490.00	2.94
Statutory Planning	Planning Permit Amendment Fee	Development of 1 Dwelling costing \$10001 to \$100000	232.00	239.00	3.02
Statutory Planning	Planning Permit Amendment Fee	Subdivision - Amend description of permit or conditions	487.00	502.00	3.08
Statutory Planning	Planning Permit Amendment Fee	Subdivision - Boundary Realignment and Consolidations	375.00	386.00	2.93
Statutory Planning	Planning Permit Amendment Fee	Subdivision - Other (including 3 or more lots)	487.00	502.00	3.08
Statutory Planning	Planning Permit Amendment Fee	Subdivision - Subdivision into two lots only	375.00	386.00	2.93
Statutory Planning	Planning Permit Amendment Fee	Subdivision - Subdivision of an existing Building	375.00	386.00	2.93
Statutory Planning	Planning Permit Application Fee	Vegetation Removal	70.00	70.00	0.00
Statutory Planning	Planning Permit Application Fee	Any other development (including 2 or more dwellings) costing \$0 to \$10000	99.00	102.00	3.03
Statutory Planning	Planning Permit Application Fee	Any other development (Including 2 or more dwellings) costing \$10001 to \$250000	586.00	604.00	3.07
Statutory Planning	Planning Permit Application Fee	Any other development (including 2 or more dwellings) costing \$250001 to \$500000	686.00	707.00	3.06
Statutory Planning	Planning Permit Application Fee	Any other development (including 2 or more dwellings) costing \$500001 to \$1.0m	791.00	815.00	3.03
Statutory Planning	Planning Permit Application Fee	Any other development (including 2 or more dwellings) costing \$1.0m to \$7m	1,119.00	1,153.00	3.04
Statutory Planning	Planning Permit Application Fee	Any other development (including 2 or more dwellings) costing \$7.0m to \$10m	4,696.00	4,837.00	3.00

Program	Category of Fee or Charge	Fee or Charge	Fee 2009/10 \$	Fee 2010/11 \$	Variance (%)
Statutory Planning	Planning Permit Application Fee	Any other development (including 2 or more dwellings) costing \$10000001m to \$50m	7,829.00	8,064.00	3.00
Statutory Planning	Planning Permit Application Fee	Any other developments (including 2 or more dwellings) costing \$50000001+	15,660.00	16,130.00	3.00
Statutory Planning	Planning Permit Application Fee	Change of use permit	487.00	502.00	3.08
Statutory Planning	Planning Permit Application Fee	Copies of Planning Permits - Commercial	150.00	150.00	0.00
Statutory Planning	Planning Permit Application Fee	Copies of Planning Permits - Residential	55.00	55.00	0.00
Statutory Planning	Planning Permit Application Fee	Development of 1 Dwelling costing \$0 to \$10000	99.00	102.00	3.03
Statutory Planning	Planning Permit Application Fee	Development of 1 dwelling costing \$10001 to \$100000	232.00	239.00	3.02
Statutory Planning	Planning Permit Application Fee	Development of 1 dwelling costing \$100000+	476.00	490.00	2.94
Statutory Planning	Planning Permit Application Fee	Easements/Restrictions/Rights of Way - Certificates of Compliance	143.00	147.00	2.80
Statutory Planning	Planning Permit Application Fee	Easements/Restrictions/Rights of Way - No permit is required- but works to be done to the satisfaction of the responsible authority	99.00	122.00	23.23
Statutory Planning	Planning Permit Application 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	525.00	541.00	3.05
Statutory Planning	Planning Permit Application 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	392.00	404.00	3.06
Statutory Planning	Planning Permit Application Fee	Easements/Restrictions/Rights of Way - To remove a restriction (within the meaning of the Subdivision Act 1988)	242.00	249.00	2.89
Statutory Planning	Planning Permit Application Fee	Permit extension (Time Extension) - Request for extension of time to extend expiry date of a planning permit	110.00	110.00	0.00
Statutory Planning	Planning Permit Application Fee	Subdivision - Boundary Realignment and Consolidations	375.00	386.00	2.93
Statutory Planning	Planning Permit Application Fee	Subdivision - Subdivision into two lots only	375.00	386.00	2.93
Statutory Planning	Planning Permit Application Fee	Subdivision - Subdivision of an existing Building	375.00	386.00	2.93
Statutory Planning	Planning Permit Application Fee	Subdivision - Other (including 3 or more lots)	758.00	781.00	3.03
Title Search	Title Search	Title Search Fees	36.00	40.00	11.11
Environment Protection, Fire Prevention					
Fire Prevention	Fire Prevention	Infringement Notice	227.00	234.00	3.08
Fire Prevention	Fire Prevention	Permit to Burn	30.00	30.00	0.00
Environment Protection, Special Projects					
Trolley Impound	Trolley Impound	Trolley release fee	60.00	60.00	0.00
Environment Protection, Shire Rangers					

Program	Category of Fee or Charge	Fee or Charge	Fee 2009/10 \$	Fee 2010/11 \$	Variance (%)
Traffic Control	Parking Infringement	Parking Infringement .5 Penalty Unit	57.00	58.00	1.75
Traffic Control	Parking Infringement	Parking Infringement 1 Penalty Unit	113.00	117.00	3.54
Traffic Control	Parking Infringement	Parking Infringement .6 Penalty Unit	68.00	70.00	2.94
Bulk Rubbish Containers	Annual Accreditation Fee	Bulk Rubbish Containers	275.00	275.00	0.00
Bulk Rubbish Containers	Annual Accreditation Fee	Inspection fee \$25.00	25.00	25.00	0.00
Bulk Rubbish Containers	Annual Accreditation Fee	Inspection fee \$50	50.00	50.00	0.00
Animal Management	Domestic Animal	Domestic Animal Business	120.00	150.00	25.00
Animal Management	Infringements - Dogs/Cats	Cat at large or not securely confined to owner's premises in restricted municipal district	114.00	117.00	2.63
Animal Management	Infringements - Dogs/Cats	Contravening Council Order relating to presence of dogs and cats in public places	226.00	234.00	3.54
Animal Management	Infringements - Dogs/Cats	Dog at large or not securely confined to owner's premises during day time	340.00	350.00	2.94
Animal Management	Infringements - Dogs/Cats	Dog at large or not securely confined to owner's premises during night time	454.00	468.00	3.08
Animal Management	Infringements - Dogs/Cats	Failure to apply to register a dog or cat	454.00	468.00	3.08
Animal Management	Infringements - Dogs/Cats	Greyhound not adequately muzzled or not controlled by chain cord or leash	340.00	350.00	2.94
Animal Management	Infringements - Dogs/Cats	Not complying with order to abate nuisance	340.00	350.00	2.94
Animal Management	Infringements - Dogs/Cats	Person other than owner removing altering or defacing identification marker	114.00	117.00	2.63
Animal Management	Infringements - Dogs/Cats	Registered dog or cat not wearing council identification marker outside premises	114.00	117.00	2.63
Animal Management	Infringements - Dogs/Cats	Unregistered dog or cat not wearing council identification marker outside premises	114.00	117.00	2.63
Animal Management	Stock Release	Stock Large Multiple (cows horses)	250.00	260.00	4.00
Animal Management	Stock Release	Stock Large Single (cow horse)	180.00	185.00	2.78
Animal Management	Stock Release	Stock Small Multiple (sheep goat)	90.00	93.00	3.33
Animal Management	Stock Release	Stock Small Single (sheep goat)	45.00	47.00	4.44
Animal Management	Impound Release - Dog /Cat	Animal Accommodation Cost per day	27.00	30.00	11.11
Other Impound	Other Impound	Impound release fee (other goods)	60.00	0.00	-100.00
Other Impound	Other Impound	Impound Release Fee - Large Goods (eg. shipping container)	0.00	250.00	100.00
Other Impound	Other Impound	Impound Release Fee - Medium Goods	0.00	75.00	100.00
Other Impound	Other Impound	Impound Release Fee - Small Goods (eg. street furniture)	0.00	20.00	100.00
Signage	Signage	Signage release fee	60.00	62.00	3.33
Vehicle Impound	Vehicle Impound	Vehicle Impound	250.00	250.00	0.00
Local Laws	Local Laws	Permits	50.00	50.00	0.00
Local Laws	Local Laws	Permits	30.00	30.00	0.00
Local Laws	Local Laws Prosecutions	Prosecutions - penalty amounts set by the courts.	100.00	100.00	0.00
Boat Ramp Parking/launching	Launch a boat and park boat & trailer	Annual Pass	120.00	120.00	0.00

Program	Category of Fee or Charge	Fee or Charge	Fee 2009/10 \$	Fee 2010/11 \$	Variance (%)
Boat Ramp Parking/launching	Launch a boat and park boat & trailer	Boat Ramp - Day pass	11.00	12.00	9.09
Boat Ramp Parking/launching	Launch a boat and park boat & trailer	Jetty Car Park per hour	1.00	1.00	0.00
Environment Protection, Environmental Health					
Environmental Health	Caravan Parks Registration	Caravan Parks	2.50	2.50	0.00
Environmental Health	Food Premises Registration	Temporary Registration	57.00	59.00	3.51
Environmental Health	Food Premises Registration	Class 1 Food Premises	242.00	250.00	3.31
Environmental Health	Food Premises Registration	Class 2 Food Premises High	338.00	350.00	3.55
Environmental Health	Food Premises Registration	Class 2 Food Premises Medium	290.00	300.00	3.45
Environmental Health	Food Premises Registration	Class 2 Food Premises Low	242.00	250.00	3.31
Environmental Health	Food Premises Registration	Low Risk Pre-packaged Food Only	88.00	0.00	-100.00
Environmental Health	Food Premises Registration	Additional Inspection	60.00	0.00	-100.00
Environmental Health	Health Premises Registration	Beautician	165.00	170.00	3.03
Environmental Health	Health Premises Registration	Ear Piercing	165.00	170.00	3.03
Environmental Health	Health Premises Registration	Hairdresser	165.00	170.00	3.03
Environmental Health	Health Premises Registration	Tattooist	185.00	190.00	2.70
Environmental Health	Prescribed Accommodation Registration	Accommodation	262.00	270.00	3.05
Environmental Health	Septic Tank Application	Septic Installations	526.00	541.83	3.01
Environmental Health	Septic Tank Application	Septic Alterations Major	50.00	50.00	0.00
Environmental Health	Solicitors Enquiries	Solicitors Enquiries	230.01	237.00	3.04
Environment Protection, Planning Enforcement					
Planning Enforcement	Fines and Prosecutions	Planning Infringement Notice	1,134.00	1,168.00	3.00
Planning Enforcement	Fines and Prosecutions	Planning Infringement Notice	567.00	584.00	3.00
Environment Protection, Statutory Building					
Statutory Building	Building Infringement Notices	On the spot fines	214.00	214.00	0.00
Statutory Building	Building Regulations 2006 Part 4	Report and Consent	211.00	217.00	2.84
Statutory Building	Building Regulations 2006 Part 4 (each additional regulation)	Report and Consent each additional Regulation	85.00	85.00	0.00
Statutory Building	Flood Prone Approval	Report and Consent	115.50	115.50	0.00
Statutory Building	Information Request Copy of Commercial Plans	Information Request Copy of Commercial plans	180.00	180.00	0.00
Statutory Building	Information Request Copy of House Plans	Plan Printing	86.00	86.00	0.00
Statutory Building	Information request in accordance with Regulation 326	Reg 326 Certificates (permit information)	42.00	43.00	2.38
Statutory Building	Issue of approvals to place unregistrable moveable units and annexes in Caravan Park. Residential Tenancy Regulations	Issue of approvals to place unregistrable moveable units and annexes in Caravan Park. Residential Tenancy Regulations	310.00	310.00	0.00
Statutory Building	Occupancy Permit/Final Inspections when permit lapsed		170.00	170.00	0.00
Statutory Building	Section 30 (permit notification)	External building permit document lodgement with Council	31.00	33.00	6.45

Program	Category of Fee or Charge	Fee or Charge	Fee 2009/10 \$	Fee 2010/11 \$	Variance (%)
Strategic Planning, Strategic Planning					
Strategic Planning	Demolition Heritage Checks	Processing of Section 29A Application for Report and Consent for Demolition	52.75	52.75	0.00
Strategic Planning	Fee for combined permit and Planning Scheme	Fee for combined permit application and Planning Scheme Amendment - depends on value of development	TBD	TBD	0.00
Strategic Planning	Planning Scheme Amendment Fees	Consider request to adopt a Planning Scheme	509.00	524.00	2.95
Strategic Planning	Planning Scheme Amendment Fees	Consider request to amend a Planning Scheme	775.00	798.00	2.97
Strategic Planning	Planning Scheme Amendment Fees	Consider request to approve an amendment	775.00	798.00	2.97
Strategic Planning	Planning Scheme Amendment Fees	Consider submissions to change amendment	775.00	798.00	2.97
Strategic Planning	Recoup of Planning Scheme Amendment Processing Costs	Recoup of combined Planning Scheme amendment/application notice 96c notice costs	TBD	TBD	0.00
Strategic Planning	Recoup of Planning Scheme Amendment Processing Costs	Recoup of Independent Panel Costs	TBD	TBD	0.00
Economic Development, Business Development					
Business Support Economic Planning	Itinerant Traders	Site Annual Fee maximum (depending on site)	3,000.00	0.00	-100.00
Business Support Economic Planning	Itinerant Traders	Residential Annual Fee - minimum	1,500.00	1,500.00	0.00
Business Support Economic Planning	Itinerant Traders	Site Annual Fee - minimum (depending on site)	2,000.00	2,000.00	0.00
Commercial Activities on Footpaths	Footpath Trading Permit	Display of Goods - first display unit	50.00	50.00	0.00
Commercial Activities on Footpaths	Footpath Trading Permit	Display of Goods - Subsequent display unit	150.00	150.00	0.00
Commercial Activities on Footpaths	Footpath Trading Permit	Display of A-frame signs - Sign Size - 0.9 metres x 0.6 metres	50.00	50.00	0.00
Commercial Activities on Footpaths	Footpath Trading Permit	Display of A-frame signs - Sign Size - 1.2 metres x 0.9 metres	100.00	100.00	0.00
Commercial Activities on Footpaths	Footpath Trading Permit	Alternating between a single Display of Goods unit and an A-frame Sign - Sign Size - 0.9 metres x 0.6 metres	75.00	75.00	0.00
Commercial Activities on Footpaths	Footpath Trading Permit	Alternating between a single Display of Goods unit and an A-frame Sign - Sign Size - 1.2 metres x 0.9 metres	125.00	125.00	0.00
Commercial Activities on Footpaths	Footpath Trading Permit	Planter Boxes	50.00	50.00	0.00
Commercial Activities on Footpaths	Footpath Trading Permit	Outdoor Dining Facilities (no liquor licence or infrastructure) - first eight chairs	250.00	250.00	0.00
Commercial Activities on Footpaths	Footpath Trading Permit	Outdoor Dining Facilities (no liquor licence or infrastructure) - per chair thereafter	50.00	50.00	0.00
Commercial Activities on Footpaths	Footpath Trading Permit	Outdoor Dining Facilities (no liquor licence or infrastructure) - fixed screens - price per screen	100.00	100.00	0.00
Commercial Activities on Footpaths	Footpath Trading Permit	Outdoor Dining Facilities (no liquor licence or infrastructure) - temporary screens no fee	0.00	0.00	100.00

Program	Category of Fee or Charge	Fee or Charge	Fee 2009/10 \$	Fee 2010/11 \$	Variance (%)
Commercial Activities on Footpaths	Footpath Trading Permit	Bulky goods - first 2 metres x 2 metres	50.00	50.00	0.00
Commercial Activities on Footpaths	Footpath Trading Permit	Bulky goods - subsequent or part thereof 2 metres x 2 metres	150.00	150.00	0.00
Commercial Activities on Footpaths	Footpath Trading Permit	Outdoor dining (with liquor licence or infrastructure) - minimum price	1,000.00	1,000.00	0.00
Infrastructure Strategy, Traffic Management and Customer Service					
Directional Signage Applications	Directional Signage Applications	Directional Signage Applications - for one sign	75.00	75.00	0.00
Directional Signage Applications	Directional Signage Applications	Directional Signage Applications - for two or more signs	125.00	125.00	0.00
Infrastructure Project Management, Project Management					
Asset Construction and Protection	Build over easement	Build over easement	61.00	61.00	0.00
Asset Construction and Protection	Drainage Information Certificates	Drainage Point of Discharge	55.00	55.00	0.00
Asset Construction and Protection	Drainage Information Certificates	Underground Drainage Pipe Information	55.00	55.00	0.00
Asset Construction and Protection	Non-Utility Minor Works in Road Reserves	Consent to undertake works within a road reserve (incl Vehicle Crossings)	130.00	130.00	0.00
Asset Construction and Protection	Non-Utility Minor Works in Road Reserves	Consent to undertake works within a road reserve (Minor Works)	56.00	56.00	0.00
Asset Construction and Protection	Private Building Works	Private Building Works	130.00	130.00	0.00
Hoarding Permit	Hoarding Permit	Hoarding Permit	250.00	250.00	0.00
Tender Fees	Tender Documents		55.00	55.00	0.00
Infrastructure Maintenance, The Briars					
The Briars Park	Homestead Entry - Adult	Homestead Entry - Adult	5.25	5.40	2.86
The Briars Park	Homestead Entry - Children	Homestead Entry - Children	2.35	2.40	2.13
The Briars Park	Homestead Entry - Concession	Homestead Entry - Concession	4.00	4.10	2.50
The Briars Park	Homestead Entry - Families	Homestead Entry - Families	11.90	12.20	2.52
The Briars Park	Homestead Entry - School Children	Homestead Entry - School Children	1.30	1.35	3.85
The Briars Park	Junior Ranger Program	Junior Ranger Program (per head)	14.00	14.50	3.57
The Briars Park	Night Bush Walks	Night Bush Walks (per head)	9.50	9.80	3.16
The Briars Park	Ponding	Ponding (Ranger led dip netting per head)	1.30	1.35	3.85
The Briars Park	Ranger Talk	Ranger Talk (per head)	1.90	2.00	5.26
The Briars	Function Hire	Theatrette Hire	114.00	117.00	2.63
The Briars	Function Hire	Wedding - Garden	360.00	370.00	2.78
The Briars	Function Hire	Wedding - Homestead	415.00	425.00	2.41
The Briars	Function Hire	Wedding - Barn	415.00	425.00	2.41

Program	Category of Fee or Charge	Fee or Charge	Fee 2009/10 \$	Fee 2010/11 \$	Variance (%)
The Briars	Function Hire	Wedding & Reception - Garden	535.00	550.00	2.80
The Briars	Function Hire	Wedding & Reception - Homestead (includes kitchen)	645.00	665.00	3.10
The Briars	Function Hire	Wedding Reception - Barn	475.00	475.00	0.00
The Briars	Function Hire	Function - Homestead (includes kitchen)	555.00	570.00	2.70
The Briars	Function Hire	Function - Barn	415.00	425.00	2.41
The Briars	Function Hire	Commercial Hire - Garden	875.00	900.00	2.86
The Briars	Function Hire	Commercial Hire - Barn	695.00	715.00	2.88
The Briars	Function Hire	Commercial Photography	225.00	230.00	2.22
The Briars	Function Hire	Theatre - Rehearsal	58.00	60.00	3.45
The Briars	Function Hire	Theatre - Performance	115.00	120.00	4.35
Renewable Resources, Garbage Collection					
Garbage Collection	Extra Capacity 120 litre	Extra Capacity 120 litre	234.00	312.00	33.33
Garbage Collection	Extra Capacity 160 litre	Extra Capacity 160 litre	312.00	416.00	33.33
Garbage Collection	Extra Capacity 200 litre	Extra Capacity 200 litre	390.00	520.00	33.33
Garbage Collection	Extra Capacity 240 litre	Extra Capacity 240 litre	468.00	624.00	33.33
Garbage Collection	Extra Capacity 280 litre	Extra Capacity 280 litre	546.00	728.00	33.33
Garbage Collection	Extra Capacity 320 litre	Extra Capacity 320 litre	624.00	832.00	33.33
Garbage Collection	Extra Capacity 40 litre	Extra Capacity 40 litre	78.00	104.00	33.33
Garbage Collection	Extra Capacity 400 litre	Extra Capacity 400 litre	780.00	1,040.00	33.33
Garbage Collection	Extra Capacity 480 litre	Extra Capacity 480 litre	936.00	1,248.00	33.33
Garbage Collection	Extra Capacity 560 litre	Extra Capacity 560 litre	1,092.00	1,456.00	33.33
Garbage Collection	Extra Capacity 640 litres	Extra capacity 640 litres	0.00	1,664.00	100.00
Garbage Collection	Extra Capacity 720 litre	Extra Capacity 720 litre	1,404.00	1,872.00	33.33
Garbage Collection	Extra Capacity 80 litre	Extra Capacity 80 litre	156.00	208.00	33.33
Garbage Collection	Service Charge	For restoring extra capacity bin for late-payers	50.00	50.00	0.00
Recycling Collection	Extra Capacity 240 litre	Extra capacity 240 litre recycling bin	0.00	60.00	100.00
Renewable Resources, Waste Management Services					
Waste Disposal Centres	Car Body	Car Body with tank tyres and rims	75.00	80.00	6.67
Waste Disposal Centres	Commercial Vehicles	Base rate per cubic metre	45.00	57.00	26.67
Waste Disposal Centres	Commercial Vehicles	Base rate per tonne	90.00	120.00	33.33
Waste Disposal Centres	Commercial Vehicles	0.5m3 Asbestos of Domestic Origin Only	30.00	60.00	100.00
Waste Disposal Centres	Dead Animals	Chickens/Animals (per cubic metre)	56.00	75.00	33.93
Waste Disposal Centres	Dead Animals	Chickens (car boot - 240lt)	14.00	16.00	14.29
Waste Disposal Centres	Dead Animals	Animals (single animals - no larger than a dog)	5.00	5.00	0.00
Waste Disposal Centres	E- Waste	All other items eg laptops keyboards printers etc	0.00	0.00	100.00
Waste Disposal Centres	Fridges	Not degassed Fridge or Freezer	8.00	8.00	0.00

Program	Category of Fee or Charge	Fee or Charge	Fee 2009/10 \$	Fee 2010/11 \$	Variance (%)
Waste Disposal Centres	Garbage	Base Rate per cubic metre (trailer - single axle (6x4) 240mm)	36.00	57.00	58.33
Waste Disposal Centres	Garbage	Bag (40 litres)	4.00	4.00	0.00
Waste Disposal Centres	Garbage	Car Boot (240 litres)	7.00	14.00	100.00
Waste Disposal Centres	Garbage	Garbage (Soil/Bricks/Concrete/Rubble)	0.00	95.00	100.00
Waste Disposal Centres	Green Waste	Base Rate per cubic metre (trailer - single axle (6x4) 240mm)	12.00	20.00	66.67
Waste Disposal Centres	Green Waste	Car Boot (240 litres)	3.50	5.00	42.86
Waste Disposal Centres	Mattress	Mattress Single	16.00	16.00	0.00
Waste Disposal Centres	Mattress	Mattress Double	20.00	20.00	0.00
Waste Disposal Centres	Monitor Products	CRT/LCD/Plasma/TV's	6.50	6.50	0.00
Waste Disposal Centres	Plastics and Plastic Film	Plastic and Plastic Film per cubic metre	5.00	5.00	0.00
Waste Disposal Centres	Tyres	Car	6.00	7.00	16.67
Waste Disposal Centres	Tyres	Light Truck	8.50	10.00	17.65
Waste Disposal Centres	Tyres	Heavy Truck or Car Tyre on Rim	13.50	15.00	11.11
Waste Disposal Hoppers	Garbage (Hoppers)	Base Rate per Cubic Metre (trailer - single axle (6x4) 450mm)	34.00	57.00	67.65
Waste Disposal Hoppers	Garbage (Hoppers)	Car Boot (240 litres)	7.00	14.00	100.00
Waste Disposal Hoppers	Garbage (Hoppers)	Bag (40 litres)	4.00	4.00	0.00
Waste Disposal Hoppers	Greenwaste (Flinders Only)	Base Rate per Cubic Metre (trailer - single axle (6x4) 450mm)	13.00	20.00	53.85
Waste Disposal Hoppers	Greenwaste (Flinders Only)	Car Boot (240 litres)	3.50	5.00	42.86
Child, Youth and Family Care, Manager Child, Youth and Family Care					
Preschool Central Enrolment Program	Preschool Central Enrolment Program	Preschool Enrolment	6.00	6.00	0.00
Child, Youth and Family Care, Family Day Care					
Family Day Care	Family Day Care	Administration Levy	0.55	0.55	0.00
Child, Youth and Family Care, Childcare					
Somerville Child care	Somerville Child Care	Daily	68.00	71.00	4.41
Somerville Child care	Somerville Child Care - from 1st Jul 2010	Full time (5 days a week for more than 7 hours per day)	277.00	282.00	1.81
Child, Youth and Family Care, After School Hours Program					
After School Program	Dromana After School Program	Annual Family Registration fees	20.00	20.00	0.00
After School Program	Dromana After School Program	Cancellation fee/holding fee per child Dromana	15.50	0.00	-100.00
After School Program	Dromana After School Program	Casual Care	17.50	18.00	2.86
After School Program	Dromana After School Program	Permanent Booked Care per child	15.50	16.00	3.23
After School Program	Dromana After School Program	Early Finish Days per additional per child	6.00	6.00	0.00

Program	Category of Fee or Charge	Fee or Charge	Fee 2009/10 \$	Fee 2010/11 \$	Variance (%)
After School Program	Dromana After School Program	Late Pick up fee - per 15 mins	20.00	20.00	0.00
After School Program	Kunyang After School Program	Annual Family Registration fees	20.00	20.00	0.00
After School Program	Kunyang After School Program	Cancellation fee/holding fee per child Kunyang	15.50	0.00	-100.00
After School Program	Kunyang After School Program	Casual Care	17.50	18.00	2.86
After School Program	Kunyang After School Program	Permanent Booked Care per child	15.50	16.00	3.23
After School Program	Kunyang After School Program	Early Finish Days per additional Child	6.00	6.00	0.00
After School Program	Kunyang After School Program	Late Pick up fee - per 15 minutes	20.00	20.00	0.00
After School Program	Red Hill After School Program	Annual Family Registration fees	20.00	20.00	0.00
After School Program	Red Hill After School Program	Cancellation fee/holding fee per child Red Hill	15.50	0.00	-100.00
After School Program	Red Hill After School Program	Casual Care	17.50	18.00	2.86
After School Program	Red Hill After School Program	Permanent Booked Care per child	15.50	16.00	3.23
After School Program	Red Hill After School Program	Early Finish Days per additional hour child	6.00	6.00	0.00
After School Program	Red Hill After School Program	Late Pick up fee- per 15 minutes	20.00	20.00	0.00
Child, Youth and Family Care, School Holiday Program					
School Holiday Program	Hastings School Holiday Program	Annual Family Registration Fee	20.00	20.00	0.00
School Holiday Program	Hastings School Holiday Program	Pre booked	38.00	40.00	5.26
School Holiday Program	Hastings School Holiday Program	Not pre booked (casual)	43.00	45.00	4.65
School Holiday Program	Mornington School Holiday Program	Annual Family Registration Fee	20.00	20.00	0.00
School Holiday Program	Mornington School Holiday Program	Pre booked	38.00	40.00	5.26
School Holiday Program	Mornington School Holiday Program	Not pre booked (casual)	43.00	45.00	4.65
School Holiday Program	Benton's Square School Holiday Program	Annual Family Registration Fee	0.00	20.00	100.00
School Holiday Program	Benton's Square School Holiday Program	Pre booked	0.00	40.00	100.00
School Holiday Program	Benton's Square School Holiday Program	Not pre booked (casual)	0.00	45.00	100.00
Child, Youth and Family Care, Immunisation					
Immunisation	Chicken Pox Vaccine	Chicken Pox Vaccine	45.00	45.00	0.00
Immunisation	Meningococcal Vaccine	Meningococcal Vaccine	55.00	55.00	0.00
Immunisation	Pneumococcal Vaccine	Pneumococcal Vaccine	110.00	110.00	0.00
Aged and Disability Services, Brokerage Program					
Home Care Brokerage	Brokerage - Community Aged Care Package Rate	Brokerage	40.00	41.00	2.50
Home Care Brokerage	Brokerage - Linkages Rate	Brokerage	33.00	34.00	3.03
Aged and Disability Services, General					
Home Care	General Home Care	Sliding Scale (low fee range)	4.10	4.25	3.66
Home Care	General Home Care	Sliding Scale (medium fee range)	12.00	12.35	2.92
Home Care	General Home Care	Sliding Scale (high fee range)	16.00	16.50	3.13

Program	Category of Fee or Charge	Fee or Charge	Fee 2009/10 \$	Fee 2010/11 \$	Variance (%)
Home Care	General Home Care	Sliding Scale (high fee range)	26.00	26.78	3.00
Home Care	General Home Care	Brokerage (COPS)	5.15	5.30	2.91
Aged and Disability Services, Specific					
Specific Home Care	Sliding Scale - high fee range		26.00	26.80	3.08
Specific Home Care	Sliding Scale - low fee range		1.00	1.05	5.00
Specific Home Care	Sliding Scale - low fee range		2.00	2.05	2.50
Specific Home Care	Sliding Scale - medium fee range		3.00	3.10	3.33
Specific Home Care	Sliding Scale - medium fee range		4.00	4.10	2.50
Aged and Disability Services, Home Maintenance					
Home Maintenance	Property Maintenance	Low Fee Range plus the cost of materials	9.20	9.80	6.52
Home Maintenance	Property Maintenance	Medium Fee Range plus the cost of materials	14.40	15.70	9.03
Home Maintenance - Linkages	Home Maintenance - Brokerage		38.00	39.14	3.00
Aged and Disability Services, Delivered Meals					
Delivered Meals	Brokerage Meals	Full cost Recovery fee	10.30	10.30	0.00
Delivered Meals	Brokerage Meals	Brokerage (COPS)	5.25	5.75	9.52
Delivered Meals	HACC Meals - Standard Fee		5.25	5.75	9.52
Aged and Disability Services, Access and Mobility					
Adult Day Care	Adult Day Care - Linkages (CCP)	Adult Day Care - Brokerage Full Cost Recovery Rate	14.90	15.40	3.36
Adult Day Care	Social Support	Low Fee Range	3.30	3.40	3.03
Adult Day Care	Social Support	Medium Fee Range	3.20	3.30	3.12
Community Transport	Community Transport	Dial-A-Bus	1.00	1.00	0.00
Recreation and Leisure, Manager Recreation and Leisure					
Community Bus Recreation	Mornington & Hastings	fee per 24 hour hire	135.00	135.00	0.00
Community Bus Recreation	Mornington & Hastings	fee per 12 hour	70.00	80.00	14.29
Community Bus Recreation	Mornington & Hastings	Bus fee per 24 hour hire - Shire (Internal Use)	135.00	135.00	0.00
Community Bus Recreation	Mornington & Hastings	Bus fee per 12 hour hire - Shire (Internal Use)	70.00	72.73	3.90
Recreation Facilities	Erection (only) Marquee	Set-up fee - Community Hire - Saturday	250.00	360.00	44.00
Recreation Facilities	Erection (only) Marquee	Set-up fee - Community Hire - Sunday	250.00	410.00	64.00
Recreation Facilities	Erection (only) Marquee	Set-up fee - Community Hire - Mon-Fri	250.00	260.00	4.00
Recreation Facilities	Erection (only) Soundshell	Set-up fee - Community Hire - Mon-Fri	220.00	350.00	59.09
Recreation Facilities	Erection (only) Soundshell	Set-up fee - Community Hire - Weekend	220.00	390.00	77.27
Recreation Facilities	Hire & Set-up Fee Marquee	Commercial rate	780.00	900.00	15.38
Recreation Facilities	Hire & Set-up Fee Soundshell	Commercial rate	990.00	1,100.00	11.11

Program	Category of Fee or Charge	Fee or Charge	Fee 2009/10 \$	Fee 2010/11 \$	Variance (%)
Recreation Facilities	Hire & Set-up Fee Soundshell	Community - Mon-Fri	350.00	370.00	5.71
Recreation Facilities	Hire & Set-up Fee Soundshell	Community - Weekend	350.00	410.00	17.14
Recreation Facilities	Hire & Set-up Marquee	Set-up fee - Community Hire - Mon-Fri	290.00	300.00	3.45
Recreation Facilities	Hire & Set-up Marquee	Set-up fee - Community Hire - Saturday	290.00	300.00	3.45
Recreation Facilities	Hire & Set-up Marquee	Set-up fee - Community Hire - Sunday	290.00	300.00	3.45
Recreation Facilities	Hire Caravan	Small (4 day period)	77.00	80.00	3.90
Recreation and Leisure, Recreation Facilities					
Recreation Facilities	Reserves and Pavilions	Minor - Casual (not for profit)	220.00	220.00	0.00
Recreation Facilities	Reserves and Pavilions	Minor - Casual Commercial	330.00	330.00	0.00
Recreation Facilities	Reserves and Pavilions	Schools - Regional Events	250.00	250.00	0.00
Recreation Facilities	Reserves and Pavilions	Schools Flat rate 1/2 day	27.50	27.50	0.00
Recreation Facilities	Reserves and Pavilions	Schools not MPS 1/2 day	110.00	110.00	0.00
Recreation Facilities	Reserves and Pavilions	Secondary - Casual (not for profit)	275.00	275.00	0.00
Recreation Facilities	Reserves and Pavilions	Secondary - Commercial	440.00	440.00	0.00
Recreation Facilities	Reserves and Pavilions	Township - Casual (not for profit)	330.00	330.00	0.00
Recreation Facilities	Reserves and Pavilions	Township - Commercial	550.00	550.00	0.00
Recreation Facilities	Active Sports Reserves	Township Reserve -Summer	2,000.00	2,000.00	0.00
Recreation Facilities	Active Sports Reserves	Township Reserve - Winter	2,400.00	2,400.00	0.00
Recreation Facilities	Active Sports Reserves	Secondary Reserve - Summer	800.00	800.00	0.00
Recreation Facilities	Active Sports Reserves	Secondary Reserve - Winter	1,000.00	1,000.00	0.00
Recreation Facilities	Active Sports Reserves	Minor Reserve - Summer	500.00	500.00	0.00
Recreation Facilities	Active Sports Reserves	Minor Reserve - Winter	1,000.00	1,000.00	0.00
Recreation Facilities	Reserves and Pavilions	Baseball Secondary	1,000.00	1,000.00	0.00
Recreation Facilities	Reserves and Pavilions	Baseball Minor	750.00	750.00	0.00
Recreation Facilities	Reserves and Pavilions	Soccer Senior Secondary	2,400.00	2,400.00	0.00
Recreation Facilities	Reserves and Pavilions	Soccer Junior Secondary	1,000.00	1,000.00	0.00
Recreation Facilities	Reserves and Pavilions	Soccer Junior/Senior Minor	1,000.00	1,000.00	0.00
Recreation Facilities	Sport Facilities	Netball Minor	200.00	200.00	0.00
Recreation Facilities	Sport Facilities	Netball Association Secondary	1,370.00	1,370.00	0.00
Recreation Facilities	Sport Facilities	Netball Association Township	1,800.00	1,800.00	0.00
Recreation and Leisure, Festivals and Events					
Recreation Facilities	Event Application	Application fee for Community Event 50% of proceeds or more going to a registered charity and/or not for profit organisations	75.00	80.00	6.67
Recreation Facilities	Event Application	Application fee for Event with less than 50% of proceeds going to a registered charity with a commercial benefit	190.00	195.00	2.63

Program	Category of Fee or Charge	Fee or Charge	Fee 2009/10 \$	Fee 2010/11 \$	Variance (%)
Recreation Facilities	Event Application	Application fee for commercial Event	375.00	385.00	2.67
Recreation and Leisure, Peninsula Community Theatre					
Peninsula Community Theatre	Foyer Commercial	Hourly	0.00	45.00	100.00
Peninsula Community Theatre	Foyer Commercial	Sessional 2-4 hours - no longer applicable	160.00	N/A	0.00
Peninsula Community Theatre	Foyer Commercial	Daily 8am - 5pm	300.00	310.00	3.33
Peninsula Community Theatre	Foyer Commercial	Night 5pm - 12pm	300.00	310.00	3.33
Peninsula Community Theatre	Foyer Commercial	All Day & All Night	480.00	490.00	2.08
Peninsula Community Theatre	Foyer Community	Hourly	0.00	25.00	100.00
Peninsula Community Theatre	Foyer Community	Sessional 2-4 hours - no longer applicable	80.00	N/A	0.00
Peninsula Community Theatre	Foyer Community	Daily 8am - 5pm	150.00	155.00	3.33
Peninsula Community Theatre	Foyer Community	Night 5pm - 12pm	150.00	155.00	3.33
Peninsula Community Theatre	Foyer Community	All Day & All Night	240.00	245.00	2.08
Peninsula Community Theatre	PCT - Complex	Hourly	0.00	30.00	100.00
Peninsula Community Theatre	PCT - Complex	Sessional 2-4 hours - no longer applicable	105.00	N/A	0.00
Peninsula Community Theatre	PCT - Complex	Daily 8am - 5pm	200.00	205.00	2.50
Peninsula Community Theatre	PCT - Complex	Night 5pm - 12pm	200.00	205.00	2.50
Peninsula Community Theatre	PCT - Complex	All Day & All Night	380.00	390.00	2.63
Peninsula Community Theatre	PCT - Complex Commercial	Hourly	0.00	50.00	100.00
Peninsula Community Theatre	PCT - Complex Commercial	Sessional 2-4 hours - no longer applicable	210.00	N/A	0.00
Peninsula Community Theatre	PCT - Complex Commercial	Daily 8am - 5pm	400.00	410.00	2.50
Peninsula Community Theatre	PCT - Complex Commercial	Night 5pm - 12pm	400.00	410.00	2.50
Peninsula Community Theatre	PCT - Complex Commercial	All Day & All Night	760.00	780.00	2.63
Peninsula Community Theatre	Theatre	Lockable Piano	50.00	50.00	0.00
Peninsula Community Theatre	Theatre	Lapel Microphone Hire x 2 per day	50.00	50.00	0.00
Peninsula Community Theatre	Theatre	Cleaning per hour	0.00	50.00	100.00
Peninsula Community Theatre	Theatre	Rehearsals - Community	0.00	20.00	100.00
Peninsula Community Theatre	Theatre	Rehearsals - Commercial	0.00	40.00	100.00
Peninsula Community Theatre	Theatre	Projector & Screen - per day	100.00	100.00	0.00
Peninsula Community Theatre	Theatre	Technician per hour	0.00	40.00	100.00
Peninsula Community Theatre	Theatre - Bump In/Out - Commercial	Hourly	0.00	50.00	100.00
Peninsula Community Theatre	Theatre - Bump In/Out - Commercial	2 hours - no longer applicable	170.00	N/A	0.00
Peninsula Community Theatre	Theatre - Bump In/Out - Community	Hourly	0.00	25.00	100.00
Peninsula Community Theatre	Theatre - Bump In/Out - Community	2 hours - no longer applicable	85.00	N/A	0.00
Peninsula Community Theatre	Theatre - Performance	Hourly	0.00	25.00	100.00
Peninsula Community Theatre	Theatre - Performance	Sessional 2-4 hours - no longer applicable	85.00	N/A	0.00
Peninsula Community Theatre	Theatre - Performance	Daily 8am - 5pm	160.00	165.00	3.13
Peninsula Community Theatre	Theatre - Performance	Night 5pm - 12pm	160.00	165.00	3.13

Program	Category of Fee or Charge	Fee or Charge	Fee 2009/10 \$	Fee 2010/11 \$	Variance (%)
Peninsula Community Theatre	Theatre - Performance	All Day & All Night	300.00	310.00	3.33
Peninsula Community Theatre	Theatre - Performance - Commercial	Hourly	0.00	40.00	100.00
Peninsula Community Theatre	Theatre - Performance - Commercial	Sessional 2-4 hours - no longer applicable	170.00	N/A	0.00
Peninsula Community Theatre	Theatre - Performance - Commercial	Daily 8am - 5pm	320.00	330.00	3.13
Peninsula Community Theatre	Theatre - Performance - Commercial	Night 5pm - 12pm	320.00	330.00	3.13
Peninsula Community Theatre	Theatre - Performance - Commercial	All Day & All Night	610.00	625.00	2.46
Community Halls	Halls	Cancellation Fee	30.00	30.00	0.00
Community Halls Minor	Hourly Rate	Commercial	\$5.50	\$11.00	100.00
Community Halls Minor	Hourly Rate	Not for Profit	\$5.50	\$7.00	27.27
Community Halls Minor	Hourly Rate	Community	\$5.50	\$5.50	0.00
Community Halls Minor	4 Hour Sessional	Commercial	18.70	36.00	92.51
Community Halls Minor	4 Hour Sessional	Community	18.70	22.00	17.65
Community Halls Minor	4 Hour Sessional	Not for Profit	18.70	18.70	0.00
Community Halls Minor	Daily Rate	Commercial	40.00	77.00	92.50
Community Halls Minor	Daily Rate	Community	40.00	48.00	20.00
Community Halls Minor	Daily Rate	Not for Profit	40.00	40.00	0.00
Community Halls Minor	Day / Evening	Commercial	153.50	288.00	87.62
Community Halls Minor	Day / Evening	Community	153.50	180.00	17.26
Community Halls Minor	Day / Evening	Not for Profit	153.50	150.00	-2.28
Community Halls Minor	Evening	Commercial	115.50	222.00	92.21
Community Halls Minor	Evening	Community	115.50	139.00	20.35
Community Halls Minor	Evening	Not for Profit	115.50	115.50	0.00
Community Halls Minor	Halls - Minor Meeting Room	Commercial	4.20	8.00	90.48
Community Halls Minor	Halls - Minor Meeting Room	Community	4.20	5.00	19.05
Community Halls Minor	Halls - Minor Meeting Room	Not for Profit	4.20	4.20	0.00
Community Halls Secondary	Hourly Rate	Commercial	15.50	30.00	93.55
Community Halls Secondary	Hourly Rate	Not for Profit	15.50	19.00	22.58
Community Halls Secondary	Hourly Rate	Community	15.50	15.50	0.00
Community Halls Secondary	4 Hour Sessional	Commercial	44.00	84.00	90.91
Community Halls Secondary	4 Hour Sessional	Community	44.00	53.00	20.45
Community Halls Secondary	4 Hour Sessional	Not for Profit	44.00	44.00	0.00
Community Halls Secondary	Daily Rate	Commercial	95.00	182.00	91.58
Community Halls Secondary	Daily Rate	Community	95.00	114.00	20.00
Community Halls Secondary	Daily Rate	Not for Profit	95.00	95.00	0.00
Community Halls Secondary	Day / Evening	Commercial	285.00	538.00	88.77
Community Halls Secondary	Day / Evening	Community	285.00	336.00	17.89
Community Halls Secondary	Day / Evening	Not for Profit	285.00	280.00	-1.75

Program	Category of Fee or Charge	Fee or Charge	Fee 2009/10 \$	Fee 2010/11 \$	Variance (%)
Community Halls Secondary	Evening	Commercial	188.00	361.00	92.02
Community Halls Secondary	Evening	Community	188.00	226.00	20.21
Community Halls Secondary	Evening	Not for Profit	188.00	188.00	0.00
Secondary Meeting Room	4 Hour Sessional	Commercial	26.00	50.00	92.31
Secondary Meeting Room	4 Hour Sessional	Community	26.00	31.00	19.23
Secondary Meeting Room	4 Hour Sessional	Not for Profit	26.00	26.00	0.00
Secondary Meeting Room	Hourly	Commercial	8.80	17.00	93.18
Secondary Meeting Room	Hourly	Not for Profit	8.80	11.00	25.00
Secondary Meeting Room	Hourly	Community	8.80	8.80	0.00
Community Halls	Halls - Secondary Theatre Performance	Secondary Theatre - Sessional 4 hours	30.80	37.00	20.13
Community Halls	Halls - Secondary Theatre Performance	Secondary Theatre - Evening	131.60	159.80	21.43
Community Halls	Halls - Secondary Theatre Performance	Secondary Theatre - All day 9-midnight	199.50	238.00	19.30
Community Halls	Halls - Secondary Theatre Performance	Secondary Theatre - Daily 9-5	66.50	88.00	32.33
Community Halls	Halls - Secondary Theatre Performance	Secondary Theatre - Hourly	10.85	13.00	19.82
Community Halls	Halls - Secondary Theatre Performance	Secondary Theatre - Bump in/bump out	78.00	90.00	15.38
Community Halls	Halls - Secondary Theatre Rehearsal	Secondary Theatre - Evening	95.00	95.00	0.00
Community Halls	Halls - Secondary Theatre Rehearsal	Secondary Theatre - All day 9-midnight	142.50	142.50	0.00
Community Halls	Halls - Secondary Theatre Rehearsal	Secondary Theatre - Daily 9-5	47.50	47.50	0.00
Community Halls	Halls - Secondary Theatre Rehearsal	Secondary Theatre - Hourly	7.75	7.75	0.00
Community Halls	Halls - Secondary Theatre Rehearsal	Secondary Theatre - (Sessional 4 hours)	22.00	22.00	0.00
Community Halls	Halls - Township Theatre Performance	Township Theatre - All day 9-midnight	273.00	313.00	14.65
Community Halls	Halls - Township Theatre Performance	Township Theatre - Bump in/bump out	100.00	115.00	15.00
Community Halls	Halls - Township Theatre Performance	Township Theatre - Daily 9-5	82.80	117.00	41.30
Community Halls	Halls - Township Theatre Performance	Township Theatre - Evening	175.00	212.00	21.14
Community Halls	Halls - Township Theatre Performance	Township Theatre - Hourly	15.40	18.00	16.88
Community Halls	Halls - Township Theatre Performance	Township Theatre - Sessional 4 Hours	46.20	56.00	21.21
Community Halls	Halls - Township Theatre Rehearsal	Township Theatre - (Sessional 4 hours)	33.00	33.00	0.00
Community Halls	Halls - Township Theatre Rehearsal	Township Theatre - All day 9 - Midnight	195.00	195.00	0.00
Community Halls	Halls - Township Theatre Rehearsal	Township Theatre - Daily 9-5	69.00	69.00	0.00
Community Halls	Halls - Township Theatre Rehearsal	Township Theatre - Evening	125.00	125.00	0.00
Community Halls	Halls - Township Theatre Rehearsal	Township Theatre - Hourly	11.00	11.00	0.00
Community Halls Township	4 Hour Sessional	Commercial	66.00	127.00	92.42
Community Halls Township	4 Hour Sessional	Community	66.00	79.00	19.70
Community Halls Township	4 Hour Sessional	Not for Profit	66.00	66.00	0.00
Community Halls Township	Daily Rate	Commercial	138.00	265.00	92.03
Community Halls Township	Daily Rate	Community	138.00	166.00	20.29
Community Halls Township	Daily Rate	Not for Profit	138.00	138.00	0.00
Community Halls Township	Day / Evening	Commercial	390.00	739.00	89.49

Program	Category of Fee or Charge	Fee or Charge	Fee 2009/10 \$	Fee 2010/11 \$	Variance (%)
Community Halls Township	Day / Evening	Community	390.00	462.00	18.46
Community Halls Township	Day / Evening	Not for Profit	390.00	385.00	-1.28
Community Halls Township	Evening	Commercial	250.00	480.00	92.00
Community Halls Township	Evening	Community	250.00	300.00	20.00
Community Halls Township	Evening	Not for Profit	250.00	250.00	0.00
Community Halls Township	Hourly	Commercial	22.00	42.00	90.91
Community Halls Township	Hourly	Community	22.00	26.00	18.18
Community Halls Township	Hourly	Not for Profit	22.00	22.00	0.00
Township Meeting Room	4 Hour Sessional	Commercial	39.00	75.00	92.31
Township Meeting Room	4 Hour Sessional	Community	39.00	47.00	20.51
Township Meeting Room	4 Hour Sessional	Not for Profit	39.00	39.00	0.00
Township Meeting Room	Hourly	Commercial	11.00	21.00	90.91
Township Meeting Room	Hourly	Community	11.00	13.00	18.18
Township Meeting Room	Hourly	Not for Profit	11.00	11.00	0.00
Recreation and Leisure, Sport and Leisure, Mt Martha Golf Course					
Mt Martha Golf Course	Golf Fees	18 Holes	22.00	23.00	4.55
Mt Martha Golf Course	Golf Fees	9 Holes	15.50	16.00	3.23
Mt Martha Golf Course	Golf Fees	9 Holes Concession	11.50	12.00	4.35
Mt Martha Golf Course	Golf Fees	Unlimited Special	13.00	13.00	0.00
Mt Martha Golf Course	Golf Fees	18 Holes Concession	15.50	16.00	3.23
Mt Martha Golf Course	Golf Fees	Junior	4.00	4.00	0.00
Mt Martha Golf Course	Junior Tagholder	Junior Tagholder	107.00	107.00	0.00
Mt Martha Golf Course	Lessons	Lessons	3,487.00	3,590.40	2.97
Mt Martha Golf Course	Membership	5 day 12 month (Full)	488.45	488.45	0.00
Mt Martha Golf Course	Membership	6 day 12 month (Full)	636.65	636.65	0.00
Mt Martha Golf Course	Membership	5 day 12 Month (Concession)	387.35	387.35	0.00
Mt Martha Golf Course	Membership	6 day 12 month (Concession)	511.50	511.50	0.00
Mt Martha Golf Course	Membership	5 day 6 month (Full)	294.25	294.25	0.00
Mt Martha Golf Course	Membership	6 day 6 month (Full)	363.80	363.80	0.00
Mt Martha Golf Course	Membership	5 day 6 Month (Concession)	235.40	235.40	0.00
Mt Martha Golf Course	Membership	6 day 6 Month (Concession)	294.25	294.25	0.00
Recreation and Leisure, Sport and Leisure, Crib Point Pool					
Crib Point Pool	Aquatics	Family Swim	9.00	10.00	11.11
Crib Point Pool	Aquatics	Adult Swim Pass (15)	47.25	54.60	15.56
Crib Point Pool	Aquatics	Concession Swim Pass (15)	33.75	38.20	13.19
Crib Point Pool	Aquatics	Aquarobics	12.00	0.00	-100.00

Program	Category of Fee or Charge	Fee or Charge	Fee 2009/10 \$	Fee 2010/11 \$	Variance (%)
Crib Point Pool	Entry	Adult	3.50	3.90	11.43
Crib Point Pool	Entry	Children	2.20	2.50	13.64
Crib Point Pool	Entry	Pensioner	2.50	2.70	8.00
Crib Point Pool	Entry	Spectator	1.00	1.00	0.00
Crib Point Pool	Entry	School Student entry (LTS program)	4.50	5.50	22.22
Crib Point Pool	Functions	Birthdays	10.00	10.00	0.00
Crib Point Pool	Swim Programs	Squad	12.00	12.50	4.17
Crib Point Pool	Swim Programs	Intensives	11.00	12.65	15.00
Crib Point Pool	Swim Programs	Play Days	6.50	7.15	10.00
Crib Point Pool	Swim Programs	School Groups	4.50	6.05	34.44
Crib Point Pool	Swim Programs	Carnivals	77.00	77.00	0.00
Recreation and Leisure, Sport and Leisure, Hastings Leisure Centre					
Hastings Leisure Centre	Gymnastics	10 Session Pass - L 0-2	85.00	85.00	0.00
Hastings Leisure Centre	Gymnastics	10 Session Pass - L 3-6	105.00	105.00	0.00
Hastings Leisure Centre	Gymnastics	10 Session Pass - L3-6 -2nd Child	84.00	84.00	0.00
Hastings Leisure Centre	Gymnastics	Casual visit - L 0-2	10.00	10.00	0.00
Hastings Leisure Centre	Gymnastics	Casual visit - L 3-6	12.00	12.00	0.00
Hastings Leisure Centre	Gymnastics	10 Session Pass Level 0-2 2nd Child	68.00	68.00	0.00
Hastings Leisure Centre	Gymnastics	5 Session Pass Level 0-2	45.00	45.00	0.00
Hastings Leisure Centre	Gymnastics	5 Session Pass Level 3-6	55.00	55.00	0.00
Hastings Leisure Centre	Gymnastics	Community Group - casual	5.00	5.00	0.00
Hastings Leisure Centre	Gymnastics	School Group - casual	5.00	5.00	0.00
Hastings Leisure Centre	Gymnastics	Competition entrance fee	10.00	10.00	0.00
Hastings Leisure Centre	Room Hire	Multi Purpose Room - Community Rate	19.20	19.20	0.00
Hastings Leisure Centre	Room Hire	Multi Purpose Room - Commercial Rate	24.00	24.00	0.00
Hastings Leisure Centre	Squash	Squash 1 hr	8.00	8.00	0.00
Hastings Leisure Centre	Stadium Hire	Competition Rate (per hour)	29.00	29.00	0.00
Hastings Leisure Centre	Stadium Hire	Training (per hour)	23.50	22.50	-4.26
Hastings Leisure Centre	Stadium Hire	Training 1/2 Court	11.75	11.75	0.00
Hastings Leisure Centre	Stadium Hire	Training 1/2 Court (45 mins)	8.80	8.80	0.00
Hastings Leisure Centre	Stadium Hire	Training 1/2 Court (30 mins)	5.90	5.90	0.00
Hastings Leisure Centre	Stadium Hire	Per Person (per hour)	3.70	3.70	0.00
Recreation and Leisure, Sport and Leisure, Morningson Leisure Centre					
Morningson Leisure Centre	ACTIV8	ACTIV8 - 4 Schools per term	616.00	616.00	0.00
Morningson Leisure Centre	All Access	Active Link - Morningson	5.50	5.50	0.00
Morningson Leisure Centre	All Access	Active Link - Rosebud	55.00	55.00	0.00

Program	Category of Fee or Charge	Fee or Charge	Fee 2009/10 \$	Fee 2010/11 \$	Variance (%)
Mornington Leisure Centre	All Access	All Access - 10 Session Pass	50.00	50.00	0.00
Mornington Leisure Centre	All Access	All Access Casual	5.40	5.40	0.00
Mornington Leisure Centre	All Access	Circuit Breakers	8.00	8.00	0.00
Mornington Leisure Centre	All Access	Get Fit Vet Fit	6.00	6.00	0.00
Mornington Leisure Centre	All Access	LLLS - Casual	5.00	5.00	0.00
Mornington Leisure Centre	All Access	LLLS session pass	50.00	50.00	0.00
Mornington Leisure Centre	All Access	Pilates - Rosebud	9.00	9.00	0.00
Mornington Leisure Centre	All Access	Plaza Walks Mornington	65.00	65.00	0.00
Mornington Leisure Centre	All Access	Prime Movers	8.00	8.00	0.00
Mornington Leisure Centre	All Access	Social Gym	55.00	55.00	0.00
Mornington Leisure Centre	All Access	Stronger for Longer	5.40	5.40	0.00
Mornington Leisure Centre	All Access	Vietnam Veterans - Australian Health Management	6.00	0.00	-100.00
Mornington Leisure Centre	All Access	Walking Group - Rosebud	0.00	0.00	100.00
Mornington Leisure Centre	Centre Programs	Birthday Parties	12.00	12.00	0.00
Mornington Leisure Centre	Centre Programs	Girls Just Wanna Have Fun	50.00	10.00	-80.00
Mornington Leisure Centre	Centre Programs	Junior Judo	9.50	9.50	0.00
Mornington Leisure Centre	Centre Programs	Romp & Chomps	10.00	10.00	0.00
Mornington Leisure Centre	Centre Programs	Senior Judo	13.50	13.50	0.00
Mornington Leisure Centre	Centre Programs	Super Soccer	7.00	7.00	0.00
Mornington Leisure Centre	Child Care	Occasional Care 1st Child	6.50	6.50	0.00
Mornington Leisure Centre	Child Care	Occasional Care 2nd Child	3.20	3.20	0.00
Mornington Leisure Centre	Child Care	Program Childcare 1st Child	3.80	3.80	0.00
Mornington Leisure Centre	Child Care	Program Childcare 2nd Child	2.20	2.20	0.00
Mornington Leisure Centre	Child Care	Staff Childcare - Staff Member Working	0.00	2.20	100.00
Mornington Leisure Centre	Community Room	Community Room - Commercial Rate	24.00	24.00	0.00
Mornington Leisure Centre	Community Room	Community Room - Community Rate	19.20	19.20	0.00
Mornington Leisure Centre	Fitness Studio	Fitness Studio - Casual	8.00	8.00	0.00
Mornington Leisure Centre	Fitness Studio	Fitness Studio - Session Pass	55.00	60.00	9.09
Mornington Leisure Centre	Fitness Studio	Fitness Studio Room Hire - Commercial	0.00	24.00	100.00
Mornington Leisure Centre	Fitness Studio	Fitness Studio Room Hire - Community	0.00	19.20	100.00
Mornington Leisure Centre	Fitness Studio	LLLS Orientation Class	0.00	25.00	100.00
Mornington Leisure Centre	Fitness Studio	MS Fitness Studio Group	0.00	6.00	100.00
Mornington Leisure Centre	Group Fitness	Casual Group Fitness Class	8.00	8.00	0.00
Mornington Leisure Centre	Group Fitness	Session Pass - 10 sessions	60.00	60.00	0.00
Mornington Leisure Centre	Gymnastics	Baby Gym	9.00	9.00	0.00
Mornington Leisure Centre	Gymnastics	Kinder Gym	13.00	13.00	0.00
Mornington Leisure Centre	Gymnastics	Toddler Gym	9.00	9.00	0.00
Mornington Leisure Centre	Multi Purpose Room Commercial Hire	Multipurpose Room	24.00	24.00	0.00

Program	Category of Fee or Charge	Fee or Charge	Fee 2009/10 \$	Fee 2010/11 \$	Variance (%)
Mornington Leisure Centre	Multi Purpose Room Community Hire	Multipurpose Room	19.20	19.20	0.00
Mornington Leisure Centre	Office Rental	MPNA - Office Rental	180.00	180.00	0.00
Mornington Leisure Centre	Stadium Hire	All Access Stadium - Floorball	5.00	5.00	0.00
Mornington Leisure Centre	Stadium Hire	Badminton - Casual	5.00	5.00	0.00
Mornington Leisure Centre	Stadium Hire	Badminton Court	10.30	10.30	0.00
Mornington Leisure Centre	Stadium Hire	Casual Use (Non Program)	3.70	3.70	0.00
Mornington Leisure Centre	Stadium Hire	Competition Hire per hour	29.00	29.00	0.00
Mornington Leisure Centre	Stadium Hire	Training Hire 1/2 court (45 mins)	8.80	8.80	0.00
Mornington Leisure Centre	Stadium Hire	Training Hire 1/2 court 1 hour	11.75	11.25	-4.26
Mornington Leisure Centre	Stadium Hire	Training Hire 1/2 court 1/2 hour	5.90	5.60	-5.08
Mornington Leisure Centre	Stadium Hire	Training Hire per hour	22.50	22.50	0.00
Mornington Leisure Centre	Support Services	Chupa Chup Vending	60.00	175.00	191.67
Mornington Leisure Centre	Support Services	Pay Phone	132.00	27.50	-79.17
Mornington Leisure Centre	Support Services	Photocopier Charges	60.50	30.00	-50.41
Recreation and Leisure, Sport and Leisure, Somerville Leisure Centre					
Somerville Leisure Centre	ALL Access	Hastings Hall	5.00	5.00	0.00
Somerville Leisure Centre	ALL Access	Somers Hall	5.00	5.00	0.00
Somerville Leisure Centre	ALL Access	Crib Point Hall	5.00	0.00	-100.00
Somerville Leisure Centre	Centre Programs	Romps and Chomps	10.00	10.00	0.00
Somerville Leisure Centre	Centre Programs	Floorball Mixed	7.00	8.00	14.29
Somerville Leisure Centre	Centre Programs	Soccer Games	7.00	7.00	0.00
Somerville Leisure Centre	Centre Programs	Schools	29.00	29.00	0.00
Somerville Leisure Centre	Centre Programs	Soccer - Tots	0.00	7.00	100.00
Somerville Leisure Centre	Child Care	Occasional Care	6.50	6.50	0.00
Somerville Leisure Centre	Child Care	Occasional Care each child there after	3.20	3.20	0.00
Somerville Leisure Centre	Child Care	1 hour parents using facility	3.80	3.80	0.00
Somerville Leisure Centre	Child Care	1 hour parents using facility extra child	2.20	2.20	0.00
Somerville Leisure Centre	Group Fitness	All Access Prime Movers	0.00	5.40	100.00
Somerville Leisure Centre	Group Fitness	All Access - Well for Life	0.00	1,100.00	100.00
Somerville Leisure Centre	Group Fitness	All Access Prime Movers	7.40	7.40	0.00
Somerville Leisure Centre	Group Fitness	All Access Membership 3 months Upfront	0.00	97.00	100.00
Somerville Leisure Centre	Group Fitness	All Access Membership Circuit Breakers	0.00	5.40	100.00
Somerville Leisure Centre	Memberships	Platinum - \$/fortnight	30.00	30.00	0.00
Somerville Leisure Centre	Memberships	Platinum - Upfront	720.00	720.00	0.00
Somerville Leisure Centre	Memberships	Platinum - 3 month upfront	240.00	240.00	0.00
Somerville Leisure Centre	Memberships	Platinum - Concession - \$/fortnight	21.00	21.00	0.00
Somerville Leisure Centre	Memberships	Platinum - Concession Upfront	504.00	504.00	0.00

Program	Category of Fee or Charge	Fee or Charge	Fee 2009/10 \$	Fee 2010/11 \$	Variance (%)
Somerville Leisure Centre	Memberships	Platinum - 3 month concession Upfront	168.00	168.00	0.00
Somerville Leisure Centre	Memberships	Silver	495.00	495.00	0.00
Somerville Leisure Centre	Memberships	Gold - \$/fortnight	25.50	25.50	0.00
Somerville Leisure Centre	Memberships	Gold - Upfront	611.00	611.00	0.00
Somerville Leisure Centre	Memberships	Gold - 3 month upfront	224.20	224.20	0.00
Somerville Leisure Centre	Memberships	Gold - Concession - \$/fortnight	17.85	17.85	0.00
Somerville Leisure Centre	Memberships	Gold - Concession - Upfront	426.90	426.90	0.00
Somerville Leisure Centre	Memberships	Gold - Concession - 3 month upfront	157.00	157.00	0.00
Somerville Leisure Centre	Memberships	Silver - \$/fortnight	19.80	19.80	0.00
Somerville Leisure Centre	Memberships	Silver - 3 month upfront	190.00	190.00	0.00
Somerville Leisure Centre	Memberships	Silver - 3 month concession upfront	123.50	123.50	0.00
Somerville Leisure Centre	Memberships	Silver - concession upfront	332.80	332.80	0.00
Somerville Leisure Centre	Memberships	Silver - \$/fortnight - concession	13.90	13.90	0.00
Somerville Leisure Centre	Memberships	Corporate 3 month membership upfront Gold	177.80	177.80	0.00
Somerville Leisure Centre	Memberships	Corporate 12 month membership	424.50	424.50	0.00
Somerville Leisure Centre	Memberships	Corporate	328.30	328.30	0.00
Somerville Leisure Centre	Memberships	Family Silver - 3 month	390.00	390.00	0.00
Somerville Leisure Centre	Memberships	Family Platinum - 3 month	599.00	599.00	0.00
Somerville Leisure Centre	Memberships	Family Platinum	1,801.00	1,801.00	0.00
Somerville Leisure Centre	Memberships	Family Silver \$/fortnight	51.50	51.50	0.00
Somerville Leisure Centre	Memberships	Family - Silver upfront	1,175.00	1,175.00	0.00
Somerville Leisure Centre	Memberships	Family - Platinum - \$/fortnight	77.90	77.90	0.00
Somerville Leisure Centre	Memberships	Bridging Fee - Family - Platinum	77.90	77.90	0.00
Somerville Leisure Centre	Memberships	Bridging Fee - Silver - concession	13.90	13.90	0.00
Somerville Leisure Centre	Memberships	Bridging Fee - Silver	19.80	19.80	0.00
Somerville Leisure Centre	Memberships	Bridging Fee - Gold - Concession	17.85	17.85	0.00
Somerville Leisure Centre	Memberships	Bridging Fee - Gold	25.50	25.50	0.00
Somerville Leisure Centre	Memberships	Bridging Fee - Family - Silver	51.50	51.50	0.00
Somerville Leisure Centre	Memberships	Bridging Fee - Platinum - concession	21.00	21.00	0.00
Somerville Leisure Centre	Memberships	3 Month Membership	174.40	174.40	0.00
Somerville Leisure Centre	Memberships	15 Visit Pass (Adult)	147.15	147.15	0.00
Somerville Leisure Centre	Memberships	15 Visit Pass (Concession)	103.80	103.80	0.00
Somerville Leisure Centre	Memberships	Bridging Fee - Platinum	30.00	30.00	0.00
Somerville Leisure Centre	Memberships	Platinum - off peak - \$/fortnight	14.85	14.85	0.00
Somerville Leisure Centre	Session Passes	Group Fitness Class Casual Adult	13.00	13.00	0.00
Somerville Leisure Centre	Session Passes	Group Fitness Class Casual Concession	9.10	9.10	0.00
Somerville Leisure Centre	Somerville Facility and Room Hire	Community Room Hire 1 Room Community	9.60	9.60	0.00
Somerville Leisure Centre	Somerville Facility and Room Hire	Community Room Hire 1 Room Commercial	12.00	0.00	-100.00

Program	Category of Fee or Charge	Fee or Charge	Fee 2009/10 \$	Fee 2010/11 \$	Variance (%)
Somerville Leisure Centre	Somerville Facility and Room Hire	Community Room Hire 2 Rooms Community	19.20	19.20	0.00
Somerville Leisure Centre	Somerville Facility and Room Hire	Community Room Hire 2 Rooms Commercial	24.00	24.00	0.00
Somerville Leisure Centre	Somerville Facility and Room Hire	Community Room Hire 3 Rooms Community	28.80	28.80	0.00
Somerville Leisure Centre	Somerville Facility and Room Hire	Community Room Hire 3 Rooms Commercial	28.80	28.80	0.00
Somerville Leisure Centre	Somerville Facility and Room Hire	WPBA - Office Lease	242.00	242.00	0.00
Somerville Leisure Centre	Somerville Facility and Room Hire	Community House	1,100.00	1,100.00	0.00
Somerville Leisure Centre	Somerville Facility and Room Hire	Consulting Room Hire Community	9.60	9.60	0.00
Somerville Leisure Centre	Somerville Facility and Room Hire	Consulting Room Hire (per hour) Commercial	12.00	12.00	0.00
Somerville Leisure Centre	Somerville Facility and Room Hire	Multi Purpose Room Community Rate	19.20	19.20	0.00
Somerville Leisure Centre	Somerville Facility and Room Hire	Multi Purpose Room Commercial Rate	24.00	24.00	0.00
Somerville Leisure Centre	Stadium Hire	Competition	29.00	29.00	0.00
Somerville Leisure Centre	Stadium Hire	Training (1 hour)	23.50	22.50	-4.26
Somerville Leisure Centre	Stadium Hire	Training Half Court (1/2 hr)	5.90	0.00	-100.00
Somerville Leisure Centre	Stadium Hire	Training half court 45 mins	8.80	8.80	0.00
Somerville Leisure Centre	Stadium Hire	Training Half Court	11.75	11.75	0.00
Somerville Leisure Centre	Stadium Hire	Badminton Court Training (per hour per basketball court)	21.60	22.55	4.40
Somerville Leisure Centre	Stadium Hire	Badminton Court	10.30	10.30	0.00
Somerville Leisure Centre	Stadium Hire	Badminton Court Competition (per hour per basketball court)	28.00	29.00	3.57
Somerville Leisure Centre	Stadium Hire	All Access Floorball	0.00	0.00	100.00
Somerville Leisure Centre	Stadium Hire	Stadium Casual Hire Per Person	3.70	3.70	0.00
Somerville Leisure Centre	Stadium Hire	Birthday Parties	12.00	12.00	0.00
Somerville Leisure Centre	Support Services	Support Services	150.00	770.00	413.33
Recreation and Leisure, Sport and Leisure, Bittern Stadium					
Bittern Stadium	Room Hire	Multipurpose Room - Community Rate	19.20	19.20	0.00
Bittern Stadium	Room Hire	Multipurpose Room - Commercial Rate	24.00	24.00	0.00
Bittern Stadium	Stadium Hire	Competition	29.00	29.00	0.00
Bittern Stadium	Stadium Hire	Training	23.50	23.50	0.00
Bittern Stadium	Stadium Hire	Training Half Court	11.75	11.75	0.00
Bittern Stadium	Stadium Hire	Training 1/2 Court (45 mins)	8.80	8.80	0.00
Bittern Stadium	Stadium Hire	Training 1/2 Court (30 mins)	5.90	5.90	0.00
Bittern Stadium	Stadium Hire	Stadium Casual Hire Per Person	3.70	3.70	0.00
Bittern Stadium	Stadium Hire	Badminton Court Training (per hour per court)	21.60	21.60	0.00
Bittern Stadium	Stadium Hire	Badminton Court	10.70	10.70	0.00
Bittern Stadium	Stadium Hire	Badminton Court Competition (per hour per basket ball court)	29.00	29.00	0.00
Bittern Stadium	Stadium Hire	Shire Holiday Program	55.00	55.00	0.00

Program	Category of Fee or Charge	Fee or Charge	Fee 2009/10 \$	Fee 2010/11 \$	Variance (%)
Recreation and Leisure, Sport and Leisure, Pelican Park					
Pelican Park	Aquatic Passes	Pool Passes (adult) - 15 sessions	59.50	65.00	9.24
Pelican Park	Aquatic Passes	Pool Passes (concession) - 15 sessions	42.00	45.50	8.33
Pelican Park	Aquatic Programs (Other)	Carnivals/Events	220.00	0.00	-100.00
Pelican Park	Aquatic Programs (Other)	Warm Water Classes - All access	5.40	0.00	-100.00
Pelican Park	Aquatic Programs (Other)	Play Days	7.00	7.00	0.00
Pelican Park	Aquatic Programs (Other)	Inflatable Play Days	9.00	0.00	-100.00
Pelican Park	Aquatic Programs (Other)	Inflatable - casual	2.20	2.42	10.00
Pelican Park	Aquatic Programs (Other)	Dive-in Movies	12.00	0.00	-100.00
Pelican Park	Aquatic Programs (Other)	Family Swim Night	4.60	4.60	0.00
Pelican Park	Aquatic Programs (Other)	New Swim Program	4.60	0.00	-100.00
Pelican Park	Casual Aquatics	Adult Entry	4.40	4.80	9.09
Pelican Park	Casual Aquatics	Child Entry	2.70	2.90	7.41
Pelican Park	Casual Aquatics	Concession Entry	3.10	3.20	3.23
Pelican Park	Casual Aquatics	Family entry (2 adults & 2 children)	10.20	12.00	17.65
Pelican Park	Casual Aquatics	School student entry (LTS program)	4.50	0.00	-100.00
Pelican Park	Casual Aquatics	Spectator Fee	1.00	1.00	0.00
Pelican Park	Casual Aquatics	Lane Hire	13.00	30.00	130.77
Pelican Park	Casual Aquatics	Spa/Steam Room	12.00	12.00	0.00
Pelican Park	Casual Aquatics	Spa/Steam Room - Concession	8.50	8.50	0.00
Pelican Park	Casual Aquatics	Birthday Party	18.20	19.00	4.40
Pelican Park	Casual Aquatics	Birthday Party Inflatable	21.00	21.11	0.52
Pelican Park	Casual Aquatics	Birthday Party additional catering	10.40	0.00	-100.00
Pelican Park	Casual Aquatics	Birthday Party additional host	26.00	0.00	-100.00
Pelican Park	Child Care	Session Pass First Child	0.00	38.00	100.00
Pelican Park	Child Care	Session Pass Additional Child	0.00	22.00	100.00
Pelican Park	Child Care	Childcare Term Booking - WET 1st Child	0.00	3.80	100.00
Pelican Park	Child Care	Childcare Term Booking - WET Add Child	0.00	2.20	100.00
Pelican Park	Child Care	1 HR First Child	3.80	3.80	0.00
Pelican Park	Child Care	1 HR - Additional Child	2.20	2.20	0.00
Pelican Park	Child Care	Occasional Care 1 HR First Child	6.50	6.50	0.00
Pelican Park	Child Care	Occasional Care 1 HR - Additional Child	3.20	3.20	0.00
Pelican Park	Group Fitness	Adult Entry	12.00	13.00	8.33
Pelican Park	Group Fitness	Concession entry	8.50	9.10	7.06
Pelican Park	Group Fitness	Room Hire - Weekdays (per hr)	26.00	0.00	-100.00
Pelican Park	Group Fitness	Room Hire - Weekends (per hr)	36.00	0.00	-100.00
Pelican Park	Group Fitness	Aqua Aerobics (inc DWR)	12.00	0.00	-100.00
Pelican Park	Group Fitness	ALL Access - Group	0.00	6,330.98	100.00

Program	Category of Fee or Charge	Fee or Charge	Fee 2009/10 \$	Fee 2010/11 \$	Variance (%)
Pelican Park	Group Fitness	ALL Access - Rec Link	0.00	1,034.48	100.00
Pelican Park	Group Fitness	ALL Access - Probus	0.00	7.00	100.00
Pelican Park	Group Fitness	ALL Access - MS Gym Class	0.00	5.40	100.00
Pelican Park	Group Fitness	All Access Membership - Upfront 12 months	0.00	386.00	100.00
Pelican Park	Group Fitness	All Access Membership - Upfront 3 months	0.00	97.00	100.00
Pelican Park	Group Fitness	All Access Membership - Direct Debit \$/fortnight	0.00	16.80	100.00
Pelican Park	Group Fitness - All Access	SOYF - Entry	5.40	5.40	0.00
Pelican Park	Group Fitness - All Access	All Access Entry/Maintenance	5.40	5.40	0.00
Pelican Park	Group Fitness - All Access	All Access Chair Based	5.40	5.40	0.00
Pelican Park	Group Fitness - All Access	Circuit Breakers	5.40	5.40	0.00
Pelican Park	Group Fitness - All Access	Aquaeze	5.40	5.40	0.00
Pelican Park	Group Fitness - All Access	SWEAT	5.40	5.40	0.00
Pelican Park	Group Fitness - All Access	SOYF - Maintenance (WED)	5.40	5.40	0.00
Pelican Park	Group Fitness - All Access	Tai Chi	5.40	5.40	0.00
Pelican Park	Group Fitness - School Groups	School Groups	6.50	6.50	0.00
Pelican Park	Health and Fitness	All Access	5.40	0.00	-100.00
Pelican Park	Health and Fitness	Adult Entry - Casual	12.00	13.00	8.33
Pelican Park	Health and Fitness	Concession Entry - Casual	8.50	9.10	7.06
Pelican Park	Health and Fitness	Schools Student	6.50	0.00	-100.00
Pelican Park	Health and Fitness	Program Orientation	30.00	30.00	0.00
Pelican Park	Health and Fitness	Fitness Assessments	15.50	0.00	-100.00
Pelican Park	Health and Fitness	Personal Training 1 hour session (one-one-one member)	47.00	47.00	0.00
Pelican Park	Health and Fitness	Personal Training 1 hour session (two-one-one member)	36.00	0.00	-100.00
Pelican Park	Health and Fitness	Personal Training session pass (one-one-one member)	423.00	0.00	-100.00
Pelican Park	Health and Fitness	Gym and Swim	19.00	19.00	0.00
Pelican Park	Memberships - Bridging	Bridging Fee - Platinum	30.00	30.00	0.00
Pelican Park	Memberships - Bridging	Bridging Fee - Platinum - concession	21.00	21.00	0.00
Pelican Park	Memberships - Bridging	Bridging Fee - Family - Silver	51.50	51.50	0.00
Pelican Park	Memberships - Bridging	Bridging Fee - Gold	25.50	25.50	0.00
Pelican Park	Memberships - Bridging	Bridging Fee - Gold - Concession	17.85	17.85	0.00
Pelican Park	Memberships - Bridging	Bridging Fee - Silver	19.80	19.80	0.00
Pelican Park	Memberships - Bridging	Bridging Fee - Silver - Concession	13.90	13.90	0.00
Pelican Park	Memberships - Bridging	Bridging Fee - Family - Platinum	77.90	77.90	0.00
Pelican Park	Memberships - Corporate	Corporate	328.30	350.00	6.61
Pelican Park	Memberships - Corporate	Corporate 12 month membership upfront Platinum	424.50	423.00	-0.35
Pelican Park	Memberships - Corporate	Corporate 3 month membership upfront Gold	177.80	171.30	-3.66
Pelican Park	Memberships - Corporate	BLUESCOPE	11,000.00	11,000.00	0.00
Pelican Park	Memberships - Family	Family - Platinum - \$/fortnight	77.90	77.90	0.00

Program	Category of Fee or Charge	Fee or Charge	Fee 2009/10 \$	Fee 2010/11 \$	Variance (%)
Pelican Park	Memberships - Family	Family - Silver Upfront	1,175.00	1,175.00	0.00
Pelican Park	Memberships - Family	Family Silver \$/fortnight	51.50	51.50	0.00
Pelican Park	Memberships - Family	Family Platinum	1,801.00	1,801.00	0.00
Pelican Park	Memberships - Family	Family Platinum - 3 month	599.00	599.00	0.00
Pelican Park	Memberships - Family	Family Silver - 3 month	390.00	390.00	0.00
Pelican Park	Memberships - Family	Family - Silver	99.15	99.15	0.00
Pelican Park	Memberships - Gold	Gold - \$/fortnight	25.50	26.62	4.39
Pelican Park	Memberships - Gold	Gold - Upfront	611.00	640.00	4.75
Pelican Park	Memberships - Gold	Gold - 3 month Upfront	224.20	240.00	7.05
Pelican Park	Memberships - Gold Concession	Gold Concession - Upfront	426.90	451.00	5.65
Pelican Park	Memberships - Gold Concession	Gold Concession - \$/fortnight	17.85	18.78	5.21
Pelican Park	Memberships - Gold Concession	Gold Concession - 3 month upfront	157.00	170.00	8.28
Pelican Park	Memberships - Platinum	Platinum - \$/fortnight	30.00	31.15	3.83
Pelican Park	Memberships - Platinum	Platinum - Upfront	720.00	750.00	4.17
Pelican Park	Memberships - Platinum	Platinum - 3 month upfront	240.00	260.00	8.33
Pelican Park	Memberships - Platinum Concession	Platinum - Concession Upfront	504.00	525.00	4.17
Pelican Park	Memberships - Platinum Concession	Platinum - 3 month concession upfront	168.00	185.00	10.12
Pelican Park	Memberships - Platinum Concession	Platinum - Concession - \$/fortnight	21.00	21.81	3.86
Pelican Park	Memberships - Platinum Offpeak	Platinum - off peak - \$/fortnight	14.85	14.85	0.00
Pelican Park	Memberships - Shire Deductions	MPS Staff Deductions	43.60	43.60	0.00
Pelican Park	Memberships - Silver	Silver - \$/fortnight	19.80	20.58	3.94
Pelican Park	Memberships - Silver	Silver - 3 month upfront	174.40	190.00	8.94
Pelican Park	Memberships - Silver	Silver - Upfront	475.40	495.00	4.12
Pelican Park	Memberships - Silver Concession	Silver - concession Upfront	332.80	350.00	5.17
Pelican Park	Memberships - Silver Concession	Silver - \$/fortnight - concession	13.90	14.56	4.75
Pelican Park	Memberships - Silver Concession	Silver - 3 month concession upfront	123.50	135.00	9.31
Pelican Park	Squads & Adults	Swim Squad - Junior	12.00	0.00	-100.00
Pelican Park	Squads & Adults	Swim Squad - Adult	12.00	0.00	-100.00
Pelican Park	Squads & Adults	Adult Stroke Correction	12.00	0.00	-100.00
Pelican Park	Squads & Adults	Swim Squad - Transition Squad	0.00	151.25	100.00
Pelican Park	Squads & Adults	Swim Squad - Performance Squad	0.00	151.25	100.00
Pelican Park	Squads & Adults	Adult Stroke Correction	0.00	75.63	100.00
Pelican Park	WET Program - Adults	Adult Learn to Swim	12.00	0.00	-100.00
Pelican Park	WET Program - Core	Learn to Swim Program	11.00	11.50	4.55
Pelican Park	WET Program - Privates & Intensives	Intensives	11.00	12.65	15.00
Pelican Park	WET Program - Privates & Intensives	Private Lesson x 1	25.00	27.50	10.00
Pelican Park	WET Program - Privates & Intensives	Private Lesson x 1 (disability)	17.50	19.25	10.00
Pelican Park	WET Program - Privates & Intensives	Private Lesson x 2 Children	40.00	44.00	10.00

Program	Category of Fee or Charge	Fee or Charge	Fee 2009/10 \$	Fee 2010/11 \$	Variance (%)
Pelican Park	WET Program - School Students	School student entry (Learn to Swim Program)	5.00	5.50	10.00
Recreation and Leisure, Foreshore Camping					
Foreshore Camping	Post Season Package	Post Season Package	750.00	880.00	17.33
Foreshore Camping	Holiday/Peak Season - Powered Site Weekly	Holiday/Peak Season - Powered Site Weekly	200.00	235.00	17.50
Foreshore Camping	Holiday/Peak Season - Non-Power (per week)	Holiday/Peak Season - Non-Power (per week)	140.00	165.00	17.86
Foreshore Camping	Holiday/Peak Season - Power (per night)	Holiday/Peak Season - Power (per night)	40.00	45.00	12.50
Foreshore Camping	Holiday/Peak Season - Non-Power (per night)	Holiday/Peak Season - Non-Power (per night)	35.00	40.00	14.29
Foreshore Camping	Pre/Post Season - Power (per week)	Pre/Post Season - Power (per week)	110.00	130.00	18.18
Foreshore Camping	Pre/Post Season - Non-Power (per week)	Pre/Post Season - Non-Power (per week)	75.00	90.00	20.00
Foreshore Camping	Pre/Post Season - Power (per night)	Pre/Post Season - Power (per night)	27.00	30.00	11.11
Foreshore Camping	Pre/Post Season - Non-Power (per night)	Pre/Post Season - Non-Power (per night)	21.00	25.00	19.05
Foreshore Camping	Unoccupied/Weekend rate	Unoccupied Mon-Fri rate	82.00	95.00	15.85
Foreshore Camping	Unoccupied/Weekend Non-Power rate	Unoccupied Mon-Fri Non-Power rate	60.00	70.00	16.67
Foreshore Camping	Pre/Post Season - Pensioner rate (per week)	Pensioner rate (per week)	87.00	100.00	14.94
Foreshore Camping	Pre Season Package	Pre Season Package	395.00	465.00	17.72
Libraries, Arts and Culture, Mornington Peninsula Regional Gallery					
Mornington Peninsula Regional Gallery	Events	Members	8.00	8.00	0.00
Mornington Peninsula Regional Gallery	Events	Non Members	10.00	10.00	0.00
Mornington Peninsula Regional Gallery	Gallery Entry	Entry Fees Adults	4.00	4.00	0.00
Mornington Peninsula Regional Gallery	Gallery Entry	Entry Fees Concessions (Healthcare card holders & Pensioners)	2.00	2.00	0.00
Mornington Peninsula Regional Gallery	Gallery Entry	Entry Fees Group Students (Primary Secondary and Tertiary)	2.00	2.00	0.00
Mornington Peninsula Regional Gallery	Membership From Friends	Single Concession	20.00	20.00	0.00
Mornington Peninsula Regional Gallery	Membership From Friends	Single	25.00	25.00	0.00
Mornington Peninsula Regional Gallery	Membership From Friends	Family	40.00	40.00	0.00
Libraries, Arts and Culture, Libraries					
Library	Damaged Stock	Damaged Repairable items - other than Talking Books	4.00	4.00	0.00
Library	Damage Stock	Damaged Repairable Stock - Talking Books	16.50	16.50	0.00
Library	Fines and Overdue Charges	Fines and Overdue charges - per day	0.25	0.25	0.00
Library	Lost Books	Lost Irreparable Damage - Original cost of item	replacement cost	replacement cost	

Program	Category of Fee or Charge	Fee or Charge	Fee 2009/10 \$	Fee 2010/11 \$	Variance (%)
Library	Lost Cards	Replace Lost Library Cards	2.75	2.75	0.00
Library	Reservations	Reservations/ILL	1.20	1.20	0.00
Library	Reservations	Reservations/ILL - Concession Charge	0.60	0.60	0.00
Governance and Corporate Support, Customer Service					
Animal Management	Registration - Cat (CatFee101)	Entire Cat	145.00	N/A	-100.00
Animal Management	Registration - Cat (CatFee102)	Intact Pensioner	75.00	N/A	-100.00
Animal Management	Registration - Cat (CatFee103)	Reduced	29.00	30.00	3.45
Animal Management	Registration - Cat (CatFee104)	Reduced Pensioner	17.00	18.00	5.88
Animal Management	Registration - Dog (DogFee101)	Intact	145.00	150.00	3.45
Animal Management	Registration - Dog (DogFee102)	Intact Pensioner	75.00	76.00	1.33
Animal Management	Registration - Dog (DogFee103)	Reduced	29.00	30.00	3.45
Animal Management	Registration - Dog (DogFee104)	Reduced Pensioner	17.00	18.00	5.88
Finance, Revenue Management (Rates)					
Land Information Certificate	Land Information	Certificate	20.00	20.00	0.00
Information Services, Records Management					
Records Management	Freedom of Information	Page (optional)	0.20	0.20	0.00
Records Management	Freedom of Information	Application fee	23.40	23.90	2.14
Records Management	Freedom of Information	Search and Access Fees	20.00	20.00	0.00
Property and Valuation, Valuations					
Valuations	Supplementary Valuations	Valuations	18.58	18.15	-2.31
Valuations	Supplementary Valuations	Valuations	23.10	23.10	0.00
Valuations	Supplementary Valuations	Land Tax Objections Recovery	115.50	121.00	4.76
Property and Valuation, Property Operations					
Bathing Boxes	Bathing Box Rental Income		315.00	330.90	5.05
Bathing Boxes	Bathing Box transfer fees		5% of CIV	5% of CIV	0.00

