

CITY OF MONASH

2012/13 BUDGET

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CITY OF MONASH

BUDGET 2012/13

PART 1

BUDGET NARRATIVE

2012/13 BUDGET

1. EXECUTIVE SUMMARY

Under the *Local Government Act 1989* ('the Act'), Council is required to prepare and adopt an Annual Budget, Council Plan and 4 Year Strategic Resource Plan (SRP). The 2012/13 Annual Budget represents the first year of the SRP for the period 2012/13 to 2015/16.

The purpose of the SRP is to ensure that Council is well positioned to meet its short and long-term responsibilities and challenges. A number of external pressures throughout the current term of Council, however, have successfully been absorbed within the projected 6% p.a. rate increase as adopted in the SRP.

The major focus of the 2012/13 budget and key highlights of Council's commitment includes:

- Continued investment in major new Community facilities;
- Review of risk leading to increased investment in renewal and refurbishment of existing community facilities and infrastructure; and
- Maintenance of existing service levels with enhancements as appropriate.

In 2012/13 Council will implement a Capital Works Program of \$29.3M (including \$5.6M carried forward from 2011/12), major elements of which comprise \$28.7M to maintain and upgrade existing infrastructure and \$0.6M for New Capital projects.

The New Capital Works Program includes the following projects:

- Waverley Community Hub Design;
- Oakleigh Activity Centre Refurbishment; and
- Masterplan for Council Land in Glen Waverley Activity Centre.

Highlights of the total Capital Works program in 2012/13 for renewal and upgrade of existing facilities in the city include:

- \$4.2M for building works;
- \$2.2M for drainage;
- \$1.8M for reserves; and
- \$7.0M for roads and footpath works, including \$359K for bikepaths.

Additional resources have also been allocated to improve service delivery in the following areas:

- Implementing programs to address problem gambling in Monash;
- Improving the resources of the Maternal and Child Health (MCH) program with an additional MCH nurse;
- Introducing a fortnightly Italian Language Story-time session at the Monash Public Library Service;
- Provision of a new library access point in Mulgrave for increased library service access to Mulgrave residents;
- A new program for prevention of violence against women;
- An extension of the successful Clayton Community Centre Community Nights program; and

- Introduction of a concession for Learn to Swim programs at Council's three aquatic facilities, MARC, Clayton Community Centre and Oakleigh Recreation Centre.

To achieve the goals for maintenance and renewal of the City's infrastructure, as well as ensure the continued high levels of service delivery and response to external cost pressures, the SRP reflects a rate increase of 6% in 2012/13. In addition it is expected that \$800K of supplementary rates from new developments will be collected. As some Statutory Fees set by other tiers of Government have not increased, or have increased by less than 3%, this has required Council to increase some fees and charges by 5% to overcome the shortfall.

In 2012/13 Council will introduce an Electronic Gaming Machine (EGM) Land Differential Rate to address Problem Gambling in Monash. The rates raised from the EGM Differential Rate (\$191K) in 2012/13 will be utilised to fund research on the extent and impact of problem gambling within the municipal district and to develop and implement strategies to reduce the impact of problem gambling within the municipal district (Refer Section 2.4.1).

EXTERNAL INFLUENCES

Preparation of the 2012/13 budget also gives consideration to unavoidable external influences and their impact on Council's budget. Several Federal and State Government levies/taxes are collected through local government rates and charges, and are passed on in full to fund other levels of Government agencies and programs. The estimated cost included in the draft budget for major external levies/taxes in 2012/13 includes:

	Estimated Cost State & Federal Taxes/ Levies 2011/12 \$M	Estimated Cost State & Federal Taxes/ Levies 2012/13 \$M	Percentage Increase from 2011/12	Percentage of Rate Revenue 2012/13
EPA Landfill Levy (State)	\$1.8	\$2.0	11.1%	2.3%
Carbon Tax Impact (Federal)	\$0.0	\$1.3		1.4%
Metropolitan Fire & Emergency Services Board (MFESB) Levy (State)	\$2.4	\$2.5	2.4%	2.9%
Total of (Major) levies	\$4.2	\$5.8	36.9%	6.6%

The levies/taxes collected by Council and passed onto the State and Federal governments, as a percentage of rate revenue collected in 2012/13, amounts to 6.6%.

Environmental Protection Authority (EPA) Landfill Levy

EPA Landfill levies were established by the State Government to provide funding for waste management infrastructure, support for education programs and waste planning and management in Victoria. Significant increases occurred in the cost structure of the EPA levies in 2010. Council has continued to absorb this increased cost within its annual budget in accordance with the SRP.

EPA Levies apply to municipal, commercial, industrial and prescribed industrial wastes deposited onto land at licensed waste disposal facilities in Victoria. The landfill levy structure reflects the difference in the magnitude of environmental risk posed by the different waste streams and also seeks to accommodate regional differentials.

Council is required to pay the EPA levy on Waste Disposal (including domestic, commercial, hard waste and construction waste). The levy in 2012/13 will be \$48.40 on each tonne of waste sent to landfill (42,000 tonnes) totalling approx. \$2M in 2012/13 (In 2009/10 the levy was \$9 per tonne).

Carbon Tax Impact

The Australian Government has released their carbon price framework and complementary measures package, *Securing a Clean Energy Future*. The carbon price framework is the central component of the scheme, with a price starting at \$23 per tonne of carbon dioxide equivalent (CO₂e) on 1 July 2012. The carbon price is fixed for three years with annual increases built into the price until 1 July 2015, when the price will be determined by the market under a cap-and-trade emissions trading scheme.

The price is payable by Australia's 500 most carbon-intensive entities across the stationary energy, waste, transport and industrial sectors for each tonne of CO₂e they produce. This will include local government with some landfills. This additional cost will be passed on through to businesses (including Councils) and households.

Federal Treasury modelling estimates that the increases in electricity prices attributable to the carbon price are an anticipated 10 per cent in 2012-13 and a further 0.9 per cent in 2013-14. A number of councils will have direct liabilities under the carbon price framework. Of the estimated 500 identified carbon emitters, 130 are landfill operators, even though these contribute less than 3 per cent of Australia's carbon emissions profile¹. Further, the methodologies for estimation of landfill emissions are reliant on modelling that is still being finalised.

Based on all available information, it is estimated that the impact of the Carbon tax will increase costs to Council by approximately \$1.3M. However this figure may vary as the Carbon Tax methodologies are further developed.

Council has estimated for the purpose of its draft budget an amount of \$1.3M with an expectation that flow on effects for goods and services beyond the landfill and utilities pricing will be absorbed into the draft budget. This represents 0.7% of current operations.

Metropolitan Fire and Emergency Services Board (MFESB) Levy

Traditionally, the major source of MFESB funding is obtained through statutory contributions. Statutory contributions are collected quarterly in advance as follows:

- 12.5% from the State Government
- 12.5% from Municipal Councils whose districts are within or partly within the metropolitan fire district and
- 75% from Insurance Companies through insurance premiums.

¹ Sourced from the Federal Government Website: <http://www.cleanenergyfuture.gov.au/>

Monash Council raises its contribution through rates collected. The raising of funds via this levy has been in place for many years. In 2012/13 approx. \$2.48M will be collected from General rate revenue and passed onto the MFESB.

The Bushfires Royal Commission has made recommendation to replace the current fire services levy on insurance and Councils with a property-based model for funding of Victoria's fire services. This would shift the contribution from only those who insure their properties to all Victorian properties. The methodology for collecting the levy in the future has yet to be finalised however it is expected to change through legislation effective in 2013/14. The likely impact on Council as a possible collection agency and providing for Council's share of the levy may be significant.

2. BUDGET OVERVIEW

2.1 Enhanced service delivery outcomes

Council is committed to the maintenance of service levels and the provision of enhanced service delivery in targeted areas of need where increased demand is demonstrated. The 2012/13 budget has been prepared on the basis of constraint, however it is acknowledged that the Council still needs to fund new community and organisational initiatives and continue to invest in the maintenance and refurbishment of the City's infrastructure in order to remain responsive to the community's needs.

This year's budget includes completion of a number of major projects outlined in the following summary of the key budget outcomes and financial impacts for 2012/13:

Major capital works program

- Construction of the Central Reserve Northern Pavilion which commenced in 2011/12 will be completed at a total project cost of \$1.8M.
- The Oakleigh Village Rejuvenation Project will be completed during 2012/13 at an estimated cost of \$2M.
- A continued commitment of \$20.4M to renew and upgrade the City's infrastructure in the Base Capital Works program.

Increased allocation for the continued maintenance and upgrade of community facilities, buildings, roads, reserves and gardens:

- \$1.5M for sport pavilion upgrades including Jack Edwards Reserve Junior Pavilion; Ashwood Reserve Soccer Pavilion, Wellington Reserve Pavilion which includes State Government funding of \$80K; and design of Mayfield Park Pavilion;
- \$441K for refurbishment within Council's Aged Accommodation Centres;
- \$464K for the provision of equitable access upgrades at various locations;
- \$432K for upgrade works at various Early Childhood and Maternal and Child Health Centres which includes a user contribution of \$20K;
- \$140K for sports lighting at Mulgrave Reserve South, jointly funded by the Club, Council and the State Government;
- \$383K for playground upgrades, including an upgraded all access playground jointly funded by Council and the State Government.
- \$220K for completion of projects contained within the Environmental Sustainability Road Map; including \$20K State Government funding for the Open Space Strategy plan.

Service levels to be maintained across all sectors with improved level of service provision in the following areas:

- Conduct of research into problem gambling in Monash;
- Improving the resources of the Maternal and Child Health (MCH) program with an additional MCH nurse;

Additional funds to support community groups, arts and cultural activities within the City:

- Introducing a fortnightly Italian Language Story-time session at the Monash Public Library Service;
- An additional \$60k for the Community Grants hall-hire in-kind support to allow more groups to meet and gather promoting opportunities for social support;
- Provision of a new library access point in Mulgrave for increased library service access to Mulgrave residents;
- Introduction of a Learn To Swim concession fee at MARC, Clayton and Oakleigh recreation facilities.
- A new program for prevention of violence against women; and
- Extension of the successful Clayton Community Centre Community Nights program.

Increased funds to support governance activities within the City:

In 2012/13 Council will also hold an election for the new Council (\$437K). Following changes made to the Local Government Act in 2003, all council elections have been aligned to a common date and cycle. Since November 2008, elections are conducted for every Victorian council every four years.

2.2 External influences

Preparation of the 2012/13 budget gave consideration to the unavoidable external influences and their impact on Council's budget. These external influences include:

- No increase or less than 3% increase to some statutory fees and charges which are set by other tiers of Government;
- A further increase to the EPA Landfill Levy by the State Government; and
- Introduction of the Federal Carbon Tax scheme.

In addition Council is faced with continued compliance requirements and costs associated with State Government legislation including the Road Management Act, WorkSafe requirements and the ongoing development and review of Asset Management Plans, Occupational Health and Safety, and Risk Management Strategies.

2.3 Key budget principles for the 2012/13 year

The guidelines and key principles for the development of the budget include:

- Revenue from fees and charges generally increase by 5% or in line with either cost increases or market levels as appropriate;
- Service levels to be maintained at 2011/12 levels (except where otherwise stated) with a continuing emphasis on continuous improvement, innovation and efficiency; and
- New initiatives or projects justified through the development of a business case.

2.4 Rating Strategy

A rate increase of 6% is budgeted as forecast in Council's Strategic Resource Plan. In addition it is expected that \$800K of supplementary rates from new developments will be collected. Council plans for an annual increase in rates to maintain service standards for service delivery, investment in new Capital works as well as the continued increased demand for maintenance and renewal of existing and ageing infrastructure, as well as the impost of new and increasing costs for Government charges and levies.

Council's actual average rate per assessment of \$1,118 in 2011/12 was the lowest in Metropolitan Melbourne. The increase of 6% in 2012/13 is not expected to alter this position. The average rate per assessment in 2012/13 will be \$1,185.

2.4.1 Introduction of an Electronic Gaming Machine (EGM) Land Differential Rate to Address Problem Gambling in Monash

In 2012/13 Council will introduce an Electronic Gaming Machine (EGM) Land Differential Rate to Address Problem Gambling in Monash. The objective of the electronic gaming machine differential rate ("the EGM land differential rate") is to equitably impose a differential rate on rateable land within the municipal district on which EGMs are operated and thereby to raise revenue to be used to improve the overall quality of life of people in the local community within the Monash municipality having regard to the social and economic impacts of problem gambling.

The rates raised from the EGM Differential Rate (\$191K) in 2012/13 will be utilised to fund research on the extent and impact of problem gambling within the municipal district and to develop and implement strategies to reduce the impact of problem gambling within the municipal district.

2.4.2 Properties rated under the Cultural & Recreational Lands Act 1963

Council has nine properties that are eligible to be rated under the *Cultural and Recreational Lands Act 1963(CRLA)*. These properties are listed in Section 5 – Statutory Information. The Council has considered the service utilised by the lands and the benefit these lands provide to the community by consideration of their cultural or recreational land use, as required under the Act.

2.5 Property Revaluation

During the 2011/12 year, a revaluation of all properties within the municipality was carried out with an effective date of 1 January 2012 which will be first used for the 2012/13 year. The outcome of the general revaluation has seen moderate changes in property valuations throughout the municipality.

The adoption of the valuation will redistribute the incidence of rates throughout the municipality in line with movements in the Capital Improved Value of properties. Total rate revenue will not be increased by the adoption of the general revaluation.

In 2012/13 Council will adopt a General Differential Rate, an Electronic Gaming (EGM) Land Differential Rate and a charge in lieu of rates for declared "Cultural and Recreational Lands".

The application of differential rates determines the amount of rates payable by each rateable property.

The 2012 municipal revaluation showed an overall Capital Improved Value increase of 1.97% over the 2010 values. The tables below identify the valuations change in percentages across the City, which is spread across all property types, sectors and suburbs.

Table 1 below shows the average percentage (%) increase by property type across the City.

Increase in CIV Valuations 2010 – 2012 By Property Type/Category	
Property Type/Category	Average % Valuation increase (CIV)
Residential	1.38%
Commercial	10.97%
Industrial	4.27%
Rural	0.24%
Overall Average	1.97%

Table 2 below shows all suburbs and the percentage change in residential values. Hughesdale (5.48%) and Mulgrave (4.41%) have experienced the highest change with the lowest occurring in Wheelers Hill (-1.75%). The average change across the suburbs for residential properties is 1.38%.

Increase in Residential Valuations 2010 – 2012 by Suburb	
Suburb	Average % Valuation increase (CIV)
Ashwood	2.28%
Burwood	4.26%
Chadstone	1.56%
Clayton	0.73%
Glen Waverley	1.52%
Hughesdale	5.48%
Huntingdale	1.00%
Mount Waverley	0.44%
Mulgrave	4.41%
Notting Hill	-1.61%
Oakleigh	3.50%
Oakleigh East	-0.51%
Oakleigh South	1.30%
Wheelers Hill	-1.75%
Average	1.38%

3. BUDGET HIGHLIGHTS

The following tables provide budget highlights regarding the detail of the:

- Operating Budget;
- Budgeted cash position;
- Budgeted Balance Sheet; and
- Capital Works budget.

3.1 Operating Budget

	Budget 2011/12 \$'000	Budget 2012/13 \$'000	Movement (Unfav) \$'000
Revenue – Operating	138,908	148,354	9,446
Revenue - Capital Grants & Contributions	12,572	2,276	(10,296)
Total revenue	151,480	150,630	(850)
Operating Expenditure *	(121,245)	(126,849)	(5,604)
Surplus before depreciation	30,235	23,781	(6,454)
Depreciation	(23,873)	(24,989)	(1,116)
Surplus/(Deficit) after depreciation	6,362	(1,208)	(7,570)

* In 2011/12 the expenditure in this category included costs (\$2.0M) that were managed in the capital works program. A review of this process has been undertaken and in 2012/13 some categories of expenditure have been re-allocated within the budget to be more closely aligned with the capitalisation process as disclosed in the Annual Report. Therefore in 2012/13 the “Operating Capital” item will not appear.

3.2 Budgeted Cash Position

	Budget 2011/12 \$'000	Budget 2012/13 \$'000	Movement (Unfav) \$'000
Cash flows			
Operating	33,781	24,596	(9,185)
Investing	(37,937)	(20,736)	17,201
Financing	5,000	0	(5,000)
Net increase (decrease) in cash held	843	3,859	3,016
Cash at beginning of year*	40,765	43,766	3,001
Cash at end of year	41,609	47,625	6,016

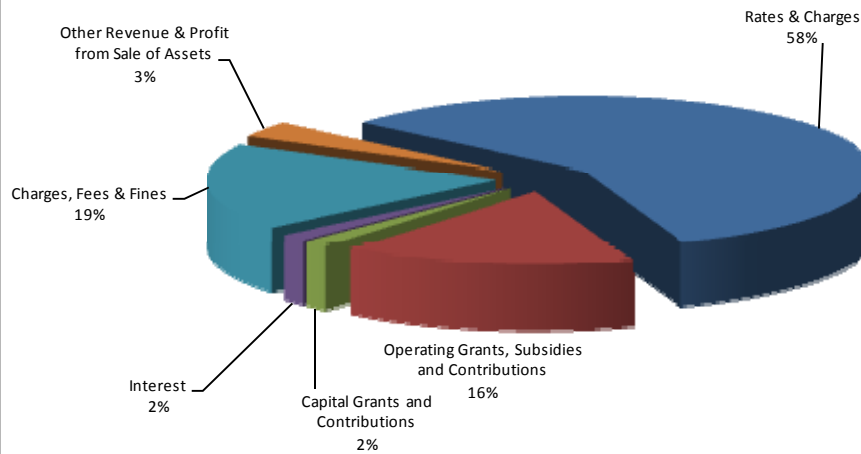
Council’s cash position is expected to be \$47.6M at the end of the 2012/13 financial year. Council will meet its statutory obligations to maintain minimum investment levels to cover amounts held in Statutory Reserves.

3.3 Budgeted Balance Sheet

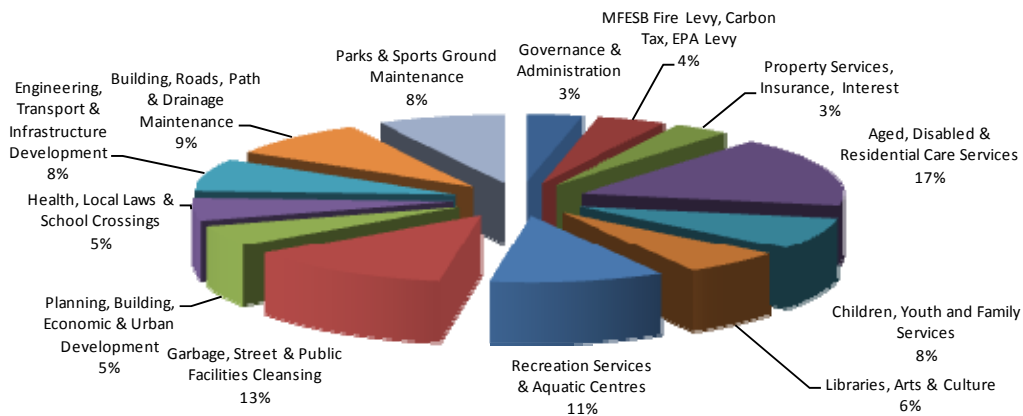
	Budget as at 30 June 2012 \$'000	Budget as at 30 June 2013 \$'000	Movement \$'000
Assets			
Current Assets	51,679	54,447	2,768
Non-Current Assets	2,068,384	2,066,517	(1,867)
<i>Total Assets</i>	2,120,063	2,120,965	902
Liabilities			
Current Liabilities	51,117	52,825	1,708
Non-Current Liabilities	14,149	14,149	0
<i>Total Liabilities</i>	65,266	66,974	1,708
TOTAL NET ASSETS	2,054,797	2,053,991	(806)
Equity	2,054,797	2,053,991	(806)
TOTAL EQUITY	2,054,797	2,053,991	(806)

Council's Budgeted Balance Sheet shows a continuation of a strong financial position. As detailed in earlier sections of the budget document, in 2012/13 Council will both complete and commence some significant infrastructure projects, requiring planned financial commitments for increased expenditure on key capital works programs.

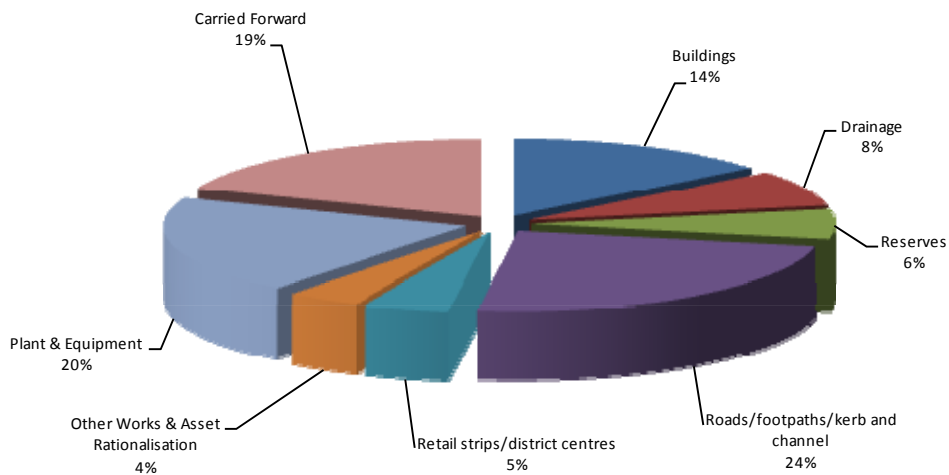
Operating Income Budget Breakdown



Operating Expenditure Budget Breakdown



Capital Expenditure Budget Breakdown



3.4 Budgeted Capital Works

	Budget 2011/12 \$'000	Budget 2012/13 \$'000	Movement \$'000
Funding sources			
External	13,072	2,276	(10,796)
Reserves	1,090	841	(249)
Internal	25,597	26,203	606
Total funding	39,759	29,320	(10,439)
Capital works			
- Base	20,108	23,098	2,990
- New	485	607	122
- Special	17,743	0	(17,743)
- Asset Rationalisation & Carried Forwards	3,420	5,615	2,195
Sub-total	41,756	29,320	(12,436)
*Less: projects accounted for as Operating but managed as part of the Capital Program	(1,997)	0	1,997
Total	39,759	29,320	(10,439)
Capital surplus (deficit)	NIL	NIL	NIL

**Note: In 2011/12 the expenditure in this category included costs (\$2.0M) that were managed in the capital works program. A review of this process has been undertaken and in 2012/13 some categories of expenditure have been re-allocated within the budget to be more closely aligned with the capitalisation process as disclosed in the Annual Report. Therefore in 2012/13 the "Operating Capital" item will not appear.*

Base Capital Works has remained constant with an increase from \$20.1M in 2011/12 to \$23M in 2012/13. The Base Capital works program of \$23M is fully funded from the Operating Surplus before Depreciation and plant trade-ins.

The Base Capital Works program is developed in line with Council's four-year Strategic Resource Plan and provides for the maintenance and improvement of existing infrastructure. The program is categorised by several project types, details of which are identified in Section 6.

4. ANALYSIS OF OPERATING BUDGET

The budgeted revenues and expenses of the Council for the 2012/13 year are detailed both in terms of income and expenditure type (refer below) in accordance with service unit financial performance and in a format that aligns with Council's organisational structure. Analysis of each of the revenue and expenses categories is provided below.

4.1 Operating Revenue

	Ref	Budget 2011/12 \$'000	Budget 2012/13 \$'000	Variance (Unfav) \$'000
Rates & Charges	4.1.1	81,983	87,974	5,991
Operating grants, subsidies and contributions	4.1.2	24,209	24,838	629
Capital grants and contributions	4.1.3	12,572	2,276	(10,296)
Interest Revenue	4.1.4	2,661	2,363	(298)
Charges, Fees & Fines	4.1.5	25,483	28,001	2,518
Other Revenue	4.1.6	4,532	3,548	(984)
Net Profit on Sale of Assets	4.1.7	40	1,630	1,590
Total operating revenue		151,480	150,630	(850)

4.1.1 Rates and Charges (\$5.99M increase)

A rate increase of 6% is budgeted as forecast in Council's Strategic Resource Plan. In addition it is expected that \$800K of supplementary rates from new developments will be collected. Council plans for an annual increase in rates to maintain service standards for service delivery, investment in new Capital works as well as the continued increased demand for maintenance and renewal of existing and ageing infrastructure. Council's decision to increase rate income by 6% has taken the following factors into account:

- Increased investment in existing infrastructure;
- Increased investment in new and refurbished community facilities;
- Enhanced levels of service delivery;
- Unavoidable external cost pressures including the State Government's Landfill Levy and Federal Government carbon taxes; and
- Introduction of the Electronic Gaming Machine (EGM) Land Differential Rate to conduct research into problem gambling in Monash.

4.1.2 Operating Grants, Subsidies and Contributions (\$629K increase)

Government grants, subsidies and contributions include all monies received from State and Commonwealth sources for the purpose of funding the delivery of Council's services to ratepayers. Significant movements in grant and contribution funding are summarised in the following table.

Operating Grants, Subsidies & Contributions	Budget 2011/12 \$'000	Budget 2012/13 \$'000	Variance (Unfav) \$'000
Victorian Grants Commission	3,551	3,677	126
Home and Community Care Subsidies	6,818	7,425	607
Aged Care Subsidies	6,394	6,309	(85)
Developer Contributions	2,793	2,548	(245)
Family Day Care Subsidies	1,059	1,079	20
Libraries	981	993	12
Other	2,613	2,807	194
Total	24,209	24,838	629

4.1.3 Capital Grants and Contributions (\$10.3M decrease)

This category increases or decreases depending on the nature of projects being undertaken and the source of funds. In 2012/13 this category includes grants budgeted to be received from the State Government for Wellington Reserve Pavilion (\$80K), Mulgrave Reserve Lighting (\$60K), Dandenong Creek Corridor upgrade (\$20K), Brickmakers Park All Abilities Playground (\$60K), Irrigation Efficiency at various sites (\$38K), ESRM Open Space Policy (\$20K) and Clayton Public Safety (\$130K).

Commonwealth Government funding made available through the Victorian Grants Commission includes \$880K budgeted for the Local Roads program; \$200K for upgrade of Bicycle Paths; and the Roads to Recovery Grant has been maintained at \$553K. In addition, \$100K of Commonwealth Government funding has been provided for Rainwater Harvesting at Mt Waverley Reserve.

Local sporting clubs will contribute \$28K toward Mulgrave Reserve Lighting and a user contribution of \$20K has been budgeted for kindergarten upgrade works.

4.1.4 Interest Revenue (\$298K decrease)

The budget for interest revenue in 2012/13 has decreased from 2011/12 primarily as a result of a reduction in cash holdings due to the projected delivery of major capital works programs in 2012/13 and lower interest rate projections.

4.1.5 Charges, Fees & Fines (\$2.5M increase)

There has been no, or less than 3%, increase in some statutory fees and charges set by other tiers of Government. Total income from Charges, Fees and Fines is budgeted to rise by 5% over 2011/12 levels and therefore some Council Fees & Charges have been increased by more than 4% to make up the shortfall of other tiers of Government determined fees. The State Government recently announced an increase to penalty units (15%) that will flow on to Council's parking infringement notices. Those areas of Council that compete with the private sector have increased fees and charges in line with market movements. Higher than anticipated fee increases have also been required at the Waste Transfer Station due to the Environmental Protection Agency (EPA), further increase to the landfill levy. The new Federal Government's Carbon Tax legislation will also impact significantly on fee increases in this area.

In 2012/13, revenue is expected to increase due to the rise in activity levels at Recreation Centres, particularly for learn to swim programs, personal training and casual entrance fees.

4.1.6 Other Revenue (\$1M decrease)

The significant decrease in other revenue is largely due to cessation of dividends from Council's part-ownership at the Clayton Regional Landfill site.

4.1.7 Net Profit from the sale of assets (\$1.6M increase)

During 2012/13 assets will be sold across the following categories:

- Land sales: Former Clarinda Hostel Site \$3.8M.
- Plant and Equipment trade-ins of \$1.25M.

4.2 Operating Expenditure

Expenditure Types	Ref	Budget 2011/12 \$'000	Budget 2012/13 \$'000	Variance (Unfav) \$'000
Employee costs	4.2.1	64,926	69,072	4,146
Materials, Services & Contracts	4.2.2	55,564	56,800	1,236
Borrowing costs		755	977	222
		121,245	126,849	5,604
Depreciation	4.2.3	23,873	24,989	1,116
Total operating expenditure		145,118	151,838	6,720

4.2.1 Employee Costs (\$4.1M increase)

Employee costs include all labour related expenditure for wages and salaries and on-cost allowances (leave entitlements, employer superannuation, etc. are included in on-cost provision). Employee costs also includes some temporary and agency staff expenditure.

Total employee costs are forecast to increase by \$4.1 million compared to 2011/12. This increase is due to:

- Provision for the Enterprise Bargaining Agreement (EBA);
- Increased staffing in the following areas:
 - Additional Maternal and Child Health Centre Nurse
 - Increased casual staffing at Recreation and Leisure centres to match activity levels in Learn to Swim programs and Personal Training; and
 - Reduction in the engagement of contractors.

4.2.2 Material, Services & Contracts (\$1.2M increase)

The increase in materials, services & contracts is primarily due to:

- New budget initiatives;
- Increased EPA levy;
- New Carbon Tax;
- Increased garbage disposal tonnage and costs;
- Costs associated with the conduct of Council elections; and
- Some offsets related to the change in disclosure for Operating Capital

4.2.3 Depreciation (\$1M increase)

Depreciation costs increases are in-line with projected asset growth and the revaluation of Infrastructure Assets in 2011/12.

5. ANALYSIS OF BUDGETED BALANCE SHEET

	Ref	Budget as at 30 June 2012 \$'000	Budget as at 30 June 2013 \$'000	Movement \$'000
Assets				
<i>Current Assets</i>	5.1			
Cash & Investments		41,609	47,625	6,016
Other		10,070	6,822	(3,248)
		51,679	54,447	2,768
<i>Non-Current Assets</i>	5.2			
Plant, Property & Equipment		2,057,909	2,064,068	6,159
Other		10,475	2,449	(8,026)
		2,068,384	2,066,517	(1,867)
Total Assets		2,120,063	2,120,965	902
Liabilities				
<i>Current Liabilities</i>	5.3			
Creditors & Provisions & Refundable Deposits		47,917	49,625	1,708
Interest Bearing Liabilities		3,200	3,200	0
		51,117	52,825	1,708
<i>Non-Current Liabilities</i>	5.4			
Provisions		2,349	2,349	0
Interest Bearing Liabilities		11,800	11,800	0
		14,149	14,149	0
Total Liabilities		65,266	66,974	1,708
TOTAL NET ASSETS		2,054,797	2,053,991	(806)
Equity	5.5			
Accumulated Surplus		907,563	903,046	(4,517)
Reserves		1,147,234	1,150,945	3,711
TOTAL EQUITY		2,054,797	2,053,991	(806)

5.1 Current Assets (\$2.8M Increase)

The change in the current assets position is largely due to reconciliation with actual balances as at 30 June 2011 affecting movements in Cash & Investments, Receivables and Land held for Resale, reflecting recognition of properties to be sold in 2012/13.

5.2 Non-Current Assets (\$1.9M decrease)

The decrease in non-current assets primarily represents de-recognition of non-current assets (Bed Licences) at 30 June 2011. In accordance with AIFRS and AASB 108, Council was required to bring to account bed licences in the 2005-2006 Annual Accounts. The carrying value of the bed licences at Monash Gardens and Elizabeth Gardens as at 30 June 2010 was \$7.6M. The Victorian Auditor General's Office (VAGO) gave a directive that in reference to the strict criteria in AASB 138 Intangible Assets, bed licences should be valued at cost (\$0) and not fair value due to the lack of an "active market".

5.3 Current Liabilities (\$1.7M increase)

The increase in Current Liabilities relates to timing of cash payments and its effect on Trade Creditors and movements in Leave Provisions.

5.4 Non-Current Liabilities (\$0.0M increase)

No change to current liabilities.

5.5 Equity (\$.8M decrease)

The decrease in equity is largely related to the revaluation (and de-recognition of Bed Licences) of non-current assets at 30 June 2011.

6. ANALYSIS OF CAPITAL BUDGET

A distinction is made between expenditure on new assets, expenditure on asset renewal and upgrade. Expenditure on asset renewal is expenditure on an existing asset, which improves the service potential or the life of the asset. Expenditure on new assets does not have any element of upgrade of existing assets but will result in future operation, maintenance and capital renewal.

	Ref	Budget 2011/12 \$'000	Budget 2012/13 \$'000	Movement \$'000
Buildings	6.1	3,508	4,217	709
Drainage	6.2	1,929	2,228	299
Reserves	6.3	2,141	1,811	(330)
Roads/footpaths/kerb and channel	6.4	5,740	7,033	1,293
Retail strips/district centres	6.5	549	1,346	797
Other works	6.6	784	1,134	350
Special Capital Works Program	6.7	17,743	0	(17,743)
Asset Rationalisation	6.8	25	25	0
Plant & Equipment	6.9	5,943	5,936	(7)
Carried forward		3,395	5,590	2,195
Sub-total		41,756	29,320	(12,436)
*Less: projects accounted for as Operating but managed as part of the Capital Program				
	6.10	(1,997)	0	(1,997)
Total		39,759	29,320	(10,439)

** Note in 2011/12 the expenditure in this category included costs (\$2.0M) that were managed in the capital works program. A review of this process has been undertaken and in 2012/13 some categories of expenditure have been re-allocated within the budget to be more closely aligned with the capitalisation process as disclosed in the Annual Report. Therefore in 2012/13 the "Operating Capital" item will not appear.*

6.1 Building works (\$709K increase)

Projects in 2012/13 included in the capital program comprise:

- \$1.54M for Sports Pavilion upgrades, including Jack Edwards Reserve Junior Pavilion, Ashwood Reserve Soccer Pavilion, Wellington Reserve Pavilion and design of Mayfield Reserve Pavilion;
- \$464K to continue Council's Equitable Access program at various sites;
- \$400K for refurbishment and floor rectification works to the Civic Centre;
- \$113K for workshop roof replacement at the Works Administration Centre;
- \$441K for refurbishment at aged accommodation centres;
- \$203K for upgrades to various Council halls;
- \$432K for refurbishment at Early Childhood and MCH Centres.

6.2 Drainage (\$299K increase)

The Strategic Drainage Program of \$1.4M for 2012/13 has been budgeted from contributions made by developers in specified areas across the municipality, matched by Council funding as appropriate. Strategic drainage works are part of a continuing program with works progressing as funding is received. Major projects in 2012/13 include the continuation of works at Brandon Park Reserve, Phoenix Drive, Shirley Avenue and Lum Reserve.

The Local Drainage program is budgeted to spend \$801K in 2012/13. Projects listed for construction are:

- Penhurst Court, Glen Waverley;
- Mayfield Drive & Oakern Street, Mt Waverley;
- Harlington Street, Clayton;
- Farquharson Street, Mt Waverley;
- 1719-1731 Dandenong Road, Oakleigh;
- 161 Police Road, Mulgrave;
- 20-22 Hanson Street & 1 Fletcher Court, Mt Waverley;
- 5-7 Valley Road, Mt Waverley; and
- \$429k for Reg Harris Water Recycling management program.

6.3 Reserves (\$330K decrease)

Major projects to be undertaken in 2012/13 include:

- \$200K for Rainwater Harvesting projects at Mt Waverley Reserve including government funding of \$100K;
- \$131K for improvements to Council's 2 public golf courses;
- \$202K for continuation of Council's playground upgrade program;
- \$181K for an all access playground at Brickmakers Park, including government funding of \$60K;
- \$280K for lighting for sporting grounds including government funding of \$60K and club contributions of \$28K;
- \$98K for reserves signs and furniture.

6.4 Roadworks, Bikepaths and Footpaths (\$1,293K increase*)

Council has continued its commitment to roads funding, and major works planned in 2012/13 include:

- \$359K for Council's bicycle path network;
- \$2.04M for footpath replacement;
- \$249K for car parks and lighting;
- \$2.46M for local roads reconstruction and resheeting;
- \$553K for the "Roads to Recovery" Program;

- \$554K for traffic management; and
- \$489K for kerb and channel replacement.

** Part of the increase in this category relates to a reallocation of Operating Capital funds (refer Section 6.9)*

6.5 Retail Strips and District Centres (\$797K increase)

Projects included in the 2012/13 upgrade programs include:

- \$200K to progress actions from the Oakleigh Village master plan;
- \$350K for Council land in Glen Waverley master plan;
- \$140K to continue the footpath trading program; and
- \$121K for locality signs & street furniture.

6.6 Other Works (\$350K increase)

Projects to be completed in 2012/13 include:

- \$220K for projects associated with the Environmental Sustainability Road Map; and
- \$97K for installation/upgrade of retaining walls.

6.7 Asset Rationalisation (No change)

Expenditure in this category is reflective of the number of land parcels expected to be sold in 2012/13. The budget relates to costs for sale of right of ways and miscellaneous parcels of land.

6.8 Plant & Equipment (\$7K decrease)

This category has been maintained with expenditure budgeted for the following projects:

- \$195K for the replacement of Big Bins and Litter Bins;
- \$1.08M to continue to upgrade the library book collection, including \$56K for the Language Other Than English (LOTE) collection;
- \$1.25M for Information Technology, which includes \$602K for the IT Strategy;
- \$172K for MARC plant replacement/upgrade and locker installation; and
- \$2.86M to maintain and replace Council's plant and fleet, (partially funded by trade-ins of \$1.37M).

6.9 Projects accounted for as Operating but managed as part of the Capital program (\$2M decrease)

In 2011/12 the expenditure in this category included costs (\$2.0M) that were managed in the capital works program. A review of this process has been undertaken and in 2012/13 some categories of expenditure have been re-allocated in the budget to be more closely aligned with the capitalisation process as disclosed in the Annual Report. Therefore in 2012/13 the "Operating Capital" item will not appear.

7. COUNCIL PLAN – STRATEGIC PLANNING FRAMEWORK

Council takes an integrated approach to planning, budgeting and reporting on its performance. There is an alignment of plans so Council can work towards long-term goals through its ongoing decision making, operations and budget allocation. Monash 2021 provides four focus areas for the long term, the Council Plan provides five strategic objectives and the Annual Budget and Business Plan focus on the Key Strategic Activities and activities and initiatives in the short term.

This approach also builds in opportunities for review and renewal to ensure Council is responding to what the community is saying and to shifts in the external environment. The following illustration shows how Council’s plans are linked and reinforce each other.



7.1 Our Vision

A thriving community

Our city will promote a sustainable, quality environment where the community is actively encouraged to participate in community and civic life to enrich the cultural, social, environmental and economic viability of our City.

7.2 Our Values

Council;

- promotes a strong sense of community
- consults regularly with residents, ratepayers and stakeholders
- ensures economic, social and environmental sustainability
- is open and transparent through accountable leadership and integrity
- delivers services efficiently, effectively and equitably
- supports the cultural and diverse needs of the community
- values the work of volunteers
- supports staff and recognises their vital contribution; and
- promotes equal opportunity in employment, in the use of Council services and the allocation of resources

7.3 Strategic Objectives

The Council Plan outlines five strategic objectives to guide the activities and initiatives of Council. The following table lists these strategic objectives and a description.

Council Plan Strategic Objectives
<p>1. Our community</p> <p>A Monash community;</p> <ul style="list-style-type: none">• where people of all ages, backgrounds and abilities, are embraced and supported and can access the Council services they need• that is connected and involved in shaping decisions that affect them
<p>2. Our local economy</p> <p>A local economy;</p> <ul style="list-style-type: none">• in which businesses and industries are recognised for their contribution and encouraged to grow• that continues to attract investment and employment to the city
<p>3. Our built environment</p> <p>A city;</p> <ul style="list-style-type: none">• that is planned to meet the current and future needs of a diverse and growing population, while maintaining its leafy character• where roads, public spaces, community facilities, parks, gardens and other essential infrastructure is fit for purpose, well maintained and contributes to the well-being of the community
<p>4. Our natural environment</p> <p>A city;</p> <ul style="list-style-type: none">• that is working together to protect and enhance its natural environment
<p>5. Our people and organisation</p> <p>An organisation;</p> <ul style="list-style-type: none">• that is responsive to the evolving needs of the community• that is responsibly governed with a strong emphasis on astute financial management• that values and supports the development of its people, and strives to be an employer of choice

Strategic Objective 1: Our Community

1.1	<i>Assisting Monash residents to access the Council support and services they need to help live healthy and fulfilling lives.</i>	
<i>Services provided to the community and functions of Council that form part of this strategy:</i> Aquatic and Recreation Centres Management, Immunisation, Recreation Services, Community Liaison, Maternal and Child Health Care, Health Promotion, Family Counselling, Inclusion Support, Family Day Care, Preschools and Support, Vacation Care and Community Grants Allocation.		
Activities and Initiatives		Responsible Division
1.1.1	Implement the 4th year activities in the Disability Access and Inclusion Plan by June 2013.	CDS
1.1.2	Implement 4 th year actions of the Monash Health and Wellbeing Plan 2010-2013 and report to Council by June 2013.	CDS
1.1.3	Develop a new Municipal Early Years Plan by June 2013.	CDS
1.1.4	Introduce a concession for learn to swim programs at Council's three aquatic facilities.	CDS
1.1.5	Implement the new Facility Management Software at MARC, CAHC and ORC.	CDS
1.1.6	Implement the 1 st year of the Walking and Cycling Strategy 2013 – 2017.	CDS
1.1.7	Implement 1 st year actions of the Monash Public Library Service Strategic Plan 2012-2015.	CDS
1.1.8	Develop a Public Art Policy.	CDS
1.1.9	Implement a library service point at Mulgrave Neighbourhood House.	CDS
1.1.10	Undertake a community education program in relation to Prevention of Violence Against Women.	CDS

1.2	<i>Valuing the social and cultural diversity of the City of Monash and recognising the contribution of communities in planning and decision-making.</i>	
<i>Services provided to the community and functions of Council that form part of this strategy:</i> Youth and Family Services, Community Information, Arts and Libraries, Multicultural Framework and Action Plan, Festivals, Monash Gallery of Art, Children's Services and Council's Consultative Committees.		
Activities and Initiatives		Responsible Division
1.2.1	Implement 1 st year actions of the Monash Gallery of Art Strategic Plan 2012-2015.	CDS
1.2.2	Implement and report on 4 th year activities of the Multicultural Framework and Action plan by June 2013.	CDS

1.2.3	Report on actions of the Clayton Community Action Plan by June 2013.	CDS
1.2.4	As part of the Community Support Community Grants Program facilitate the allocation of community grants to artists and art groups for activities and programs.	CDS
1.2.5	Implement the actions of the City of Monash Action Plan for Young People by June 2013.	CDS

1.3	<i>Responding to the needs of an ageing population in the city.</i>	
<i>Services provided to the community and functions of Council that form part of this strategy:</i> Aged Accommodation Care, Home and Community Care, Senior Citizens Services, Home Maintenance, Food Services and Positive Ageing.		
Activities and Initiatives		Responsible Division
1.3.1	Implement 3 rd year activities of the Monash Baby Boomer Strategic Action Plan 2010-2014 and the Positive Ageing Action Plan 2010-2014.	CDS
1.3.2	Comply with the accreditation requirements of the Department of Health for Monash and Elizabeth Gardens aged care facilities.	CDS

1.4	<i>Working together to create a place where people feel safe and connected to their community and are encouraged to participate in community life.</i>	
<i>Services provided to the community and functions of Council that form part of this strategy:</i> Emergency Management- Response and Recovery, Public Affairs, Infectious Disease Control, Golden Plate Award, Local Laws, Animal Management, Urban Design and Health and Food Registration.		
Activities and Initiatives		Responsible Division
1.4.1	Produce and issue the Monash Bulletin on a monthly basis.	CEO
1.4.2	Continue the ongoing development and enhancement of the Monash websites and MonNet.	CEO
1.4.3	Facilitate the allocation of grants to community groups and organisation through a Community Grants program.	CDS
1.4.4	Conduct the approved festivals program.	CDS

Key Strategic Activities		Responsible Division
KSA 1	Conduct quantitative and qualitative research on the extent and impact of problem gambling and research appropriate strategies to address problem gambling in Monash.	Quality: Research completed.
		Cost: Within budget
		Time: 30 th June 2013
		CDS

Strategic Objective 2: Our economy

2.1	<i>Promoting the city's businesses and industry to take advantage of new opportunities and to maximise economic growth.</i>	
<i>Services provided to the community and functions of Council that form part of this strategy:</i> Economic Development.		
Activities and Initiatives		Responsible Division
2.1.1	Review and renew the Economic Development Strategy for 2013 to 2017 by the 30 th June 2013.	CD
2.1.2	Support the Monash Business Awards Committee to identify, acknowledge and promote outstanding business in Monash.	CD

2.2	<i>Forming partnerships with local business and industry to enhance the local economy.</i>	
<i>Services provided to the community and functions of Council that form part of this strategy:</i> Monash Business Awards and Monash Business Enterprise Centre.		
Activities and Initiatives		Responsible Division
2.2.1	Conduct events that facilitate networking opportunities for business women through the Women's Business network.	CD

Key Strategic Activities		Responsible Division
KSA 2	Progress the development of Council owned land in the Oakleigh Activity Centre.	Quality: Actions completed.
		Cost: Within Budget
		Time: 30 th June 2013
		CD

Strategic Objective 3: Our built environment

3.1	Working to improve local road and transport networks to manage movement within and across the city.	
Services provided to the community and functions of Council that form part of this strategy: Transport and Engineering Services, Road Construction and Repairs, Parking Enforcement and Local Laws, Construction Management and Footpaths and Car Parking Additions.		
Activities and Initiatives		Responsible Division
3.1.1	Implement the 2012/13 Capital Works Program for Local Roads reconstruction works focusing on Callander Street, Hughesdale.	CD
3.1.2	Using 'Roads to Recovery 2' Federal Government Funding, complete the reconstruction of Railway Avenue, Oakleigh.	CD
3.1.3	Implement the 2012/13 Capital Works program for Car Park improvement works, with a focus on Council Reserve off Whalley Drive, Wheelers Hill.	CD
3.1.4	Implement the Traffic Management Program as per the 2012/13 capital Works program with a focus on Grenfell Road, Mount Waverley intersection improvements.	CD
3.1.5	Maintain and refurbish footpaths, as part of the 2012/13 Capital Works Program.	IS
3.1.6	Conduct the road re-sheeting and kerb and channel program as part of the 2012/13 Capital Works Program.	IS
3.1.7	Complete the design for the Atkinson St. Car Park.	CD
3.1.8	Review the Council's Road Management Plan in accordance with the Road Management Act and complete by 30 th June 2013.	IS

3.2	Providing clear direction to ensure appropriate and high quality development and accessible safe public spaces.	
Services provided to the community and functions of Council that form part of this strategy: Statutory and Strategic Planning and Urban Design.		
Activities and Initiatives		Responsible Division
3.2.1	Progress the implementation of the Planning Scheme amendment to incorporate the Oakleigh Structure Plan into the Monash Planning Scheme.	CD
3.2.2	Process the amendment for the Parking Precinct plan for Glen Waverley.	CD

3.3	<i>Maintaining and improving the condition of assets to ensure essential services are provided and the community has access to quality public buildings, parks and gardens.</i>	
<i>Services provided to the community and functions of Council that form part of this strategy:</i> Public Open Space Planning, Streetscapes, Building Approvals and Certification, Horticulture, Landscaping, Playgrounds, Community Halls, Building Maintenance, Street Sweeping, Parks and Gardens Maintenance and Playing Fields and Golf Courses.		
Activities and Initiatives		Responsible Division
3.3.1	Implement the 3 rd year activities in the Active Reserve Strategy – Stage 3 by June 2013.	CDS
3.3.2	Undertake improvements to Active Recreation areas as per the 2012/13 Capital Work Program.	CDS
3.3.3	Replace fleet, plant and equipment as part of the 2012/13 Capital Works Program.	IS
3.3.4	Undertake improvements to Ashwood Reserve and Wellington Reserve pavilions as part of the minor pavilion refurbishment program of the 2012/13 Capital Works Program	IS
3.3.5	Undertake necessary actions to maintain Quality Assurance accreditation for Asset Services.	IS
3.3.6	Upgrade community halls in line with budget provisions.	CEO

Key Strategic Activities			Responsible Division
KSA 3	Implement the 2012/13 New and Base Capital Works Program.	Quality: Ensure 85% completion of the program by June 2013	CPF
		Time: 30 th June 2013	
KSA 4	Complete the construction of the Central Reserve Northern Pavilion.	Quality: Construction completed	CD
		Cost: Within budget	
		Time: 30 th June 2013	
KSA 5	Complete the Oakleigh Village Public Space Rejuvenation project.	Quality: Construction completed	CD
		Cost: Within budget	
		Time: 30 th June 2013	
KSA 6	Progress actions from the Oakleigh Village Master Plan	Quality: Master Plan commenced	CD
		Cost: \$200K	
KSA 7	Commence the preparation of a Master Plan for Council land in the Glen Waverley Activity Centre.	Quality: Master Plan commenced	CD
		Cost: \$350K	
		Time: 30 th June 2013	
KSA 8	Commence the design for the Waverley Community Hub.	Quality: Design commenced	CD
		Cost: Within budget	
		Time: 30 th June 2013	

Strategic Objective 4: Our natural environment

4.1	<i>Leading the community through Council's management of resources to reduce its impact on the environment.</i>	
<i>Services provided to the community and functions of Council that form part of this strategy:</i> Drainage Maintenance.		
Activities and Initiatives		Responsible Division
4.1.1	Implement the 2012/13 Capital Works Program for strategic and local drainage improvement works within budget constraints with a focus on: Strategic Drainage - Brandon Park Reserve, Stage 3 Glen Waverley Local Drainage - Mark Court, Chadstone - Dandenong Road, Oakleigh.	CD
4.1.2	Expand the retrofitting of the low energy fixtures and fittings in Council's facilities.	IS
4.1.3	Install water efficient devices in Council's facilities.	IS

4.2	<i>Providing services and advice to encourage the community to reduce its impact on our natural environment.</i>	
<i>Services provided to the community and functions of Council that form part of this strategy:</i> Waste Management and Recycling.		
Activities and Initiatives		Responsible Division
4.2.1	Continue to monitor waste collection levels to ensure diversion rates of waste to landfill are maintained at or above current levels.	IS
4.2.2	Monitor and report on the performance of the kerbside/green waste collection, through the Green Waste Disposal Facility.	IS

4.3	<i>Protecting our natural assets through short and long term planning and environmental programs.</i>	
<i>Services provided to the community and functions of Council that form part of this strategy:</i> Bushland Reserve Maintenance, Water Features, Revegetation and Assisting Friends Groups.		
Activities and Initiatives		Responsible Division
4.3.1	Continue to develop priority Bushland Management Plans as identified in the Bushland Strategy document and report on progress.	IS
4.3.2	Complete construction of the Mount Waverley Water Harvesting project.	IS
4.3.3	Expand the program of installing low water use grasses to sports fields and other ornamental grassed areas.	IS
4.3.4	Develop an Open Space Strategy Plan (Stage 1).	IS

Key Strategic Activities			Responsible Division
KSA 9	Continue to implement actions agreed to meet the objectives of the Monash Environmental Sustainability Road Map.	Quality: Actions implemented	IS
		Cost: Within budget	
		Time: Agreed actions implemented by 30 th June 2013	
KSA 10	Make funding applications to the Federal and State Government for the conversion to sustainable street lighting.	Quality: Applications submitted	IS
		Time: 30 th June 2013	

Strategic Objective 5: Our people and organisation

5.1	<i>Ensuring Council is governed and its finances are managed responsibly.</i>	
<i>Services provided to the community and functions of Council that form part of this strategy:</i> Council and Business Plan, Budgets and Budget Strategy, Accounting, Valuations, Rating Strategy, Investment and Debt Management, Employee Relations, Corporate Governance, Records and Freedom of Information, Internal Audit and Procurement Practices.		
Activities and Initiatives		Responsible Division
5.1.1	Commence a review of the Corporate Information Database and investigate business requirements for new performance management software.	CPF
5.1.2	Review and Update the 4-Year new and base Capital Works program for Council endorsement.	CPF
5.1.3	Comply with all statutory financial reporting requirements of the Local Government Act 1989 and the Australian Accounting Standards.	CPF

5.2	<i>Continuously developing the organisation and its people to provide our community our businesses and our visitors with the best possible services.</i>	
<i>Services provided to the community and functions of Council that form part of this strategy:</i> Continuous Improvement, Training, Fleet Management, Organisational Capability, Occupational Health and Safety, Payroll, Administration, Risk Management, Information Technology, Geographic Information Systems, Benchmarking, Community Demographics, Strategic Procurement, Property Development and Disposals, Performance Monitoring and Reporting and Strategic Asset Management- Asset Management System.		
Activities and Initiatives		Responsible Division
5.2.1	Implement 2 nd year actions of the 2011-2014 Occupational Health and Safety (OH&S) strategy.	HR
5.2.2	Continue to provide ongoing corporate training and development for staff at all levels.	HR
5.2.3	Implement 1 st year actions of the 2012-2014 Geographic Information System (GIS) strategy.	CPF
5.2.4	Implement the Information Technology strategy as per the 2012/13 Capital Works Program.	CPF

Key Strategic Activities			Responsible Division
KSA 11	Provide support to the conduct of an election process.	Quality: Election process carried out	CEO
		Cost: \$311K	
		Time: October 2012	
KSA 12	Monitor Council's results in the DPCD Local Government Community Satisfaction Survey in order to improve services.	Quality: Response – Average, Good, Very Good results	CPF
		Cost: Within budget	
		Time: 30 th June 2013	

CITY OF MONASH

BUDGET 2012/13

PART 2

STANDARD STATEMENTS

City of Monash

BUDGET 2012/13

Budgeted Standard Income Statement

	2012/13	2011/12
	Budget \$'000	Budget \$'000
Operating Income		
Rates & Charges	87,974	81,983
Operating Grants, Subsidies & Contributions	24,838	24,209
Capital Grants & Contributions	2,276	12,572
Interest Revenue	2,363	2,661
Charges, Fees & Fines	28,001	25,483
Other Revenue	3,548	4,532
Profit from Sale of Assets	1,630	40
Total Income	150,630	151,480
Operating Expenditure		
Employee Costs	69,072	64,926
Materials, Services & Contracts *	56,800	55,564
Borrowing Costs	977	755
Depreciation & Amortisation	24,989	23,873
Total Expenditure	151,838	145,118
Net Surplus/(Deficit) from Operations:	(1,208)	6,362
	**2012/13	2011/12
	0	1,997

* In 2011/12 the expenditure in this category includes cost which were budgeted in the capital works program, but do not meet the criteria for recognition as an asset.

** In 2011/12 the expenditure in this category included costs (\$2.0M) that were managed in the capital works program. A review of this process has been undertaken and in 2012/13 some categories of expenditure have been re-allocated within the budget to be more closely aligned with the capitalisation process as disclosed in the Annual Report. Therefore in 2012/13 the "Operating Capital" item will not appear.

City of Monash

BUDGET 2012/13

Budgeted Standard Cash Flow Statement

	2012/13 Budget \$'000	2011/12 Budget \$'000
	Inflows (Outflows)	Inflows (Outflows)
Cash Flows from Operating Activities		
Receipts		
Rates & Charges	87,974	81,983
Operating Grants, Subsidies & Contributions	24,838	24,209
Capital Grants & Contributions	2,276	12,572
Interest Revenue	2,363	2,661
Charges, Fees & Fines	29,961	27,267
Other Revenue	3,857	4,845
GST reimbursed by Australian Tax Office	7,248	8,274
	158,517	161,811
Payments		
Employee Costs	(69,072)	(64,926)
Materials, Services and Contracts	(61,912)	(60,565)
Borrowing Costs	(977)	(755)
GST paid to Australian Tax Office	(1,960)	(1,784)
	(133,921)	(128,030)
Net Cash provided by Operating Activities	24,596	33,781
Cash from Investing Activities		
Payment for Property, Plant and Equipment	(25,866)	(39,637)
Proceeds from Sale of Property, Plant and Equipment	5,129	1,700
Net Cash used in Investing Activities	(20,736)	(37,937)
Cash Flows from Financing Activities		
Repayment of Current Borrowings/Leases	(1,700)	(1,700)
Receipt from Redraw/New Borrowings	1,700	6,700
Net Cash used in Financing Activities	0	5,000
Change in Cash Held	3,859	843
Cash at the beginning of Period	43,766	40,765
Cash at the end of the Period	47,625	41,609

City of Monash

BUDGET 2012/13

Budgeted Standard Balance Sheet

	2012/13 Budget \$'000	2011/12 Budget \$'000
ASSETS		
Current Assets		
Cash & Investments	47,625	41,609
Other	6,822	10,070
Total Current Assets	54,447	51,679
Non-Current Assets		
Plant, Property & Equipment	2,064,068	2,057,909
Other	2,449	10,475
Total Non-Current Assets	2,066,517	2,068,384
Total Assets	2,120,965	2,120,063
LIABILITIES		
Current Liabilities		
Creditors, Provisions & Refundable Deposits	49,625	47,917
Interest Bearing Liabilities	3,200	3,200
Total Current Liabilities	52,825	51,117
Non-Current Liabilities		
Provisions	2,349	2,349
Interest Bearing Liabilities	11,800	11,800
Total Non-Current Liabilities	14,149	14,149
Total Liabilities	66,974	65,266
Total Net Assets	2,053,991	2,054,797
EQUITY		
Accumulated Surplus	903,046	907,563
Reserves	1,150,945	1,147,234
Total Equity	2,053,991	2,054,797

City of Monash

BUDGET 2012/13

Budgeted Statement of Capital Works

	2012/13 Budget \$'000	2011/12 Budget \$'000
Buildings	4,217	3,508
Drainage	2,228	1,929
Reserves	1,811	2,141
Roads/footpaths/kerb and channel	7,033	5,740
Retail strips/district centres	1,346	549
Other works	1,134	784
Major projects	0	17,743
Asset Rationalisation	25	25
Plant & Equipment	5,936	5,943
Carried forward	5,590	3,395
Sub-total	29,320	41,756
*Less: projects accounted for as Operating but managed as part of the Capital Program	0	(1,997)
Total	29,320	39,759

* In 2011/12 the expenditure in this category included costs (\$2.0M) that were managed in the capital works program. A review of this process has been undertaken and in 2012/13 some categories of expenditure have been re-allocated within the budget to be more closely aligned with the capitalisation process as disclosed in the Annual Report. Therefore in 2012/13 the "Operating Capital" item will not appear.

CITY OF MONASH

BUDGET 2012/13

PART 3

DETAILED COST CENTRE REPORTS

City of Monash

BUDGET 2012/13

SUMMARY

Division Description	2012/13 Budget \$'000	2011/12 Budget \$'000
Operating Income		
Chief Executive	1,520	1,325
Corporate Planning and Finance	97,017	91,981
Human Resources	-	-
Community Development & Services	37,069	35,340
City Development	8,559	7,937
Infrastructure Services	4,673	4,120
Total Income	148,838	140,703
Operating Expenditure		
Chief Executive	7,493	6,822
Corporate Planning and Finance	11,807	11,204
Human Resources	1,663	1,559
Community Development & Services	51,367	47,965
City Development	16,143	16,092
Infrastructure Services	40,490	37,440
Total Expenditure	128,964	121,082
Net Operating Result before Depreciation	19,874	19,622
Depreciation	24,989	23,873
Net Operating Surplus/(Deficit)	(5,115)	(4,251)

Adjustments:	2012/13 \$'000	2011/12 \$'000
On Cost	\$ 3.04m	\$ 2.91m
Plant Hire	\$ 3.84m	\$ 3.67m

Chief Executive

The Office of the Chief Executive is responsible for the oversight, governance, administrative activities and performance of the City. The Office of the Chief Executive is also responsible for the recruitment and appointment of all staff and the adequate provision of resources to meet service delivery demand and community expectations and objectives. The Public Affairs and Corporate Administration departments are also contained within the Office of the Chief Executive.

Public Affairs

Public Affairs is responsible for media relations, development and maintenance of Council's web site, production of corporate newsletters and other publications and co-ordination of Council advertising.

Corporate Administration

Corporate Administration is responsible for the following areas:

- Administration;
- Risk Management;
- Corporate Governance;
- Community Halls; and
- Records and Freedom of Information.

Chief Executive

DIVISION SUMMARY

Department Description	2012/13 Budget \$'000	2011/12 Budget \$'000
Operating Income		
Corporate Administration	1,520	1,325
Total Income	1,520	1,325
Operating Expenditure		
Chief Executive	1,244	1,306
Corporate Administration	6,249	5,516
Total Expenditure	7,493	6,822
Net Operating Surplus/(Deficit)	(5,973)	(5,496)

Chief Executive

DEPARTMENT: Chief Executive & Public Affairs

Cost Centre Description	2012/13 Budget \$'000	2011/12 Budget \$'000
Operating Income		
Total Income	<u>0</u>	<u>0</u>
Operating Expenditure		
Chief Executive	468	528
Public Affairs	776	778
Total Expenditure	<u>1,244</u>	<u>1,306</u>
Net Operating Surplus/(Deficit)	<u>(1,244)</u>	<u>(1,306)</u>

Chief Executive

DEPARTMENT: Corporate Administration

Cost Centre Description	2012/13 Budget \$'000	2011/12 Budget \$'000
Operating Income		
Elections	125	0
Civic & Governance Administration	0	0
Halls	1,228	1,171
Civic Centre Operations	104	105
Risk Management	63	50
Total Income	1,520	1,325
Operating Expenditure		
Members of Council	683	655
Elections	442	0
Civic & Governance Administration	242	275
Halls	1,231	1,171
Oakleigh Office	174	167
Civic Centre Operations	1,433	1,418
Printing	185	183
Records	350	336
Risk Management	1,286	1,095
Corporate Administration Management	224	216
Total Expenditure	6,249	5,516
Net Operating Surplus/(Deficit)	(4,729)	(4,190)

Corporate Planning and Finance

The Corporate Planning and Finance Division is responsible for determining the overall business strategy framework for the City through the development of business and council plans and to determine the financial policies and strategies to secure the City's long-term financial position. The Division includes the following areas:

- Council and Business Plan;
- Budgets and Budget Strategy;
- Continuous Improvement;
- Organisational Development;
- Information Technology;
- Geographical Information Systems;
- Accounting;
- Performance Monitoring and Reporting;
- Benchmarking;
- Community Demographics
- Valuations;
- Rating Strategy;
- Investment and Debt Management;
- Strategic Procurement;
- Internal Audit;
- Procurement Practices.

Corporate Planning and Finance

DIVISION SUMMARY

Department Description	2012/13 Budget \$'000	2011/12 Budget \$'000
Operating Income		
Corporate Planning Executive	2	0
Finance Services	97,016	91,981
Total Income	97,017	91,981
Operating Expenditure		
Corporate Planning Executive	957	748
Finance Services	7,384	7,240
Strategic Procurement & Contracts	644	619
Information Technology	2,823	2,597
Total Expenditure	11,807	11,204
Net Operating Result before Depreciation	85,210	80,777
Depreciation	24,989	23,873
Net Operating Surplus/(Deficit)	60,221	56,904

Corporate Planning and Finance

DEPARTMENT: Corporate Planning Executive

Cost Centre Description	2012/13 Budget \$'000	2011/12 Budget \$'000
Operating Income		
Corporate Planning Executive	2	0
Total Income	2	0
Operating Expenditure		
Corporate Planning Executive	957	748
Total Expenditure	957	748
Net Operating Surplus/(Deficit)	(956)	(748)

Corporate Planning and Finance

DEPARTMENT: Finance Services

Cost Centre Description	2012/13 Budget \$'000	2011/12 Budget \$'000
Operating Income		
Accounting	5,628	6,246
POS, Parking & Drainage Contributions	2,548	2,793
Property and Rates	88,544	82,541
Valuations	295	400
Total Income	97,016	91,981
Operating Expenditure		
Accounting	2,439	2,419
Debt Servicing - Interest	947	711
Fire Protection	2,480	2,423
Property and Rates	1,089	1,071
Valuations	429	615
Total Expenditure	7,384	7,240
Net Operating Result before Depreciation	89,632	84,741
Depreciation	24,989	23,873
Net Operating Surplus/(Deficit)	64,643	60,868

Corporate Planning and Finance

DEPARTMENT: Strategic Procurement and Contracts

Cost Centre Description	2012/13 Budget \$'000	2011/12 Budget \$'000
Operating Income		
Total Income	0	0
Operating Expenditure		
Capital Works and Contracts	411	396
Purchasing	233	224
Total Expenditure	644	619
Net Operating Surplus/(Deficit)	(644)	(619)

Corporate Planning and Finance

DEPARTMENT: Information Technology

Cost Centre Description	2012/13 Budget \$'000	2011/12 Budget \$'000
Operating Income		
Total Income	0	0
Operating Expenditure		
Information Technology	2,522	2,248
Geographical Information Systems	300	349
Total Expenditure	2,823	2,597
Net Operating Surplus/(Deficit)	(2,823)	(2,597)

Human Resources

The Human Resources Division is responsible for determining effective personnel and industrial relations strategies and policies. The Division includes the following areas:

- Employee Relations;
- Occupational Health and Safety;
- Training;
- Payroll.

Human Resources

DIVISION SUMMARY

Department Description	2012/13 Budget \$'000	2011/12 Budget \$'000
Operating Income		
Total Income	<u>0</u>	<u>0</u>
Operating Expenditure		
Human Resources	1,663	1,559
Total Expenditure	<u>1,663</u>	<u>1,559</u>
Net Operating Surplus/(Deficit)	<u>(1,663)</u>	<u>(1,559)</u>

Human Resources

DEPARTMENT: Human Resources

Cost Centre Description	2012/13 Budget \$'000	2011/12 Budget \$'000
Operating Income		
Total Income	0	0
Operating Expenditure		
HR Executive	925	847
Payroll	408	391
Corporate Training	131	131
Occupational Health and Safety	199	190
Total Expenditure	1,663	1,559
Net Operating Surplus/(Deficit)	(1,663)	(1,559)

Community Development & Services

The Community Development and Services Division provides a wide range of customer focused services, which are relevant, of high quality and accessible to all residents of Monash. The Division includes the following areas:

- Aged and Accommodation Care;
- Home and Community Care;
- Home Maintenance;
- Library Services;
- Senior Citizens Services;
- Youth and Family Services;
- Maternal and Child Health Care;
- Arts and Libraries;
- Community Information;
- Recreation Services;
- Aquatic and Recreation Centres Management;
- Community Liaison;
- Health Promotion;
- Family Counselling;
- Inclusion Support;
- Family Day Care;
- Preschools and Support;
- Vacation Care;
- Community Grant Allocation;
- Child Care Centres;
- Multicultural Framework and Action Plan;
- Festivals;
- Monash Gallery of Art;
- Children's Services;
- Council's Consultative Committees; and
- Positive Ageing.

Community Development & Services

DIVISION SUMMARY

Department Description	2012/13 Budget \$'000	2011/12 Budget \$'000
Operating Income		
Aged Care Services- Residential Care	10,350	10,211
Aged Care Services- Community Care	8,752	8,285
Children's and Family Services	4,058	3,698
Community Information and Arts	1,684	1,646
Youth and Recreation Services	1,689	1,429
Aquatic and Recreation Centres	9,904	9,354
Community Development & Planning	633	718
Total Income	37,069	35,340
Operating Expenditure		
Community Services Executive	1,187	1,272
Aged Care Services- Residential Care	10,395	9,871
Aged Care Services- Community Care	9,755	9,318
Children's and Family Services	5,490	4,972
Community Information and Arts	7,388	6,988
Youth and Recreation Services	2,892	2,738
Aquatic and Recreation Centres	10,702	9,773
Community Development & Planning	3,558	3,033
Total Expenditure	51,367	47,965
Net Operating Result	(14,298)	(12,625)

Community Development & Services

DEPARTMENT: Community Services Executive

Cost Centre Description	2012/13 Budget \$'000	2011/12 Budget \$'000
Operating Income		
Total Income	0	0
Operating Expenditure		
Community Services Executive	1,187	1,272
Total Expenditure	1,187	1,272
Net Operating Surplus/(Deficit)	(1,187)	(1,272)

Community Development & Services

DEPARTMENT: Aged Care Services - Residential Care

Cost Centre Description	2012/13 Budget \$'000	2011/12 Budget \$'000
Operating Income		
Monash Garden ILUs	416	382
Monash Gardens Hostel	2,402	2,313
Monash Gardens Nursing Home	3,540	3,461
Elizabeth Gardens ILUs	45	53
Elizabeth Gardens Hostel	1,733	1,710
Elizabeth Gardens Nursing Home	2,214	2,293
Total Income	10,350	10,211
Operating Expenditure		
Monash Garden ILUs	160	160
Monash Gardens Hostel	2,168	2,082
Monash Gardens Nursing Home	3,796	3,467
Elizabeth Gardens ILUs	2	4
Elizabeth Gardens Hostel	1,720	1,718
Elizabeth Gardens Nursing Home	2,549	2,440
Total Expenditure	10,395	9,871
Net Operating Surplus/(Deficit)	(46)	340

Community Development & Services

DEPARTMENT: Aged Care Services - Community Care

Cost Centre Description	2012/13 Budget \$'000	2011/12 Budget \$'000
Operating Income		
Adult Day Support	446	296
Senior Citizens Services	97	93
Senior Citizens Group Support	134	124
Coord/Planning Assessment	1,118	1,003
Home Maintenance Service	399	387
General Home / Personal / Respite Care	5,697	5,372
Food Services	810	961
Community Buses	51	49
Total Income	8,752	8,285
Operating Expenditure		
Adult Day Support	327	287
Senior Citizens Services	179	175
Senior Citizens Group Support	125	133
Coord/Planning Assessment	1,984	1,799
Home Maintenance Service	392	369
General Home / Personal / Respite Care	5,161	4,930
Food Services	1,409	1,469
Community Buses	177	157
Total Expenditure	9,755	9,318
Net Operating Surplus/(Deficit)	(1,003)	(1,034)

Community Development & Services

DEPARTMENT: Children's and Family Services

Cost Centre Description	2012/13 Budget \$'000	2011/12 Budget \$'000
Operating Income		
Brine St Child Care Centre	1,314	1,076
Maternal Child Health	924	855
Family Day Care	1,170	1,142
Pre-Schools	141	136
Child Care Support	324	320
Primary School Holiday Program	186	169
Total Income	4,058	3,698
Operating Expenditure		
Brine St Child Care Centre	1,247	1,015
Other Child Care Centres	14	15
Maternal Child Health	2,004	1,803
Dental Health	0	5
Family Day Care	1,308	1,278
Pre-Schools	229	195
Children Services Planning & Support	130	127
Child Care Support	279	263
Primary School Holiday Program	279	271
Total Expenditure	5,490	4,972
Net Operating Surplus/(Deficit)	(1,432)	(1,274)

Community Development & Services

DEPARTMENT: Community Information and Arts

Cost Centre Description	2012/13 Budget \$'000	2011/12 Budget \$'000
Operating Income		
Libraries	1,214	1,258
Monash Gallery of Art & Café	432	351
Community Education and Arts	38	38
Total Income	1,684	1,646
Operating Expenditure		
Libraries	5,070	4,842
Monash Gallery of Art & Café	1,066	917
Community Education and Arts	1,203	1,181
Clayton Community Theatre	48	47
Total Expenditure	7,388	6,988
Net Operating Surplus/(Deficit)	(5,704)	(5,341)

Community Development & Services

DEPARTMENT: Recreation Services

Cost Centre Description	2012/13 Budget \$'000	2011/12 Budget \$'000
Operating Income		
Waverley Golf Course	820	893
Oakleigh Golf Course	225	215
Recreation Reserves	260	249
Clayton Community Centre SVC	54	53
Batesford Hub	20	19
Total Income	1,379	1,429
Operating Expenditure		
Waverley Golf Course	135	132
Oakleigh Golf Course	90	87
Recreation Reserves	118	136
Recreation Services	398	382
Clayton Community Centre SVC	785	728
Batesford Hub	46	38
Total Expenditure	1,573	1,504
Net Operating Result	(194)	(75)

Community Development & Services

DEPARTMENT: Youth Services

Cost Centre Description	2012/13 Budget \$'000	2011/12 Budget \$'000
Operating Income		
Youth Services	45	35
Youth School Focussed	182	175
Youth Special Projects	22	22
Family Counselling	61	56
Total Income	310	287
Operating Expenditure		
Youth Services	1,024	950
Youth School Focussed	182	177
Youth Special Projects	22	22
Family Counselling	91	86
Total Expenditure	1,319	1,235
Net Operating Surplus/(Deficit)	(1,009)	(948)

Community Development & Services

DEPARTMENT: Aquatic and Recreation Centres

Cost Centre Description	2012/13 Budget \$'000	2011/12 Budget \$'000
Operating Income		
Clayton Aquatic and Health Centre	1,915	1,710
Oakleigh Recreation Centre	1,630	1,490
Monash Aquatic and Recreation Centre	6,358	5,867
Total Income	9,904	9,067
Operating Expenditure		
Clayton Aquatic and Health Centre	2,048	1,838
Oakleigh Recreation Centre	2,176	2,111
Monash Aquatic and Recreation Centre	6,477	5,825
Total Expenditure	10,702	9,773
Net Operating Result	(798)	(707)

Community Development & Services

DEPARTMENT: Community Development & Planning

Cost Centre Description	2012/13 Budget \$'000	2011/12 Budget \$'000
Operating Income		
Community Liaison	147	234
Neighbourhood Houses	376	365
Metro Access Project	108	107
Older Adults Recreation	3	12
Total Income	633	718
Operating Expenditure		
Community Liaison	2,696	2,502
Neighbourhood Houses	393	382
Metro Access Project	112	107
Older Adults Recreation	31	42
Health Promotion	326	0
Total Expenditure	3,558	3,033
Net Operating Surplus/(Deficit)	(2,925)	(2,315)

City Development

The City Development Division develops the City's environment through effective strategic city, environmental and social planning, building control and municipal regulation. The Division includes the following areas:

- Urban Design;
- Public Open Space Planning and Design;
- Streetscapes;
- Transport and Engineering Services;
- Property Development and Disposals;
- Parking Enforcement and Local Laws;
- Building Approvals and Certification;
- Statutory and Strategic Planning;
- Economic Development;
- Health and Food Registration;
- Immunisation;
- Car Parking Additions;
- Monash Enterprise Centre;
- Monash Business Awards;
- Infectious Disease Control;
- Golden Plate Award; and
- Animal Management.

City Development

DIVISION SUMMARY

Department Description	2012/13 Budget \$'000	2011/12 Budget \$'000
Operating Income		
Development and Statutory Services	7,860	7,221
Urban Design	0	3
Transport & Infrastructure Planning	412	425
Economic Development	287	288
Total Income	8,559	7,937
 Operating Expenditure		
City Development Executive	440	442
Development and Statutory Services	10,423	10,105
Urban Design	408	893
Transport & Infrastructure Planning	3,776	3,614
Economic Development	965	911
Contract Services	131	126
Total Expenditure	16,143	16,092
Net Operating Surplus/(Deficit)	(7,584)	(8,155)

City Development

DEPARTMENT: City Development Executive

Cost Centre Description	2012/13 Budget \$'000	2011/12 Budget \$'000
Operating Income		
Total Income	<u>0</u>	<u>0</u>
Operating Expenditure		
City Development Executive	440	442
Total Expenditure	<u>440</u>	<u>442</u>
Net Operating Surplus/(Deficit)	<u>(440)</u>	<u>(442)</u>

City Development

DEPARTMENT: Development and Statutory Services

Cost Centre Description	2012/13 Budget \$'000	2011/12 Budget \$'000
Operating Income		
Health Inspection	582	581
Immunisation	137	130
Local Law Enforcement	949	962
Car Parking Supervision	4,275	3,762
School Crossings	337	326
Building Control	525	550
Statutory Planning	1,054	910
Total Income	7,860	7,221
Operating Expenditure		
Health Inspection	957	1,045
Immunisation	200	194
Local Law Enforcement	1,227	1,187
Car Parking Supervision	2,267	2,093
Delegation Statutory Processes	832	799
School Crossings	866	840
Building Control	1,503	1,437
Statutory Planning	2,257	2,211
Strategic Planning	314	300
Total Expenditure	10,423	10,105
Net Operating Surplus/(Deficit)	(2,563)	(2,884)

City Development

DEPARTMENT: Urban Design

Cost Centre Description	2012/13 Budget \$'000	2011/12 Budget \$'000
Operating Income		
Architectural Services	0	3
Total Income	0	3
Operating Expenditure		
Architectural Services	408	893
Total Expenditure	408	893
Net Operating Surplus/(Deficit)	(408)	(890)

City Development

DEPARTMENT: Transport and Infrastructure Planning

Cost Centre Description	2012/13 Budget \$'000	2011/12 Budget \$'000
Operating Income		
Engineering Administration	395	419
Infrastructure Planning	17	2
Engineering Desgin	0	5
Total Income	412	425
Operating Expenditure		
Contract Administration	385	401
Transport Planning	572	540
Public Lighting	1,356	1,200
Traffic Signals Maintenance	111	108
Engineering Administration	604	565
Infrastructure Planning	485	460
Fencing	102	102
Engineering Desgin	162	239
Total Expenditure	3,776	3,614
Net Operating Surplus/(Deficit)	(3,364)	(3,189)

City Development

DEPARTMENT: Economic Development

Cost Centre Description	2012/13 Budget \$'000	2011/12 Budget \$'000
Operating Income		
Economic Development	11	26
Property Development	276	262
Total Income	287	288
Operating Expenditure		
Economic Development	439	452
Property Development	494	412
District Centres	31	46
Total Expenditure	965	911
Net Operating Surplus/(Deficit)	(678)	(623)

City Development

DEPARTMENT: Contract Services

Cost Centre Description	2012/13 Budget \$'000	2011/12 Budget \$'000
Operating Income		
Total Income	0	0
Operating Expenditure		
Contracts Supervision	131	126
Total Expenditure	131	126
Net Operating Surplus/(Deficit)	(131)	(126)

Infrastructure Services

The Infrastructure Services Division provides and maintains City infrastructure and facilities to meet operating performance standards set by other Divisions. The Division includes the following areas:

- Transport and Construction Management;
- Engineering Services;
- Road Construction and Repairs;
- Footpaths;
- Parks and Gardens Maintenance;
- Playing Fields and Golf Courses;
- Horticulture;
- Landscaping;
- Playgrounds;
- Street Sweeping;
- Drainage Maintenance;
- Building Maintenance;
- Emergency Management- Response and Recovery;
- Fleet Management;
- Waste Management and Recycling;
- Strategic Asset Management- Asset Management System;
- Bushland Reserve Maintenance;
- Water Features;
- Revegetation; and
- Assisting Friends Groups.

Infrastructure Services

DIVISION SUMMARY

Department Description	2012/13 Budget \$'000	2011/12 Budget \$'000
Operating Income		
Infrastructure Services Executive	30	20
Horticultural Services	26	25
Asset Services	150	156
Sustainable Infrastructure & Emergency Management	36	46
Project Services	245	215
Recycling & Waste Management Services	4,187	3,658
Total Income	4,673	4,120
Operating Expenditure		
Infrastructure Services Executive	659	324
Horticultural Services	10,096	9,427
Asset Services	6,769	6,687
Sustainable Infrastructure & Emergency Management	2,689	2,250
Project Services	2,472	3,145
Recycling & Waste Management Services	17,805	15,608
Total Expenditure	40,490	37,440
Net Operating Surplus/(Deficit)	(35,817)	(33,320)

Infrastructure Services expenditure is net of On Cost & Plant Hire expenses recovery.

Adjustments:	2012/13 \$'000	2011/12 \$'000
On Cost	\$ 3.04m	\$ 2.91m
Plant Hire	\$ 3.84m	\$ 3.67m

Infrastructure Services

DEPARTMENT: Infrastructure Services Executive

Cost Centre Description	2012/13 Budget \$'000	2011/12 Budget \$'000
Operating Income		
Infrastructure Executive	30	20
Total Income	30	20
 Operating Expenditure		
Infrastructure Executive	371	371
On Cost Account	2,607	2,320
Depot Waste Disposal	726	546
Less On Cost Recovery	(3,044)	(2,913)
Total Expenditure	659	324
Net Operating Surplus/(Deficit)	(629)	(304)

Infrastructure Services

DEPARTMENT: Horticultural Services

Cost Centre Description	2012/13 Budget \$'000	2011/12 Budget \$'000
Operating Income		
Special Works	26	25
Total Income	26	25
 Operating Expenditure		
Horticulture Services - Administration	555	446
Grass Maintenance	2,861	2,721
Garden Maintenance	1,045	1,056
Tree Maintenance	3,001	2,652
Irrigation Maintenance	82	78
Other Horticultural Services	493	478
Bushland	982	948
Misc. Reserve Services	185	173
Golf Course Maintenance	892	874
Total Expenditure	10,096	9,427
Net Operating Surplus/(Deficit)	(10,070)	(9,402)

Infrastructure Services

DEPARTMENT: Asset Services

Cost Centre Description	2012/13 Budget \$'000	2011/12 Budget \$'000
Operating Income		
Asset Services - Administration	2	5
Fleet Management	147	151
Building Maintenance Services	1	0
Total Income	150	156
Operating Expenditure		
Asset Services - Administration	1,111	1,236
Fleet Management	2,448	2,369
Drainage	1,845	1,734
Roads & Car parks	259	253
Path Maintenance (Segmental + Timber)	344	334
Building Maintenance Services	4,597	4,431
Less:		
Plant Hire Expense Recovery	(3,835)	(3,671)
Total Expenditure	6,769	6,687
Net Operating Surplus/(Deficit)	(6,619)	(6,531)

Infrastructure Services

DEPARTMENT: Sustainable Infrastructure & Emergency Management

Cost Centre Description	2012/13 Budget \$'000	2011/12 Budget \$'000
Operating Income		
Emergency Readiness	16	15
Infrastructure Strategy Administration	20	31
Total Income	36	46
Operating Expenditure		
Infrastructure Strategy Administration	1,045	841
Emergency Readiness	318	310
Public Liability Inspections	8	7
Utilities	1,318	1,091
Total Expenditure	2,689	2,250
Net Operating Surplus/(Deficit)	(2,654)	(2,204)

Infrastructure Services

DEPARTMENT: Project Services

Cost Centre Description	2012/13 Budget \$'000	2011/12 Budget \$'000
Operating Income		
Contract Services	0	20
Vehicular Crossings	30	25
Road Maintenance	5	0
Service Authorities	80	50
Private Development Reinstatements	130	120
Total Income	245	215
Operating Expenditure		
Project Management	173	167
Contract Services	401	469
Path Maintenance (Concrete + Asphalt)	449	1,393
Road Maintenance	649	616
Service Authorities	101	99
Private Development Reinstatements	96	96
Line marking	316	305
Building & Reserve Projects	287	0
Total Expenditure	2,472	3,145
Net Operating Surplus/(Deficit)	(2,227)	(2,930)

Infrastructure Services

DEPARTMENT: Recycling & Waste Management Services

Cost Centre Description	2012/13 Budget \$'000	2011/12 Budget \$'000
Operating Income		
Big Bins Other	883	781
Garbage Other	23	23
Recycling Other	853	882
Waste Transfer Station	2,428	1,972
Total Income	4,187	3,658
Operating Expenditure		
Big Bins Other	10	10
Domestic Garbage	6,413	5,011
Commercial Garbage	948	1,052
Garbage Other	717	562
Annual Hard Rubbish	938	706
Domestic Green Waste	2,303	2,240
Recycling Other	1,659	1,633
Street & Precinct Sweeping	1,056	1,118
Other Cleansing	1,470	1,442
Waste Transfer Station	2,291	1,834
Total Expenditure	17,805	15,608
Net Operating Surplus/(Deficit)	(13,618)	(11,949)

CITY OF MONASH

BUDGET 2012/13

PART 4

DETAILED CAPITAL BUDGET

CAPITAL WORKS PROGRAM

A distinction is made between expenditure on new assets, expenditure on asset renewal and upgrade. Expenditure on asset renewal is expenditure on an existing asset, which improves the service potential or the life of the asset. Expenditure on new assets does not have any element of upgrade of existing assets but will result in future operation, maintenance and capital renewal. The table below summarises the 2012/13 capital works program by asset category.

Description	TOTAL BUDGET 2012/13	RENEWAL	UPGRADE	NEW
Building Works	4,216,621	3,278,634	937,987	-
Drainage Works	2,228,085	446,970	1,781,115	-
Reserve Works	1,811,170	765,548	1,045,623	-
Roadworks, Bikeways, Kerb and Channel	7,032,714	5,944,314	681,245	407,155
Retail Strips and District Centres	1,345,975	615,470	635,505	95,000
Other Minor Capital Works	1,134,220	435,473	441,170	257,576
Asset Rationalisation	25,000	-	25,000	-
Asset Additions	5,936,211	4,940,201	770,012	225,998
Carried Forward Projects	5,590,000	2,595,000	1,398,000	1,597,000
Total Capital Program	29,319,996	19,021,610	7,715,656	2,582,729

The Capital Works Program includes:

Building Works

Community facilities, municipal offices, sports facilities and pavilions.

Drainage Works

Drains in road reserves, retarding basins and waterways.

Reserve Works

Parks, playing surfaces, streetscapes, playground equipment, irrigation systems, trees and public art.

Roadways, Bikeways Kerb and Channel

Local roads, car parks, footpaths, bike paths, bridges, culverts, declared main roads, traffic devices, street lighting and traffic signals.

Retail Strips and District Centres

Developments undertaken at retail strips and district centres.

Asset Rationalisation

Sale of approved Council assets.

Asset Additions

Acquisition of fleet, computer equipment, furniture and fittings, and library collections.

2012/13 CAPITAL WORKS PROGRAM

Description	TOTAL	RENEWAL		UPGRADE		NEW		FUNDING			
	BUDGET							INTERNAL	USER	GOV'T	RESERVE
	2012/2013	\$	%	\$	%	\$	%	FUNDING	FUNDING	FUNDING	FUNDING
1. BUILDING WORKS											
Community Centres											
- Hall Upgrades - Minor Works	30,000	30,000	100%					30,000			
- Council Halls - Essential Hall Works	173,000	173,000	100%					173,000			
- Waverley Hub Design	56,600	28,300	50%	28,300	50%			56,600			
Sports Pavilions											
- Pavilion Upgrades											
Ashwood Reserve Soccer	237,244	237,244	100%					237,244			
Wellington Reserve	210,000	210,000	100%					130,000		80,000	
Mayfield Park - Design											
- Pavilion Upgrades - Minor Works	100,650	100,650	100%					100,650			
- Storage at Sporting Pavilions	60,000			60,000	100%			60,000			
- Jack Edwards Reserve Junior Pavilion	928,588	464,294	50%	464,294	50%			928,588			
Library Buildings											
- Unspecified	25,000	25,000	100%					25,000			
- Access Point Mulgrave	25,000			25,000	100%			25,000			
Major Civic Buildings											
- Civic Centre Minor Capital improvements	42,000	42,000	100%					42,000			
- Refurbishment Program for Major Civic Buildings	152,700	91,620	60%	61,080	40%			152,700			
- Roof Access Compliance	65,960	65,960	100%					65,960			
- Civic Centre Floor Rectification	400,000	400,000	100%					400,000			
Aged Accommodation Centres											
- Building Plant Replacement Program	146,590	146,590	100%								146,590
- Refurbishment of Client's Rooms at 3 centres	68,400	68,400	100%								68,400
- Hostel/Nursing Homes - Replace Furniture	127,040	127,040	100%								127,040
- Nursing Homes - Lifting Equipment	53,750	26,875	50%	26,875	50%						53,750
- Monash Gardens Nursing Home/Hostel	25,000	25,000	100%								25,000
- Elizabeth Gardens ILU's Refurbishment	20,000	20,000	100%								20,000
Works Administration Centre											
- Workshop Roof Replacement	113,360	113,360	100%					113,360			
- WAC - General Improvements	31,000	31,000	100%					31,000			
Equitable Access											
- Multilingual Welcome Message	15,000			15,000	100%			15,000			
- Multilingual Signage Council Offices	60,000			60,000	100%			60,000			
- Accessible Pathways for Active Reserves	55,100	27,550	50%	27,550	50%			55,100			
- Emergency Alarms Council Buildings	148,800	74,400	50%	74,400	50%			148,800			
- Signage Audit Council Buildings	121,300	121,300	100%					121,300			
- Notting Hill Neighbourhood House Fencing	2,000	1,000	50%	1,000	50%			2,000			
- Miscellaneous Works	41,895	20,948	50%	20,948	50%			41,895			
Building Plant Replacement/Refurbishment											
- Air-conditioning Improvements/Upgrades	73,300	65,970	90%	7,330	10%			73,300			
- MGA - Replace Air-conditioning Units	48,860	48,860	100%					48,860			
- Wheelers Hill Library - A/C Humidity Control	14,000	14,000	100%					14,000			
Project Post Completion Works	67,420	33,710	50%	33,710	50%			67,420			
Other Buildings											
- Neighbourhood Houses	20,000	20,000	100%					20,000			
- Central Reserve Waverley Woodworkers	15,000	7,500	50%	7,500	50%			15,000			
- Bogong Reserve Men's Shed	10,000			10,000	100%			10,000			
Preschools & Child Care											
- Minor Improvement Works	44,724	44,724	100%					44,724			
- Brine Street CCC Kitchen Refurbishment	25,000	25,000	100%					25,000			

2012/13 CAPITAL WORKS PROGRAM

Description	TOTAL							FUNDING			
	BUDGET	RENEWAL		UPGRADE		NEW		INTERNAL	USER	GOV'T	RESERVE
	2012/2013	\$	%	\$	%	\$	%	FUNDING	FUNDING	FUNDING	FUNDING
Early Childhood & MCH Centres Refurbishment											
- Ashwood Memorial Kindergarten Refurbishment	55,100	55,100	100%					55,100			
- Early Childhood & MCH Refurb Program Feasibility	198,460	198,460	100%					198,460			
- Syndal Kindergarten Stage 2	55,100	55,100	100%					35,100	20,000		
- Glendal Kindergarten Kitchen Upgrade	28,000	28,000	100%					28,000			
- User Group Storage - Burton Street	15,000			15,000	100%			15,000			
- Miscellaneous Works	10,680	10,680	100%					10,680			
TOTAL BUILDING WORKS	4,216,621	3,278,634		937,987		-		3,675,841	20,000	80,000	440,780

2012/13 CAPITAL WORKS PROGRAM

Description	TOTAL	RENEWAL		UPGRADE		NEW		FUNDING			
	BUDGET							INTERNAL	USER	GOV'T	RESERVE
	2012/2013	\$	%	\$	%	\$	%	FUNDING	FUNDING	FUNDING	FUNDING
2. DRAINAGE											
2.1 Drainage Improvements - Local											
2012/2013 Program	372,200	186,100	50%	186,100	50%			372,200			
- Penhurst Court, Glen Waverley											
- Mayfield Drive & Oakern Street, Mt Waverley											
- Harlington Street, Clayton											
- Farquharson Street, Mt Waverley											
- 1719-1731 Dandenong Road, Oakleigh											
- 161 Police Road, Mulgrave											
- 20-22 Hansen Street & 1 Fletcher Court, Mt Waverley											
- 5-7 Valley Road, Mt Waverley											
Reg Harris Water Recycling	428,510	214,255	50%	214,255	50%			428,510			
Sub-total	800,710	400,355		400,355		-		800,710	-	-	-
2.2 Drainage - Strategic											
2012/2013 Program	980,760			980,760	100%			980,760			
- Phoenix Drive, Wheelers Hill Stage 5 Calderwood											
- Brandon Park Reserve, Glen Waverley Stage 3											
- Shirley Avenue, Mt Waverley (Syndal Railway Station)											
- Lum Reserve, Wheelers Hill											
Private Development Contribution Program	400,000			400,000	100%						400,000
Sub-total	1,380,760	-		1,380,760		-		980,760	-	-	400,000
2.3 Drainage - Miscellaneous											
- Urgent Works Program	46,615	46,615	100%					46,615			
Sub-total	46,615	46,615		-		-		46,615	-	-	-
TOTAL DRAINAGE WORKS	2,228,085	446,970		1,781,115		-		1,828,085	-	-	400,000
3. RESERVES											
3.1 Municipal Amenity Program:											
3.1.1 Creeks/Wetlands/Parks/Street Tree Improvements											
Creeks											
- Scotchman's Creek Linear Park	53,860			53,860	100%			53,860			
- Dandenong Creek Corridor (Living Links)	44,095			44,095	100%			24,095		20,000	
Wetlands											
- Wetland Water Management & Amenity	24,500	24,500	100%					24,500			
- Herriotts Boulevard Wetland	101,140	101,140	100%					101,140			
3.1.2 Reserve Drainage/Irrigation Improvements											
- Irrigation Efficiency Implementation	110,500			110,500	100%			73,000		37,500	
- Rainwater Harvesting - Mt Waverley Reserve	200,000			200,000	100%			100,000		100,000	

2012/13 CAPITAL WORKS PROGRAM

Description	TOTAL							FUNDING			
	BUDGET	RENEWAL		UPGRADE		NEW		INTERNAL	USER	GOV'T	RESERVE
	2012/2013	\$	%	\$	%	\$	%	FUNDING	FUNDING	FUNDING	FUNDING
3.1.3 Improvements - Active Recreation Reserves											
- Golf Courses Improvement Program	131,000	131,000	100%					131,000			
2012/2013 Program											
- Public Golf Courses - Risk Mitigation											
- Fairway Warm Season Grass Planting											
- Drainage, Bunker Works, Nursery Upgrade & Planting											
- Other											
- Concrete Wicket Replacement Program	18,000	18,000	100%					18,000			
- Playgrounds - Upgrading:	202,525	101,263	50%	101,263	50%			202,525			
- Playgrounds Equitable Access - Brickmakers Park	180,655			180,655	100%			120,655		60,000	
- Shade Sail Replacement Program	25,000	25,000	100%					25,000			
- Lighting for Sportsgrounds	279,530			279,530	100%			191,530	28,000	60,000	
- Oval Fencing/Cricket Nets Replacement	41,000	41,000	100%					41,000			
- Warm Season Grass Planting & Establishment	28,000	28,000	100%					28,000			
- Central Reserve Stage 1 Landscape Masterplan	53,860	26,930	50%	26,930	50%			53,860			
3.1.4 Improvements - Passive Recreation Reserve											
- Minor Passive Reserve Improvements	40,785	40,785	100%					40,785			
- Unspecified Passive Reserve Improvements	157,095	157,095	100%					157,095			
Sub-total	1,691,545	694,713		996,833		-		1,386,045	28,000	277,500	-
3.2 Other											
Pioneer Memorial Park Headstones Upgrade	22,045	22,045	100%					22,045			
Reserves -Signs/Furniture	97,580	48,790	50%	48,790	50%			97,580			
Sub-total	119,625	70,835		48,790		-		119,625	-	-	-
TOTAL RESERVES WORKS	1,811,170	765,548		1,045,623		-		1,505,670	28,000	277,500	-
4. ROADWORK/BIKEWAYS/KERB & CHANNEL											
4.1 Municipal Bicycle Strategy:											
- Unspecified Bikeway Works	358,575					358,575	100%	158,575		200,000	
Sub-total	358,575	-		-		358,575		158,575	-	200,000	-
4.2 Car Parks & Lighting											
- Council Properties Car Park Lights	68,680			68,680	100%			68,680			
- Car Park Improvements - General	180,795	180,795	100%					180,795			
2012/2013 Program											
Holmesglen Reserve Car park, Ashwood											
Cabena Crescent, Chadstone											
Fairview Avenue, Mt Waverley											
Whalley Drive, Wheelers Hill											
Sub-total	249,475	180,795		68,680		-		249,475	-	-	-
4.3 Footpaths											
- Footpath Extensions	48,580					48,580	100%	48,580			
McKelvie Court, Glen Waverley											
- Council Properties-access paths	48,580			48,580	100%			48,580			
Reserve off Heany Street, Mt Waverley											
Footpaths - Equitable Access	20,000	10,000	50%	10,000	50%			20,000			
Industrial Areas Street and Footpath Replacement	74,740	74,740	100%					74,740			
Local Rds -Periodic Footpath Replacement	2,039,330	2,039,330	100%					2,039,330			
Sub-total	2,231,230	2,124,070		58,580		48,580		2,231,230	-	-	-

2012/13 CAPITAL WORKS PROGRAM

Description	TOTAL							FUNDING			
	BUDGET	RENEWAL		UPGRADE		NEW		INTERNAL	USER	GOV'T	RESERVE
	2012/2013	\$	%	\$	%	\$	%	FUNDING	FUNDING	FUNDING	FUNDING
4.4 Local Roads - Reconstruction	1,412,484	1,412,484	100%					532,620		879,864	
2012/2013 Program											
- Callander Street, Hughesdale											
- Ellendale Street, Hughesdale											
- Allen Street, Oakleigh											
- Austin Street - North Road to Dallas Avenue, Hughesdale											
- Oxford Street Oakleigh - Burlington St to Atherton Rd											
- Mill Road, Oakleigh - Houghton Rd to Warrigal Rd											
Sub-total	1,412,484	1,412,484		-		-		532,620	-	879,864	-
4.4A Roads To Recovery Program											
2012/2013 Program											
- Callander Street, Hughesdale											
- Ellendale Street, Hughesdale	553,320	553,320	100%							553,320	
Sub-total	553,320	553,320		-		-		-	-	553,320	-
4.5 Resheet - Bituminous Works	1,055,500	1,055,500	100%					1,055,500			
4.6 Traffic Management											
2012/2013 Program	101,425			101,425	100%			101,425			
- Tiverton Dr. Mulgrave - Central Traffic Islands (Stage 2)											
- Monterey Ave/Fraser St, Glen Waverley - Roundabout											
- Dandenong Rd Service Rd/Franklyn St Huntingdale Intersection											
- Grandview Rd/Marykirk Dr Wheelers Hill Intersection											
Pedestrian/Signal Facilities											
- Atkinson St at Scotchmans Creek Oakleigh - Bicycle Crossing											
Traffic Islands New (DC)											
- Construction of new minor traffic islands	63,635			63,635	100%			63,635			
LATM Minor Works	204,650			204,650	100%			204,650			
2012/2013 Program											
- Whites Lane/Newark Court Glen Waverley T Intersection											
- Scotsburn Ave/McBean St Clayton Roundabout											
- Grenfell Rd/Billing St Mt Waverley Intersection											
- Grenfell Rd/Malcolm Court Mt Waverley Intersection											
Line marking - New	19,635			19,635	100%			19,635			
LATM Landscaping Upgrade	90,905			90,905	100%			90,905			
Openings in Service Roads for Garbage Trucks	73,735			73,735	100%			73,735			
Sub-total	553,985	-		553,985		-		553,985	-	-	-
4.7 Replace Kerb & Channel	488,865	488,865	100%					488,865			
4.8 Right of Way Reconstruction	129,280	129,280	100%					129,280			
- Railway Parade North, Glen Waverley											
Sub-total	129,280	129,280		-		-		129,280	-	-	-
TOTAL ROADWORKS BIKEWAYS, KERB & CHANNEL	7,032,714	5,944,314		681,245		407,155		5,399,530	-	1,633,184	-

2012/13 CAPITAL WORKS PROGRAM

Description	TOTAL							FUNDING			
	BUDGET	RENEWAL		UPGRADE		NEW		INTERNAL	USER	GOV'T	RESERVE
	2012/2013	\$	%	\$	%	\$	%	FUNDING	FUNDING	FUNDING	FUNDING
5. RETAIL STRIPS / DISTRICT CENTRES											
5.1 Retail Strips											
- Retail Strips	100,000	75,000	75%	25,000	25%			100,000			
- Footpath Trading Unallocated	140,045	140,045	100%					140,045			
- Locality Signs/Street Furniture	120,850	60,425	50%	60,425	50%			120,850			
- Miscellaneous Shopping Centre Works	42,000			42,000	100%			42,000			
- Christmas Decorations	95,000					95,000	100%	47,500	47,500		
- Clayton Public Safety - Thomas Street Laneway	130,000	65,000	50%	65,000	50%					130,000	
Sub-total	627,895	340,470		192,425		95,000		450,395	47,500	130,000	-
5.2 District Centres											
Major Activity Centre Upgrades	168,080			168,080	100%			168,080			
Oakleigh Activity Centre	200,000	100,000	50%	100,000	50%			200,000			
Masterplan Glen Waverley Activity Centre	350,000	175,000	50%	175,000	50%			350,000			
Sub-total	718,080	275,000		443,080		-		718,080	-	-	-
TOTAL RETAIL STRIPS/DISTRICT CENTRES	1,345,975	615,470		635,505		95,000		1,168,475	47,500	130,000	-
6. OTHER MINOR & MAJOR PROJECTS											
6.1 Other Minor Projects											
Retaining Walls - Reconstruction	96,660	96,660	100%					96,660			
Environmental Sustainability Road Map	220,000	73,333	33%	73,333	33%	73,333	33%	200,000		20,000	
Engineering Design Services	166,620	83,310	50%	83,310	50%			166,620			
Advance Design Costs - Capital Works	286,160	143,080	50%	143,080	50%			286,160			
Leisure and Aquatic Centres	78,180	39,090	50%	39,090	50%			78,180			
Sub-total	847,620	435,473		338,813		73,333		827,620	-	20,000	-
6.2 Other Major Projects											
Advance Design Costs - Capital Works	286,600			102,357		184,243		286,600			
Sub-total	286,600	-		102,357		184,243		286,600	-	-	-
TOTAL OTHER PROJECTS	1,134,220	435,473		441,170		257,576		1,114,220	-	20,000	-
7. RATIONALISATION OF ASSETS											
Subdivision, development and disposal costs of property	25,000			25,000	100%			25,000			
TOTAL RATIONALISATION OF ASSETS	25,000	-		25,000		-		25,000	-	-	-
8. ASSET ADDITIONS & REPLACEMENT											
8.1 Plant & Light Fleet											
Plant, Light Fleet & Equipment - New	122,150					122,150	100%	122,150			
Plant, Light Fleet & Equipment Purchases (#1)	2,736,460	2,736,460	100%					2,736,460			
Sub-total	2,858,610	2,736,460		-		122,150		2,858,610	-	-	-
8.2 Furniture and Fittings											
- Library Furniture and Fittings	40,000	40,000	100%					40,000			
- OH&S Strategy implementation	24,000	24,000	100%					24,000			
Sub-total	64,000	64,000		-		-		64,000	-	-	-

2012/13 CAPITAL WORKS PROGRAM

Description	TOTAL							FUNDING			
	BUDGET	RENEWAL		UPGRADE		NEW		INTERNAL	USER	GOV'T	RESERVE
	2012/2013	\$	%	\$	%	\$	%	FUNDING	FUNDING	FUNDING	FUNDING
8.3 Computer Equipment											
- LAN Improvements	126,060	63,030	50%	63,030	50%			126,060			
- Monash IT/IS Strategy	602,620			602,620	100%			602,620			
- Repl. Comp. H/ware (Civic Centre & Depot)	359,620	323,658	90%	35,962	10%			359,620			
- Library Computer Equipment	164,170	164,170	100%					164,170			
Sub-total	1,252,470	550,858		701,612		-		1,252,470	-	-	-
8.4 Other Equipment											
- Communication Equipment	19,000	19,000	100%					19,000			
- Big Bins - Purchase Replacement Bins	144,630	144,630	100%					144,630			
- Litter Bin Replacement	50,820	50,820	100%					50,820			
- Library Machinery/Equipment	35,000	35,000	100%					35,000			
- Miscellaneous Office Equipment (Civic Centre)	96,745	96,745	100%					96,745			
- MARC - Mech./Elec. Plant Replacement/Upgrade	103,580	103,580	100%					103,580			
- MARC/CAHC/ORC - Locker Installation	68,400			68,400	100%			68,400			
- Replacement Street Decorations	31,000	31,000	100%					31,000			
- GIS Aerial Photographs	75,000	75,000	100%					35,000	40,000		
- Monash Gallery of Art - Office Equipment Upgrade	10,000	10,000	100%					10,000			
Sub-total	634,175	565,775		68,400		-		594,175	40,000	-	-
(#1) Funded in part by trade-ins of \$1,369K											
8.5 Art Acquisitions											
- MGA Art Acquisitions	50,000					50,000	100%	50,000			
Sub-total	50,000	-		-		50,000		50,000	-	-	-
8.6 Library Collection											
- General Collection	1,021,256	970,193	95%			51,063	5%	1,021,256			
- LOTE Collection	55,700	52,915	95%			2,785	5%	55,700			
Sub-total	1,076,956	1,023,108		-		53,848		1,076,956	-	-	-
TOTAL ASSET ADDITIONS	5,936,211	4,940,201		770,012		225,998		5,896,211	40,000	-	-
Carried Forward Projects	5,590,000	2,595,000		1,398,000		1,597,000		5,590,000			
TOTAL CAPITAL PROGRAM	29,319,996	19,021,610		7,715,656		2,582,730		26,203,032	135,500	2,140,684	840,780
NET TOTAL CAPITAL PROGRAM	29,319,996	19,021,610		7,715,656		2,582,730		26,203,032	135,500	2,140,684	840,780

CITY OF MONASH

BUDGET 2012/13

PART 5

**STATUTORY INFORMATION
DECLARATION OF RATES AND CHARGES
2012/13**

BUDGET 2012/13

STATUTORY INFORMATION

INDEX

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BUDGET 2012/13

SCHEDULE A

LOCAL GOVERNMENT ACT 1989
LOCAL GOVERNMENT (FINANCE AND REPORTING REGULATIONS) 2004
REGULATION 8 – MATTERS TO BE INCLUDED IN THE BUDGET

Other matters to be included:

For the purposes of sections 127(2) (e) and 128(3) of the Act, the budget and any revised budget must contain the following information for the financial year to which the budget or revised budget relates-

	Description		2011/12	2012/13
(a)	The total amount proposed to be borrowed, other than borrowings to refinance existing loans:		\$5,000,000	\$
(b)	The proposed total amount of debt redemption		Nil	Nil
(c)	in the case of the proposed budget-			
(i)	the proposed rate in dollar for each type of rate levied;	General Differential Rate	\$0.0018022	\$0.0018916
		EGM Land Differential Rate	\$0.0000000	\$0.0037831
		Cultural & Recreational Land	CHARGE	CHARGE
(ii)	the estimated amount to be raised by each type of rate to be levied;	General Differential Rate	\$80,998,000	\$86,612,047
		EGM Land Differential Rate	\$0	\$382,976
		Cultural & Recreational Land	\$185,470	\$196,598
(iii)	the estimated total amount to be raised by rates;		\$81,183,470	\$87,191,621
(iv)	the proposed percentage change in the rate in the dollar for each type of rate to be levied compared to that of the previous year;	General Differential Rate		4.96%
		EGM Land Differential Rate	N/A	
		Cultural & Recreational Land	N/A	N/A
(v)	the number of assessments for each type of rate to be levied compared with previous year;	General Differential Rate	72,430	73,368
		EGM Land Differential Rate	0	12
		Cultural & Recreational Land	9	9
(vi)	the total number of assessments;			73,389
(vii)	the basis of valuation to be used;		Capital Improved Value	Capital Improved Value
(viii)	the estimated total value of land in respect of which each type of rate is to be levied compared with the previous year;	General Differential Rate	\$ 44,943,556,000	\$ 45,788,734,500
		EGM Land Differential Rate	\$0	\$ 101,233,000
		Cultural & Recreational Land	\$265,857,000	\$ 246,508,000
(ix)	the proposed municipal charge, if any;		N/A	N/A
(x)	the proposed rate or unit amount to be levied for each type of service rate or charge under section 162 of the ACT		N/A	N/A
(xi)	the estimated amount to be raised by each type of charge to be levied compared with the previous year;		N/A	N/A
(xii)	the estimated total amount to be raised by rates and charges;		\$81,183,470	\$87,191,621
(xiii)	any significant changes that may effect the estimated amounts to be raised;		N/A	N/A
(d)	in the case of a revised budget, those matters referred to in paragraph (c) as applicable to any additional rates and charges to be levied.			N/A

BUDGET 2012/13

RATE ASSESSMENT

	CAPITAL IMPROVED VALUE	AMOUNT
GENERAL DIFFERENTIAL RATES		
0.18916 cents in \$ of CIV	\$45,788,734,500	\$86,612,047
EGM LAND DIFFERENTIAL RATE		
0.37831 cents in \$ of CIV	\$101,233,000	\$382,976
CULTURAL AND RECREATIONAL LANDS CHARGE	\$246,508,000	\$196,598
SUB TOTAL	<u>\$46,136,475,500</u>	<u>\$87,191,621</u>
OTHER RATES AND CHARGES		
Estimated Supplementary Rates		\$800,000
Interest on Rates and Charges		\$330,000
Sanitary Charge		Nil
TOTAL VALUATIONS	<u>\$46,136,475,500</u>	
TOTAL AMOUNT OF ASSESSMENT		<u>\$88,321,621</u>

General Differential Rate

1. Background

In 2012/13 Council will introduce a General Differential Rate. In 2011/12, Council rates were raised by application of a uniform rate. The General Differential Rate of 0.0018916% will be applied to the capital improved value (CIV) of all rateable land to which the EGM Land Differential Rate does not apply. This rate will raise an amount of \$86,612,047.

Council resolved at its meeting of 8 December 2009 to change the basis for levying rates from site value (SV) to capital improved value (CIV) effective from the 2010/11 rating year. That decision was made on the basis that the CIV system of property valuations will ensure that Council is better able to meet its obligations under the Local Government Act 1989 (“Act”) for the achievement of equity, efficiency and simplicity. This change resulted in a more equitable distribution of rates across sectors with the aim of optimal flexibility in collection of rates to deal with changing needs within the wider community. To assist achieve the objective of equity, efficiency and simplicity, Council will use the General Differential Rate applied to rateable properties (on which gaming machines are not operated).

2. The Objective Of The General Differential Rate

The objective of the General Differential Rate is to equitably impose a differential rate on rateable land within the municipal district (except rateable land on which EGMs are operated) to:

- 2.1. assist Council to meet its primary objective of endeavouring to achieve the best outcomes for the local community having regard to the long term and cumulative effects of Council’s decisions (section 3C(1) of the Act);
- 2.2. to raise revenue to be used to improve the overall quality of life of people in the local community within Council’s municipal district (in accordance with the facilitating objective in section 3C(2)(c) of the Act; and
- 2.3. to ensure the equitable imposition of rates and charges (in accordance with the facilitating objective in section 3C(2)(f) of the Act).

3. Definition of the types or classes of land subject to the EGM land differential rate

- 3.1. The General Differential Rate applies to all land within Council’s municipal district which is rateable land in accordance with section 154 of the Act, and on which gaming machines are not operated:

Classification Category	General Differential Rate
Residential Classified Properties	Rate of 0.0018916%
Commercial Classified Properties	Rate of 0.0018916%
Industrial Classified Properties	Rate of 0.0018916%
Rural Classified Properties	Rate of 0.0018916%

* Other Rate of 0.0018916%

*(Other - To be applied to all other properties not falling within the above Classification Categories - if any).

3.2. Land which may be subject to the General Differential Rate includes all land, except land which is otherwise not rateable pursuant to section 154(2) of the Act.

4. Identification of the types or classes of land which are subject to the General Differential Rate

- 4.1. Use of the land - Rateable land (on which gaming machines are not operated)
- 4.2. Geographic location - Anywhere within Council's municipal district
- 4.3. Planning scheme zoning - Any zoning under the Monash Planning Scheme
- 4.4. Types of building – Not relevant to the General Differential Rate

5. Characteristics of the land which are the criteria for declaring the General Differential Rate

All rateable land (on which gaming machines are not operated)

6. Amount and calculation of the General Differential Rate

- 6.1. The amount of rates payable on land which is subject to the General Differential Rate will be calculated by multiplying the Capital Improved Value (CIV) of that land by the General Differential Rate.
- 6.2. The General Differential Rate is 0.18916% (0.18916 cents in the dollar of CIV).
- 6.3. The total amount raised from the General Differential Rate in 2012/2013 will be \$86,612,047.

7. The reasons for the use of the General Differential Rate

The land on which the General Differential Rate is to apply will be subject to a differential rate to raise revenue that funds the general operations of Council.

8. The reasons for the level of the General Differential Rate

- 8.1. In 2012/2013, there will be 73,368 properties within Council's municipal district which will be subject to the General Differential Rate.
- 8.2. The total amount raised by the General Differential Rate in 2012/2013 will be \$86,612,047.
- 8.3. The General Differential Rate has been set at a level necessary to provide the funding necessary for the general operations of Council.

9. Section 161(2)(iii) of the Act

- 9.1. There has been no change in the valuation system, so section 161(2)(iii) of the Act does not apply.

Differential Rate for Commercial Gaming Venues that operate Electronic Gaming Machines (EGMs)

1. Background

- 1.1. Council is concerned about problem gambling in its municipal district and the nexus between problem gambling and electronic gaming machines (“EGMs”). Council’s concerns include:
 - The amount of money lost to EGMs each year,
 - The prevalence of problem gambling in Monash and its association with EGMs,
 - That those members of the community who are losing the most on the EGMs, are from the communities who can least afford to do so,
 - Problem gambling in culturally and linguistically diverse (CALD) communities,
 - The impact of problem gambling on service provision in the municipal district,
 - An identified need for increased research into the area of problem gaming in the municipal district, and
 - The proportionally low rate of return of gaming losses to the Monash community.

- 1.2. Council is concerned about the amount of money lost to EGMs each year.
 - 1.2.1. In 2010/11, Council’s municipal district hosted the highest number of EGMs per municipality in metropolitan Melbourne. Currently, there are approximately 1000 EGMs in Council’s municipal district. This is second only to Geelong in Victoria, but Council’s municipal district has a higher EGM expenditure overall and per adult than Geelong.

 - 1.2.2. In 2010/11, Council’s municipal district had 6.97 EGMs per 1000 adults. This is higher than the state average of 6.19 EGMs per 1000 adults and the Melbourne metropolitan average of 6.08 EGMs per 1000 adults.

 - 1.2.3. The expenditure on EGMs in Council’s municipal district was \$122 million in 2010/11 – the third highest amount in Victoria municipalities.

 - 1.2.4. The average spend per adult Monash was \$850 – compared to the state average of \$613.

- 1.3. Council is concerned about the prevalence of problem gambling in Monash and its association with EGMs:
 - 1.3.1. Research shows that 40% of the losses are from problem gamblers (Productivity Commission Report 2010).

 - 1.3.2. Gambling has become a significant health and wellbeing issue which harms up to 1 in 5 Victorians (Gamblers Help Eastern, 2009).

- 1.4. Council is concerned that those members of the community who are losing the most on EGMs are from the communities who can least afford to do so.
 - 1.4.1. The spread of EGMs and venues across Council’s municipal district is disproportionately weighted towards the suburbs with the highest proportion of socio-economically disadvantaged residents, including Clayton, Oakleigh, Mulgrave and Ashwood (these suburbs are subject to the cap area).

 - 1.4.2. Of the 15 venues in Council’s municipal district, 10 (66%) and 618 EGMs (62%) are located in this capped region, giving residents in these suburbs a higher accessibility to EGMs.

 - 1.4.3. The location and density of EGMs in socially and economically disadvantaged areas is of continuing concern to Council. Approximately 70% of EGM losses to EGMs within Council’s municipal district occur within the capped region.

- 1.5. Culturally and linguistically diverse (CALD) communities:
 - 1.5.1. A number of studies have shown that rates of problem gambling may be higher for culturally and linguistically diverse (CALD) communities compared with the mainstream population.
 - 1.5.2. Although CALD communities may have lower rates of overall participation in gambling than the general community, higher incidences of problem gambling were observed in the CALD communities (Thomas and Yamine 2000).
 - 1.5.3. Monash University Clayton has stated that the most vulnerable student groups to develop problem gambling were found to be males living alone from Chinese/Asian or English speaking western backgrounds.

- 1.6. Council is concerned with the impact of problem gambling on service provision in its municipal district.
 - 1.6.1. Community services providers within Monash have alerted Council to the complex issues caused by problem gambling and that problem gambling causes interrelated problems, including the impacts on the families and friends of problem gamblers, as well as the wider community.
 - 1.6.2. There has been a steady increase in the number of problem gamblers presenting to gamblers help services annually.
 - 1.6.3. Council recognises that gambling is a lawful activity that can provide entertainment, recreation and socialising opportunities, however, a significant number of people gamble excessively and experience a variety of personal, family and financial problems.

- 1.7. Council has identified a need for increased research into the area of gaming in its municipal district.
 - 1.7.1. Council is in the process of reviewing the current Gambling Policy 2007. Gambling has become a significant health and wellbeing issue which harms up to 1 in 5 Victorians (Gamblers Help Eastern, 2009). This includes people who directly suffer harm from gambling, their partners, their families and the wider community.
 - 1.7.2. Consultation is underway to determine the views of people who live, work, study or visit Council's municipal district (regardless of whether they gamble or not) about gambling, especially EGMs. Additionally, Council is examining community views about what Council's role could be to minimise the negative impacts of problem gambling and maximise the positive impacts of gambling.
 - 1.7.3. It has become evident that there is a need for specific research in relation to the impact of EGMs in vulnerable communities in Council's municipal district, including research on CALD communities and international students. The research will need to look at the extent of problem gambling in Council's municipal district, including the impact on individuals, families and the community generally, and what preventative work can be done to limit harm.

- 1.8. Council is concerned about the proportionally low rate of return of gaming losses to the community of Council's municipal district.
 - 1.8.1. Council continues to advocate for a larger share of the Community Support Fund that is funded by EGM expenditure in Council's municipal district to be returned to the Monash community.
 - 1.8.2. Furthermore, Council advocates for more genuine community benefits through the Community Benefits Scheme.

- 1.9. It is the express intention of Council to act in fulfilment of its functions as set out in section 3E of the Local Government Act 1989 ("**Act**") and in pursuance of its objectives as set out in section 3C of that Act.

- 1.10. For the purposes of section 161(1)(a) and (b) of the Act, Council uses the capital improved value

system of valuing land and considers that the Electronic Gaming Machine Land Differential Rate will contribute to the equitable and efficient carrying out of its functions.

2. Objective of the Electronic Gaming Machine Land Differential Rate

- 2.1. The objective of the Electronic Gaming Machine Land Differential Rate (“the EGM Land Differential Rate”) is to equitably impose a differential rate on rateable land within the municipal district on which EGMs are operated and thereby to raise revenue to be used to improve the overall quality of life of people in the local community within Council’s municipal district having regard to the social and economic impacts of problem gambling and achieve the best outcomes for that local community in accordance with the primary objectives of Council pursuant to section 3C(1) of the Act.
- 2.2. Definition of the types or classes of land subject to the EGM Land Differential Rate
 - 2.2.1. The EGM Land Differential Rate applies to all land within Council’s municipal district which is rateable land in accordance with section 154 of the Act, and on which gaming machines are operated.
 - 2.2.2. For the purpose of the EGM Land Differential Rate, the term “gaming machine” has the same meaning as in section 1.3 of the Gambling Regulation Act 2003 (Vic), that is, “gaming machine” means any device, whether wholly or partly mechanically or electronically operated, that is so designed that -
 - 2.2.2.1. it may be used for the purpose of playing a game of chance or a game of mixed chance and skill; and
 - 2.2.2.2. as a result of making a bet on the device, winnings may become payable -

and includes any machine declared to be a gaming machine under section 3.1.3 of that Act but does not include -
 - 2.2.2.3. a lucky envelope vending machine within the meaning of Chapter 8 of that Act; or
 - 2.2.2.4. interactive gaming equipment that is used or intended to be used for the purposes of interactive games and not for gaming of any other kind.
- 2.3. Land which may be subject to the EGM Land Differential Rate includes all land, except land which is otherwise not rateable land pursuant to section 154(2) of the Act. Land which is not rateable for the purpose of the EGM Land Differential Rate includes, but is not limited to, land held in trust and used exclusively as a sub-branch of the Returned Services League of Australia in accordance with section 154(2)(f)(ii) of the Act.

3. Identification of the types or classes of land which are subject to the EGM Land Differential Rate

- 3.1. Use of the land - Rateable land on which gaming machines are operated
- 3.2. Geographic location - Anywhere within Council’s municipal district
- 3.3. Planning scheme zoning - Any zoning under the Monash Planning Scheme
- 3.4. Types of building - Not relevant to EGM Land Differential Rate

4. Characteristics of the land which are the criteria for declaring the EGM Land Differential Rate

Use of rateable land for the operation of gaming machines

5. Amount and calculation of EGM Land Differential Rate

- 5.1. The amount of rates payable on land which is subject to the EGM Land Differential Rate will be calculated by multiplying the Capital Improved Value (CIV) of that land by the EGM Land Differential Rate.

- 5.2. The EGM Land Differential Rate is 0.37831% (0.37831cents in the dollar of CIV).
- 5.3. The total amount raised from the EGM Land Differential Rate in 2012/2013 will be \$382,976.
- 5.4. 50% of the total amount raised from the EGM Land Differential Rate (\$191,488) will be allocated to research into, and developing strategies to address, problem gambling. The remaining 50% of the amount raised from the EGM Land Differential Rate will be treated as general revenue.

6. The reasons for the use of the EGM Land Differential Rate

- 6.1. The land on which EGMs are operated is to be subject to a differential rate so that revenue is raised to fund research on the extent and impact of problem gambling within the municipal district and to develop and implement strategies to reduce the impact of problem gambling within the municipal district.
- 6.2. Council will use 50% of the amount derived from the EGM Land Differential Rate (\$191,488) to fund the quantitative and qualitative research set out below.
 - 6.2.1. Document, through field work, the social and economic impact on people who gamble using EGMs in the capped areas of the municipal district, with reference to people from the following demographic backgrounds
 - 6.2.1.1. culturally and linguistically Diverse (CALD) backgrounds
 - 6.2.1.2. low income residents;
 - 6.2.1.3. international Students;
 - 6.2.1.4. single parents; and
 - 6.2.1.5. renters.
 - 6.2.2. To undertake field work:
 - 6.2.2.1. to better understand and document concerns raised by Monash University in Clayton which indicates that the most vulnerable student groups for development of problem gambling habits are males living alone from Asian or English speaking western backgrounds; and
 - 6.2.2.2. to conduct research regarding international students' engagement with EGM gambling and the impact on their overall well being.
 - 6.2.3. Document the outcomes of consultation and engagement with CALD communities in Monash, to identify differences in relation to EGM gambling as compared to the mainstream population and identify the causes of those differences.
 - 6.2.4. Conduct of field work to assess the extent of problem gambling in Council's municipal district, including the impact on individuals and families and the development of recommendations for preventative approaches that could be implemented to minimise harm.

7. The reasons for the level of the EGM Land Differential Rate

- 7.1. The EGM Land Differential Rate will be levied at twice the general rate.
- 7.2. In 2012/2013, there will be 12 properties within Council's municipal district which will be subject to the EGM land differential rate.
- 7.3. The total amount raised by the EGM Land Differential Rate in 2012/2013 will be \$382,976.
- 7.4. One half of the amount referred to in paragraph 7.3 will fund the ordinary budget expenditure as per the application of the General Differential Rate.
- 7.5. The EGM Land Differential Rate will be levied at twice the General Differential Rate to provide the funding needed for the uses set out in paragraph 6.

8. Section 161(2)(iii) of the Act

- 8.1. There has been no change in the valuation system, so section 161(2)(iii) of the Act does not apply.

BUDGET 2012/13**ELECTRONIC GAMING MACHINES (EGMs) DIFFERENTIAL****RATE ASSESSMENTS**

<u>ASSESS.</u>	<u>VENUE</u>	<u>LOCATION</u>	<u>CAPITAL IMPROVED VALUE (2012)</u>	<u>DIFFERENTIAL RATE 0.0037831</u>
110533	Matthew Flinders Taverner	657-673 Warrigal Road CHADSTONE	20,020,000	\$75,738
122421	Century City Entertainment	2/289 Springvale Road GLEN WAVERLEY	5,175,000	\$19,578
127919	Wheelers Hill Hotel	871-881 Ferntree Gully Road WHEELERS HILL	10,260,000	\$38,815
133153	Mountain View Hotel	176 Springvale Road GLEN WAVERLEY	10,720,000	\$40,555
146228	Vegas at Waverley Gardens	122 Waverley Gardens Shopping Centre	2,588,000	\$9,791
151169	L'unico Hotel	2/317-319 Clayton Road CLAYTON	2,510,000	\$9,496
152186	Foresters Arms Hotel	1529-1531 Dandenong Road OAKLEIGH	6,750,000	\$25,536
152431	Monash Hotel	2071-2091 Dandenong Road CLAYTON	6,560,000	\$24,817
161950	Oakleigh Junction Hotel	5 Portman Street OAKLEIGH	4,340,000	\$16,419
167442	Leighoak	1555 Dandenong Road OAKLEIGH	7,680,000	\$29,054
170317	Village Green Hotel	539-559 Springvale Road MULGRAVE	16,750,000	\$63,367
177614	The Vale Hotel	1/2277 Dandenong Road MULGRAVE	7,880,000	\$29,811
			<u>\$101,233,000</u>	<u>\$382,976</u>

BUDGET 2012/13**CULTURAL AND RECREATIONAL LANDS ACT 1963**

ASSESS	NAME	LOCATION	<u>2011/12</u> CHARGE	<u>2012/13</u> CHARGE
170448	Mulgrave Country Club	331-345 Jells Road, WHEELERS HILL	\$8,086	\$8,571
104193	Riversdale Golf Club	200-280 Huntingdale Road, MOUNT WAVERLEY	\$55,273	\$58,589
104194	Glen Iris Valley Recreation Club Inc.	260-270 High Street Road MOUNT WAVERLEY	\$1,591	\$1,686
113401	Victorian Homing Pigeon Assoc.	2/29 Business Park Drive NOTTING HILL	\$516	\$547
164642	Oakleigh & Caulfield District Angling Club	63A Warrigal Road HUGHESDALE	\$64	\$68
180312	Metropolitan Golf Club	1196-1198 North Road OAKLEIGH SOUTH	\$64,611	\$68,488
165754	Huntingdale Golf Club	8-10 Windsor Avenue OAKLEIGH SOUTH	\$48,283	\$51,180
176720	Hawthorn Football Club Ltd	3/2 Stadium Circuit MULGRAVE	\$5,030	\$5,332
174189	Hawthorn Football Club Ltd (Oval)	2A Stadium Circuit MULGRAVE	\$2,016	\$2,137
			\$185,470	\$196,598